



Western Cape
Government



Department of Infrastructure

Annual Report
2024/25



Western Cape
Government



Department of Infrastructure

The value we add FOR YOU

Who are we?

We are the Western Cape Department of Infrastructure (DOI).

Our vision

To enable infrastructure-led growth and investment for the Western Cape that will benefit the communities we serve.

Our mission

To tirelessly pursue the delivery of infrastructure that is: resilient, inclusive, safe and seeks to heal, skill, integrate, build social cohesion, connect, link and empower Western Cape citizens, driven by passion, ethics and a steadfast commitment to the environment with our people as our cornerstone.

The core values of the Western Cape Government (WCG)



Caring



Competence



Accountability



Integrity



Innovation



Responsiveness

Who is in charge



Tertuis Simmers

Tertuis Simmers is the Provincial Minister (Executive Authority) responsible for the Department of Infrastructure. He is an elected politician who is responsible for directing the Department's activities so that these are in line with national and provincial government policies.



Chantal Smith

Adv. Chantal Smith is the Head of Department (Accounting Officer). She is a public servant who is appointed to ensure that DOI meets its mandates and implements ministerial and governmental directives efficiently and effectively.

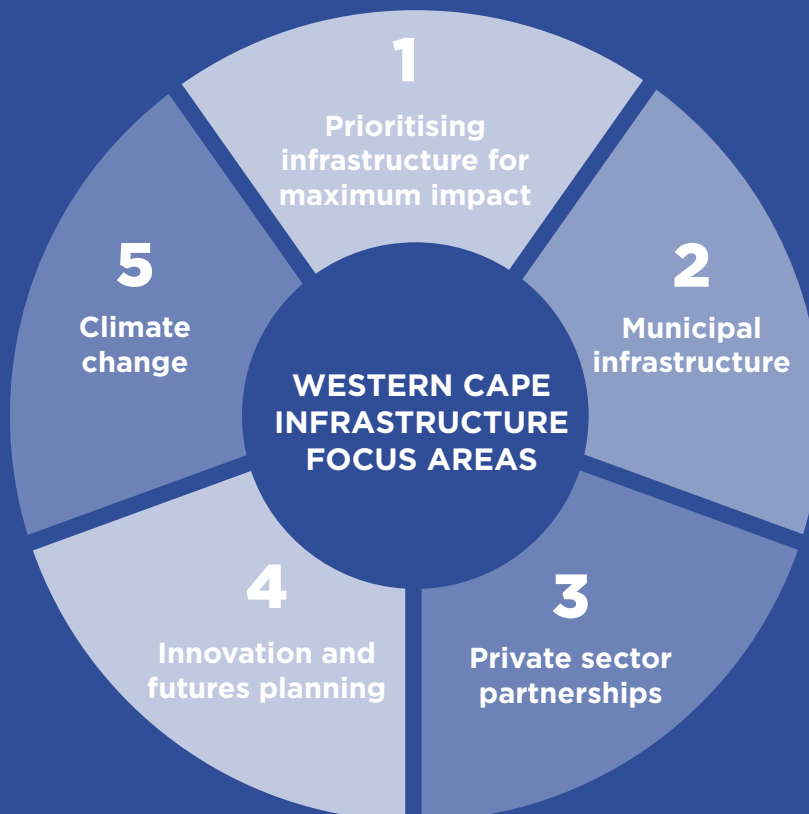
MINISTERIAL PRIORITIES

- **Partnerships** - partnering with key identified stakeholders.
- **Accelerating delivery** - speed and scale.
- **Using new materials and methods** - alternative delivery models, new building technologies and AI (artificial intelligence) solutions.
- **Securing private sector involvement.**
- **Unlocking and securing new funding sources**, including corporate social investment (CSI).
- **Building the sector** through a skills focus and a trusted infrastructure pipeline.

Sectors the DOI supports



DOI's focal areas and outcomes



Outcomes

1. An infrastructure foundation and capability for development.
2. Sustained delivery for maximum impact.
3. Leveraging the provincial infrastructure portfolio and mandate to bring about fundamental spatial transformation
4. Catalysing innovation, private sector development and climate-sensitive infrastructure.



We provide strategy and policy support for infrastructure development

Spatial transformation and consolidation

Optimising infrastructure for growth, well-being and jobs

Protecting the existing infrastructure portfolio

Responding to the climate change imperative

Renewable energy infrastructure

- We contribute to the Provincial Strategic Plan's **Infrastructure, Mobility, and Spatial Transformation focus areas**, while playing an active role in the **Growth for Jobs** priority of the Western Cape Recovery Plan. This includes responding to the climate change imperative and focusing on renewable energy infrastructure.
- We are becoming a **purpose-driven organisation** that places the **well-being of citizens at the centre** of all our service delivery through **systemic spatial transformation** over a **20-year timeframe**.

FOR YOU, the citizen, this means a cohesive approach to critical infrastructure for everyone's benefit.

We plan, design and deliver sustainable infrastructure

Sustainable education infrastructure

Sustainable health infrastructure

Sustainable general infrastructure

- We **design** sustainable **education, health and general infrastructure** projects so that they are ready for the tender process to begin.
- We **deliver** sustainable **education, health and general infrastructure**.
- We provide **backup power** and install new **solar photovoltaic panels** in certain WCG facilities.



FOR YOU, the citizen, this means better access to well-functioning health, education and other public services.

We optimise access to public services through shared service delivery precincts

Shared public service delivery precincts

- We **optimise public access to public services** and the efficient use of public land and resources through planning precinct-level projects.

FOR YOU, the citizen, this means better access to public services in a single location.

We deliver sustainable human settlements and upgrade informal settlements

Deliver state- and non-state housing units

Utilise sustainable building technologies

Upgrade informal settlements

Deliver serviced sites

Deliver housing subsidies

Register title deeds

- We develop **sustainable human settlements**.
- We focus on **priority development areas** (PDAs) as a catalyst for restructuring and revitalising towns and cities.
- We focus on **social housing projects** in the City of Cape Town and Western Cape towns, working with the Social Housing Regulatory Authority and social housing institutions.
- We **upgrade informal settlements** through the Upgrading of Informal Settlements Programme (UISP).



FOR YOU, the citizen, this means better access to housing opportunities, informal settlement upgrading, access to housing assistance, and more secure tenure.

We help to settle disputes between landlords and tenants

Promote stability in the rental housing sector

Intervene in disputes between landlords and tenants

Inform landlords and tenants about their rights and obligations

Conduct Rental Housing Tribunal hearings

- We **intervene in disputes** between landlords and tenants to promote stability in the rental housing sector.
- We facilitate, investigate, mediate and conduct **dispute resolution** processes through the **Rental Housing Tribunal**.
- We inform landlords and tenants about their **rights and obligations**.
- We intervene in instances where rental properties are **not adequately maintained**.
- We intervene in cases of **unlawful seizure of possessions**.

Contact Centre: 0860 106 166; Please Call Me: 079 769 1207; SMS: Help to 31022; Email: rht.enquiries@westerncape.gov.za.

FOR YOU, the citizen, this means better protection of the rights of landlords and tenants.

We enable spatial transformation through integrated development

Spatial transformation through integrated development

Conradie Park

Founders' Garden

Leeuloop

Prestwich Precinct

- We promote **spatial transformation** through well-located, residentially led, mixed-use, mixed-income live-work-play-learn **integrated development** projects close to public transport. Current projects include Conradie Park in Pinelands, Founders' Garden, Leeuloop and Prestwich Precinct developments in central Cape Town.



FOR YOU, the citizen, this means better access to social housing and integrated living in central locations.

We manage and maintain WCG-owned immovable assets (land and buildings)

Provide accommodation facilities

Manage land and buildings

Green the built environment

Optimise utilisation, sustainability and efficiency

Maintain education, health and general infrastructure

- We provide **accommodation facilities** to WCG departments and provincial entities.
- We actively **green the built environment** through pursuing Green Building Council of South Africa certification for qualifying WCG buildings.
- We **optimise the utilisation, environmental sustainability and efficiency** of accommodation and facilities, including **energy performance certification**.
- We undertake **building condition assessments**.
- We **maintain, refurbish and renovate** sustainable **education, health and general infrastructure**.



FOR YOU, the citizen, this means better maintenance of existing health, education and other public service sites.

We provide access to professional training in critical skills

Professional infrastructure skills development

Bursaries for tertiary-level study in infrastructure fields

Professional green building skills training

- Our **Professional Development Programme** (PDP) enables graduates in technical infrastructure fields to get the experience and additional training they need to **become registered professionals** in their fields.
- DOI enables professional staff to keep their registrations current by enabling them to meet **continuing professional development** (CPD) training requirements.
- Our **Masakh'iSizwe Bursary Programme** provides tertiary-level study bursaries for young people in **scarce and critical technical infrastructure skills** on a work-back basis. Bursars must work for the DOI for a year for every year they received study support.
- We support professional **green building skills training** provided by the Green Building Council of South Africa Academy. This complements work done to improve the efficiency and environmental sustainability of our immovable asset portfolio.



FOR YOU, the citizen, this means the development of better, more sustainable, public infrastructure.

We create work opportunities through public works and transport infrastructure

Work opportunities through public works

Work opportunities through transport infrastructure

- We **create work opportunities** through health, education, general infrastructure and transport infrastructure projects.

FOR YOU, the citizen, this means better access to work opportunities on projects that will benefit the community you live in.

We plan, design, deliver and maintain transport infrastructure

Spatial transformation through transport infrastructure

Plan transport infrastructure

Design transport infrastructure

Deliver transport infrastructure

Maintain transport infrastructure

- We support **spatial transformation** through the development of major road infrastructure projects such as the George Western Bypass, the completion of the R300 to the north, the Cape Town Integrator-Northern Growth Corridor, Saldanha Industrial Development Zone road network upgrades, and the Worcester Bypass.
- We help ensure that **road infrastructure is safe and rideable** for private motorists, road-based public transport, and commercial vehicles.
- We assess and comment on the impact on the proclaimed road network of **land-use planning and development applications** from municipalities.
- We undertake **road asset management planning**.
- We visually **assess the condition of surfaced and gravel roads**.
- We **upgrade gravel roads to surfaced roads**.
- We **rehabilitate and reseal surfaced roads**.
- We **re-gravel and blade gravel roads**.
- We **blacktop-patch surfaced roads**.



FOR YOU, the citizen, this means better, safer roads support economic growth and provide better access to work opportunities, economic opportunities and social amenities.

We help to make the Western Cape more energy-secure

Action to mitigate climate change

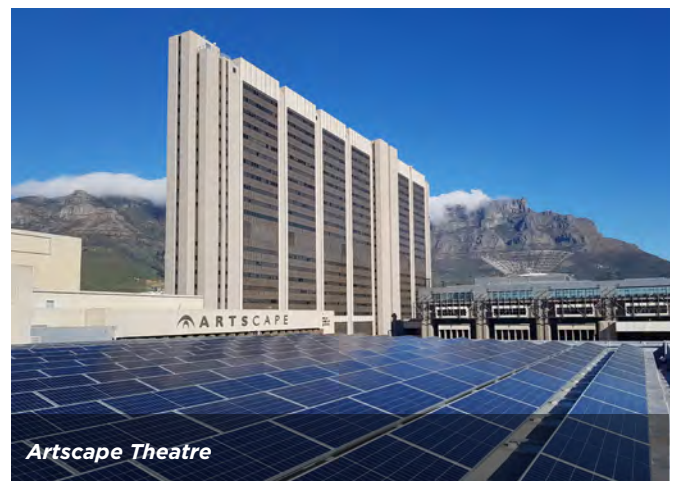
Renewable energy in WCG facilities

Municipal IPP procurement

Gas to Power feasibility study

Mapping generation potential

- We mitigate the impact of **climate change** by supporting **renewable energy** in the Western Cape.
- We provide **backup power** and install new **solar photovoltaic panels** in certain WCG facilities.
- We support Western Cape municipalities to become more energy-secure through the **Municipal Independent Power Producer Project (MIPPP)**.
- We are establishing the feasibility of a **Gas to Power** project in the Western Cape.
- We are **mapping the electricity grid** to establish energy generation potential in the Western Cape.



FOR YOU, this helps to support economic growth and employment by making the Western Cape's energy supply more secure.

We manage the Expanded Public Works Programme (EPWP) in the Western Cape

Train designated groups to improve the employability of participants

Manage public body reporting on EPWP targets in the Western Cape

- We provide **skills training interventions** and **apprenticeships** for designated groups to add valuable skills to the economy and enable participants to become more employable.
- We provide technical and coordination support to **public EPWP implementing bodies and institutional forums in the Western Cape** and monitor their performance.
- We use the **Empowerment Impact Assessment Tool** and contract participation goals to measure the **work and skills training impacts on communities** of certain DOI projects costing more than R10m.



FOR YOU, the citizen, this means better access to work and training opportunities.

We develop emerging contractors and support economic empowerment



- We implement the **Contractor Development Programme**.
- We support **local procurement of goods and services** in large infrastructure projects.

FOR YOU, the emerging contractor or local business, this means better access to economic opportunities.

Western Cape Department of Infrastructure

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**Western Cape
Government**

DEPARTMENT OF INFRASTRUCTURE

Western Cape Government

VOTE 10

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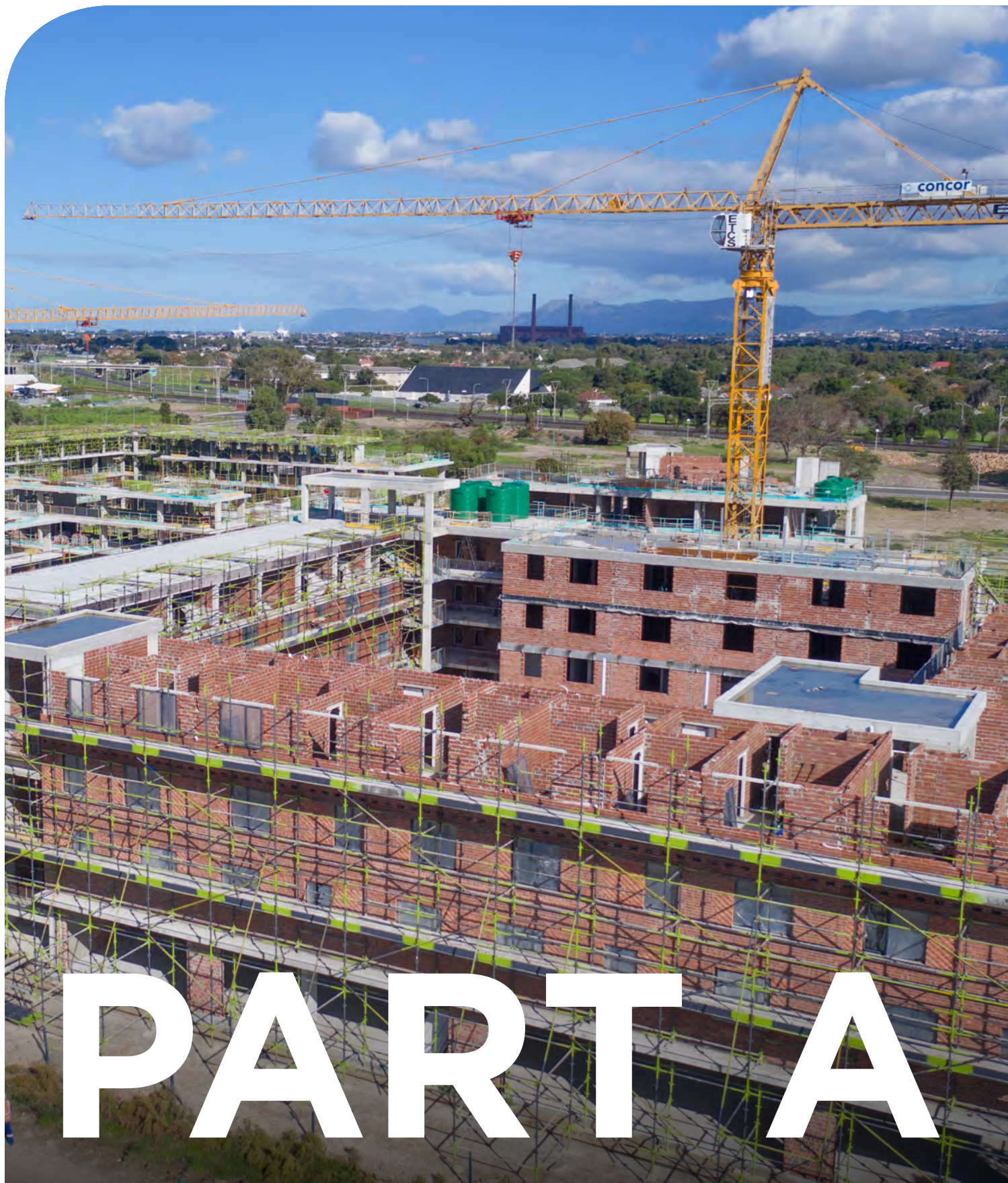
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PART A

General information

Part A: General Information

1 Contact details for the Department

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2 Acronyms and abbreviations

4IR	Fourth Industrial Revolution
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
AIMS	Asset Information Management System
AM	Asset management
AO	Accounting Officer
APP	Annual Performance Plan
BAC	Bid adjudication committee
BAS	Basic Accounting System
BB-BEE	Broad-based black economic empowerment
BCV	Bursary Collaboration Venture
BLMEP	Better Living Model Exemplar Project
BMI	Body Mass Index
bn	billion
BNG	Breaking New Ground – A Comprehensive Plan for the Development of Sustainable Human Settlements, 2004
CAE	Chief Audit Executive
C-AMP	Custodian Asset Management Plan
CBD	Central business district
CBR	California Bearing Ratio
CCG	Consolidated Capital Grant
CD	Chief Director
CDC	Community day centre
CDP	Contractor Development Programme
CETA	Construction Education and Training Authority
CFO	Chief Financial Officer
CGI	Condition Grade Index
CIDB	Construction Industry Development Board
CoCT	City of Cape Town
CRC	Current replacement cost
CRU	Community residential unit
CSC	Corporate Services Centre, DotP
CSD	NT Central Supplier Database
CYCC	Child and youth care centre
DCAS	Department of Cultural Affairs and Sport
DCGIP	Departmental Corporate Governance Improvement Plan
DDG	Deputy Director-General
DDISP	Developer Driven Individual Subsidy Programme
DOI	Department of Infrastructure
DORA	Division of Revenue Act (annual)
DotP	Department of the Premier
DPSA	Department of Public Service and Administration
DR	Divisional Road
DTPW	Department of Transport and Public Works

EAF	Energy availability factor
ECSA	Engineering Council of South Africa
EE	Employment equity
EHW	Employee health and wellness
EHWP	Employee Health and Wellness Programme
EI	DOI Education Infrastructure
EMPIA	Empowerment Impact Assessment tool
EMS	Emergency Medical Services
EPWP	Expanded Public Works Programme
EPWPRS	EPWP Reporting System
ERM	Enterprise risk management
ERMCO	Ethics and Enterprise Risk Management Committee
ERP	Western Cape Energy Resilience Programme
ETIR	Empowerment targets implementation report
FCA	Facility condition assessment
FG	DOI Directorate: Financial Governance
FIPDM	Framework for Infrastructure Procurement and Delivery Management
FLISP	Finance Linked Individual Subsidy Programme (now known as the First Home Finance Programme)
FMPPI	Framework for Managing Programme Performance Information
FNB	First National Bank
FTE	Full-time equivalent
FTTH	Fibre to the home
G4J	Growth for Jobs Strategy
GBCSA	Green Building Council of South Africa
GI	DOI General Infrastructure portfolio
GIAMA	Government Immovable Asset Management Act, 2007
GPS	Global Positioning System
GPSSBC	General Public Service Sector Bargaining Council
HCT	HIV and AIDS counselling and testing
HEI	Higher education institution
HSS	Human Settlements System
HI	DOI Health Infrastructure portfolio
HOD	Head of Department
HR	Human resources
HSDG	Human Settlements Development Grant
ICASA	Independent Communication Authority of South Africa
IAF	Internal Audit Function
IAR	Immovable Asset Register
ICT	Information and communication technology
IDA	International Development Association
IDMS	Infrastructure Delivery Management System
IDP	Integrated development plan
IDZ	Industrial Development Zone
IETI	Industries Education and Training Institute
IFMS	Integrated Financial Management System

IPMP	Infrastructure Programme Management Plan
IPPF	International Professional Practices Framework
IRM	Infrastructure Reporting Model
ISUPG	Informal Settlements Upgrading Partnership Grant
IT	Information technology
IYM	In-Year Monitoring reporting
LNG	Liquified natural gas
LOGIS	Logistical Information System
m	million
M&E	Monitoring and evaluation
MEC	Member of the (provincial) Executive Council (Provincial Minister)
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MIPPP	Municipal Independent Power Producer Procurement Project
MR	Main road
MTDP	Medium Term Development Plan 2024–2029
MTEC	Medium Term Expenditure Committee
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MWp	Megawatt peak
NASHO	National Association of Social Housing Organizations
NCDP	National Contractor Development Programme
NDHS	National Department of Human Settlements
NDP	National Development Plan 2030
NEC	New engineering contract
NIP	National Infrastructure Plan, 2050
NQF	National Qualifications Framework
NPWISSP	National Public Works and Infrastructure Sector Strategic Priority
NSDF	National Spatial Development Framework
NT	National Treasury
NTR	National Treasury Regulation
NTSSP	National Transport Sector Strategic Priority
NUSP	National Upgrading Support Programme
NYDA	National Youth Development Agency
NYS	National Youth Service
OCS	Overload Control System
ODA	Other delivery agent
OHS	Occupational health and safety
OP	Ongeskikte Pad (Minor Road)
ORW	Other Remunerative Work directive
OSD	Occupation-Specific Dispensation
PAC	Public Accounts Committee
PAIA	Promotion of Access to Information Act, 2000
PAJA	Promotion of Administrative Justice Act, 2000
PAY	Premier's Advancement of Youth
PDA	Priority development area

PDP	Professional Development Programme
PE	Potentially emerging contractor (CIDB rating)
PERMIS	Performance Management Information System
PERMPS	Provincial Enterprise Risk Management Policy and Strategy
PERSAL	Personnel and Salary System
PFMA	Public Finance Management Act, 1999
PFS	Provincial Forensic Services
PHSHDA	Priority human settlement and housing development area
PILIR	Policy and Procedure on Incapacity Leave and Ill-Health Retirement
PIP	Property in possession
POE	Portfolio of evidence
PPA	Power purchase agreement
PPP	Public-private partnership
PPPFA	Preferential Procurement Policy Framework Act, 2000
PPRs	Preferential Procurement Regulations
PROCAP	Procedural Guide for Clients, Architects and other professionals
PSCBC	Public Service Coordinating Bargaining Council
PSDF	Provincial Spatial Development Framework
PSIRA	Private Security Industry Regulatory Authority
PSP	Provincial Strategic Plan 2019–2024
PSR	Public Service Regulations
PSRMF	Public Sector Risk Management Framework
PT	Provincial Treasury
PTI	Provincial Treasury Instruction
PV	Photovoltaic
QAIP	Quality Assurance and Improvement Program
QPR	Quarterly performance reporting
R&D	Research and development
RAMP	Road Asset Management Plan
RAMS	Road Asset Management System
RCAM	Road Classification and Access Management guidelines
RFP	Request for proposals
RGDP	Road Graduate Development Programme
RISFSA	Road Infrastructure Strategic Framework for South Africa
RNIS	Road Network Information System
RZ	Restructuring zone
SALGA	South African Local Government Association
SAPS	South African Police Service
SARS	South African Revenue Service
SASQAF	South African Statistical Quality Assessment Framework
SCM	Chief Directorate: Supply Chain Management/ supply chain management
SCOPA	Standing Committee on Public Accounts
SDF	Spatial Development Framework
SDIP	Service Delivery Improvement Plan
SEDA	Small Enterprise Development Agency
SHI	Social housing institution

SHRA	Social Housing Regulatory Authority
SITA	State Information Technology Agency
SL	Salary level
SMME	Small, medium and micro-enterprise
SMS	Senior Management Service
SPLUMA	Spatial Planning and Land Use Management Act, 2013
SOP	Standard operating procedure
SSEG	Small-scale embedded generation
STI	Sexually transmitted infection
TB	Tuberculosis
TMH	Technical Methods for Highways
TR	Trunk road/ Treasury Regulation
TRH	Technical Recommendations for Highways
U-AMP	User asset management plan
UISP	Upgrading of Informal Settlements Programme
VIP	Vision-Inspired Priority
WCBD	Western Cape Bidding Document
WCDH&W	Western Cape Department of Health and Wellness
WCED	Western Cape Education Department
WCG	Western Cape Government
WCIF 2050	Western Cape Infrastructure Framework 2050
WCLAA	Western Cape Land Administration Act, 1998
WCSEB	Western Cape Supplier Evidence Bank

3 Foreword by the Provincial Minister



The 2024/25 financial year marked another period of determined action by the Western Cape Department of Infrastructure. Our province continues to navigate an exceptionally complex environment – one defined by economic uncertainty, an ever-growing demand for services, and the urgent need to transform how infrastructure delivery responds to climate change, rapid urbanisation, and a constrained fiscal framework.

Despite these challenges, the Department has continued to deliver tangible outcomes for the people of the Western Cape. Over the past year, we accelerated catalytic housing and human settlement projects, prioritised the upgrading and maintenance of our provincial road network, and strengthened our partnership approach with municipalities, communities and the private sector. These efforts remain central to our vision of using infrastructure as a foundation for economic growth, job creation and spatial transformation.

Significant progress was made in advancing key projects aligned with the Western Cape Infrastructure Framework 2050 (WCIF 2050). This included the implementation of priority housing development areas, continued investment in the Expanded Public Works Programme (EPWP), and the modernisation of public works infrastructure to improve efficiency and environmental sustainability. Importantly, the Department has also maintained its focus on safeguarding and maintaining existing assets – from schools and health facilities to transport routes – to the highest possible standard.

I am particularly encouraged by the way in which the Department continues to adapt and innovate. By deepening collaboration with the private sector and exploring alternative funding models, we are working to unlock the resources needed to deliver infrastructure at the scale required. This includes an increased emphasis on renewable energy, energy resilience in public facilities, and a more citizen-centric approach to planning and service delivery.

None of these achievements would have been possible without the dedication of our employees. Their commitment to public service, even in the face of resource constraints and growing service delivery demands, remains the cornerstone of the Department's success.

Looking ahead, we are acutely aware that the work is far from done. The Department must continue to focus on spatial redress, ensuring that infrastructure investment brings communities closer to economic opportunities and creates a more inclusive, sustainable Western Cape. We must also strengthen governance, drive organisational efficiency, and embrace new technologies and methods that will improve the quality and impact of the services we deliver.

It is my privilege to present this Annual Report for the 2024/25 financial year. It reflects both the progress we have made and the scale of the work that lies ahead. Through collaboration, innovation and an unwavering focus on the communities we serve, the

Department of Infrastructure will continue to deliver the infrastructure that enables a better future for all.



Tertuis Simmers
Executive Authority
Department of Infrastructure
Date: 28 August 2025

4 Report of the Accounting Officer (AO)

4.1 Overview of the operations of the DOI



Work in the 2024/25 financial year was implemented in alignment with the Department of Infrastructure (DOI) Strategic Plan 2023/24–2027/28, and the Provincial Strategic Plan 2019–2024 (PSP). Our Annual Performance Plan (APP) focused specifically on supporting the Growth for Jobs (G4J) strategic imperative, contributing to sustainable energy solutions, and reflecting our commitment to deliver efficient, effective and sustainable infrastructure services to the residents of the Western Cape.

Through our ceaseless work to achieve the DOI vision “To enable infrastructure-led growth investment for the Western Cape that will benefit the communities we serve”, we keep doing our best to put communities at the centre of development.

Our consolidated infrastructure functions provided a focused and coordinated approach to the planning and delivery of infrastructure as an ecosystem; one that is more responsive to the needs of the people of the province. The DOI recognises its significant role as a key contributor to the G4J priority and remains committed to bringing about positive change in the lives of the communities it serves by implementing targeted interventions and providing clear policy direction in the infrastructure space.

We are dedicated to advancing infrastructure projects that address the needs of our growing population by supporting key sectors such as roads, housing, energy, education and healthcare. Through strategic planning and collaboration with stakeholders we have initiated and completed projects that enhance connectivity, promote access to basic services, and stimulate economic activity and growth.

As the Accounting Officer, I have consolidated various teams to provide stability amid further reorganisation of our department in the wake of its establishment as the new Department of Infrastructure in April 2023. At the same time, I continually act to leverage the capacity of the Department to address current challenges as well as new challenges as they emerge.

The implementation of the new Provincial Strategic Plan, 2025–2030 is underpinned by four Western Cape Government (WCG) portfolios, namely, Growth for Jobs; Educated, Healthy, and Caring Society; Safety; and Innovation, Culture, and Governance. These portfolios span economic, safety, social and institutional policy domains and take the form of clusters of departments that provide strategic direction and coordinate efforts to implement programmes aligned with the WCG’s key priorities.

In the 2024/25 financial year, the DOI led the infrastructure elements of the WCG’s activities in two transversal areas, namely: 1) Resource Resilience; and 2) Spatial Transformation, Infrastructure and Mobility. These aim to address the broader structural and environmental factors that shape service delivery and enable people along their entire life course. My Department contributed to creating a spatially transformed province in which residents live in well connected, vibrant, climate-resilient and sustainable

locations through the leveraging of our infrastructure portfolio, technology systems, and the coordination of the Community Based Programme.

In the year under review, DOI concluded the development of the Western Cape Infrastructure Framework 2050 (WCIF 2050). This was endorsed by the Provincial Cabinet in October 2024. The WCIF 2050 is a fundamental driver of our commitment as the DOI to the national goals reflected in the National Development Plan 2030 (NDP) and the Medium-Term Development Plan (MTDP) 2024–2029, as well as the values and aspirations of the Constitution of the Republic of South Africa, 1996.

The strategic objectives of the WCIF 2050 are to maximise infrastructure benefit; enhance informal infrastructure; deliver coordinated and efficient services; attract private sector investment; drive innovation and integrated planning; and promote climate-resilient and transformative infrastructure.

The strategic and operational focus areas of the WCIF 2050 directly support the PSP portfolios 1) Growth for Jobs; 2) Safety; and 3) Educated, Healthy and Caring Society to provide a cohesive approach to infrastructure growth and development. In this framework DOI specifically responded to the "Growth for Jobs" and "Mobility and Spatial Transformation" as well as to "Safe Communities" imperatives by ensuring that its planning for all infrastructure developments takes the safety of those it serves into account. DOI aligned its existing plans and infrastructure initiatives with both public and private sector strategies and frameworks for cohesive development.

We continued with work in 2024/25 on the projects identified for mixed-use, mixed-income neighbourhoods through strategic land release and partnerships. We are proud to announce that the first two open market blocks in Conradie Park are complete and have been transferred to new owners. My Department played a key role in the Western Cape Energy Resource Plan, drawing extensively from its supply chain and infrastructure technical expertise. We have built on the work that began in 2023/24 with a focus on the generation, procurement, and trading of low-carbon energy (new energy generation) and the maintenance and expansion of the energy infrastructure that is required.

The Western Cape is blessed with an abundance of wind and sunshine. However, according to Eskom, there is no excess grid capacity in the province. Until this capacity constraint is resolved, it is not possible to harness the potential energy that can be generated from renewable resources in the province. The DOI will provide resources to undertake grid infrastructure development work and provide support for electricity wheeling (the delivery of energy from a supplier to a consumer through an existing network), small-scale embedded generation (SSEG), and access to the land needed to establish generation capacity. The Department has also considered the role of liquified natural gas (LNG) as a possible energy security solution for the Western Cape in the medium to long term.

During the 2024/25 financial year, the Department continued to invest in economic and social infrastructure to protect its existing core infrastructure assets in recognition of the critical role that well-maintained and strategically leveraged infrastructure plays in addressing the spatial transformation imperative of our society. Given the fiscal risk of these noble objectives, we came to realise that our decisions and trade-offs have to be

informed by a moral and ethical paradigm that prioritises the poor and marginalised, and that takes into account the generational impacts of disadvantage.

In 2024/25, critical development milestones were reached in key road projects aimed at promoting economic growth. These included George Western Bypass – a new 13km-long greenfield road west of George which connects the N2 to the Outeniqua Pass. This bypass delivered a much-needed improvement to George's transport infrastructure, providing relief to the congested transport corridors in the town. The first phase of the Northern Growth Corridor Scheme, namely upgrading the N7 to freeway standards between the Potsdam Interchange and the Melkbosstrand Interchange, commenced in the 2024/25 financial year.

My Department showed its ability to implement innovative efficiency measure in the face of declining road infrastructure allocations over many years by, for example:

- Using concrete crushing to create material that could then be re-used to rehabilitate the DR1688;
- Reusing existing pavement layers for fills and new pavement layers;
- Stretching limited budgets by purchasing in-line crushers to create gravel material to reduce the need to import such material; and
- Reviewing and developing information technology (IT) systems to assist with the efficient implementation of road projects.

My Department completed (amongst others) the following projects in the 2024/25 financial year:

- The rehabilitation of MR533 between St Helena Bay and Stompneus Bay;
- The resealing and rehabilitation of MR269 (Hemel-en-Aarde) and upgrading of a drainage culvert on DR1257 near Tesselaarsdal;
- Putting structural holding measures in place at Carinus Bridge (Bridge 82918) over the Berg River at Velddrif;
- Upgrading DR01688 and DR01699 in Calitzdorp and Oudtshoorn;
- Periodic maintenance of TR22/1 (km20.60 to km36.05), TR22/2 (km3.55 to km71.8) and MR316 (km0.0 to km0.25) from Wolseley to Touwsrivier;
- Periodic maintenance of TR83/1, TR83/2, TR31/5 and MR365 between Riversdale and Ladismith;
- Periodic maintenance of TR03103, MR00295, MR00294, DR01356 and OP06046 in Montagu;
- Periodic maintenance of TR31/3, TR32/1, TR65/1, DR1352, DR1354, OP6074, OP6072 and OP6069 in Barrydale, Suurbraak and Swellendam;
- Periodic maintenance of DR01123 (km0.00 to km12.25), MR00174 (km17.25 to km31.70) and TR02501 (km37.00 to km38.60 and km39.20 to km42.2);
- Periodic maintenance of MR351, MT355, DR1600, DT1615 and DR1627 in Knysna;
- Periodic maintenance of MR552, MR546 and DR220 near Lutzville;
- Periodic maintenance of TR33/2, MR344, DR1582 and OP6811 near Hartenbos;
- The resealing of roads in Bonnievale/Ashton;
- Periodic maintenance of TR6/8 and TR6/9 between the Northern Cape Border and Murraysburg;

- Periodic maintenance of MR331 between Still Bay and Groot-Jongensfontein; and
- Periodic maintenance of TR21/2, TR85/1, MR559 and OP7643 in the Saldanha Bay area.

In order to maintain its relevance and its ability to address effectively increasingly complex problems, the Department embarked on an ambitious process of renewal and instilling future value through investing in people and their capabilities, a radical re-engineering of business processes supported by innovative information and communication technology (ICT) systems, research and development (R&D), and improvements in our relationships with customers and key stakeholders.

The floods of April to July 2024 were compounded by recent-past-year floods, causing a total estimated R1.803bn in damages to Western Cape road infrastructure. These events have shown that climate change has a significant impact on the design, construction, maintenance and operation of road infrastructure. Various roads on the network were closed and the Department had to reallocate its resources to ensure that strategic roads were made safe and accessible for the public. The province and its residents are directly and indirectly affected by the global climate crisis, and this threatens all aspects of short- and long-term well-being. Taking rapid and effective action to respond to this flood damage showed the DOI's resilience and ability to face climate change on both a strategic and tactical level.

However, there are several roads affected by these flooding events that still require maintenance and repair actions. The implementation of these actions is budget-dependent in a context where the transport infrastructure budget is steadily decreasing in real terms, so this work may take years to be completed. The extent of damages to road infrastructure in the June 2024 floods in the Cederberg was partly due to the lack of effective clearing around the rivers in the area. River cleaning is a potentially powerful job creation project and is undeniably important. However, a systemic solution is required as there are environmental restrictions that hinder DOI from working in river systems.

4.2 Events

Table 1 describes key departmental events during the 2024/25 financial year.

Table 1: Events during the 2024/25 financial year

No.	Date	Event	Description
1	2 April 2024	Stanford housing handover	This handover marked a significant milestone in the WCG's efforts to provide residents with access to safe and dignified housing. Beneficiaries included farm dwellers, informal settlement residents, and backyarders.
2	11 April 2024	Dysselsdorp title deeds handover	Physically challenged beneficiaries from Dyssseldorp received their title deeds at this handover event.

No.	Date	Event	Description
3	26 April 2024	Opening of the N7 Refinery Interchange	This completed road infrastructure project is vital for sustainable development and the economic prosperity and social well-being of people living and working along the N7 corridor.
4	27 April 2024	Masakh'iSizwe bursary award and trade test certificate handover	The Department handed over bursaries and certificates at an event at Malibu High School.
5	6 May 2024	Title deeds handover events in four locations	Provincial Minister Tertuis Simmers and Overstrand Municipality Executive Mayor Annelie Rabie handed over title deeds in four separate parts of Overstrand Local Municipality – Stanford, Gansbaai (Masakhane and Blompark), Zwelihle, and Mount Pleasant.
6	10 to 12 July 2024	Masakh'iSizwe Bursary Entrepreneurship Programme for Youth	Masakh'iSizwe bursars studying at the University of Cape Town, Stellenbosch University and the Cape Peninsula University of Technology attended a three-day workshop which aimed to provide them with the skills they need to run their own businesses.
7	2 August 2024	Handover of title deeds in Malmesbury	This handover of title deeds marked another milestone in ongoing DOI efforts to provide secure and dignified homeownership to Western Cape communities.
8	27 August 2024	Railton housing handover	Provincial Minister Simmers handed over the first batch of houses in Railton. This catalytic project, initiated during the Minister's first term in office, is set to provide much-needed housing to residents of Swellendam.
10	6 September 2024	Structured Training Programme certificate ceremony	A Structured Training Programme certificate ceremony took place in Knysna. This programme forms part of the larger Contractor Development Programme (CDP) which aims to develop the skills of Western Cape contractors registered with the Construction Industry Development Board (CIDB) at Grades 1 and 2.
11	13 September 2024	Klawer project site walkabout and Matzikama title deed handover	Western Cape Minister of Infrastructure, Tertuis Simmers handed over title deeds to beneficiaries of the Vredendal North Phase 5 housing development.
12	17 September 2024	Upskilling of Salary Level 1–4 employees in line with the HOD's 8 Principles	Staff members on Salary Levels 1–4 who participated in artisan-related services training received certificates of completion at DOI head office in Cape Town.
13	20 September 2024	Toekoms title deeds handover and Metro Grounds housing handover	The DOI handed over title deeds in Toekoms and housing units with title deeds in Metro Grounds in George Local Municipality.
14	8 October 2024	Housing handover in Ebenezer, Bitou	Provincial Minister, Tertuis Simmers handed over housing units to beneficiaries of the Ebenezer Housing Project in Plettenberg Bay, Bitou Local Municipality.

No.	Date	Event	Description
15	10 October 2024	Overstrand title deed handover	Provincial Minister Tertius Simmers handed over title deeds to beneficiaries in Blompark, Gansbaai, Pearly Beach, and Stanford.
16	22 October 2024	Mamre title deed handover	Provincial Minister Tertius Simmers handed over title deeds to beneficiaries in Mamre, City of Cape Town Metropolitan Municipality.
17	30 October 2024	Witzenberg road opening	The realignment and upgrade to a surfaced standard of about 4km of Divisional Road (DR) 1458 near Ceres was opened on 30 October 2024.
18	31 October 2024	Title deed handover in Saron	Provincial Minister Tertius Simmers handed over title deeds to beneficiaries in Saron, Cape Winelands District Municipality.
19	21 November 2024	DOI, Staff Long Service Awards	At this event, the Department handed over Long Service Awards to staff members who had worked in the public service for 10, 20, 30, and 40 years.
20	28 November 2024	Overstrand housing handover	Provincial Minister Tertius Simmers handed over housing units in Stanford and title deeds in Zwelihle in Overstrand Local Municipality.
21	28 November 2024	Launch of sports precinct at Conradie Park	Premier Alan Winde and Provincial Minister of Infrastructure Tertius Simmers launched a new sports precinct at the Conradie Park social housing development in Pinelands, Cape Town. This marks another significant step in the WCG's commitment to building inclusive and thriving communities through mixed-use development.
22	4 December 2024	Metro Grounds housing title deeds handover	Premier Alan Winde and Provincial Minister of Infrastructure Tertius Simmers visited George Local Municipality to hand over homes and title deeds to beneficiaries of the Metro Grounds housing project.
23	18 December 2024	Khayaletu Bungalows housing and title deeds handover	Provincial Minister, Tertius Simmers handed over Breaking New Ground (BNG) housing units to the first beneficiaries of the Khayaletu Bungalows Housing Project in Knysna.
24	19–20 February 2025	EPWP community information sessions	The Department hosted a series of Expanded Public Works Programme (EPWP) community information sessions in Beaufort West, Murraysburg, Nelspoort and Merweville on 19 and 20 February 2025.
25	20 February 2025	CDP Advanced Training and Mentoring Intervention certificate ceremony	The Department awarded certificates of completion to participants who had completed the EPWP Contractor Development Programme Advanced Training and Mentoring Intervention.
26	21 February 2025	Millpark housing project handover	This handover in Bredasdorp, Cape Agulhas District Municipality, celebrated the first project of its kind which allows eligible aspiring homeowners to rent a home for six to 24 months. After the rental period, they can purchase the property through a loan or a rent-to-buy subsidy.

No.	Date	Event	Description
27	24 February 2025	Minister and HOD "meet and greet" with DOI officials	Provincial Minister, Tertuis Simmers and Head of Department Adv. Chantal Smith visited road camps in Beaufort West in the build-up to Premier Alan Winde's State of the Province Address in the town.
28	24 February 2025	Launch of EPWP work-based programme in the Central Karoo	The DOI launched a two-month Expanded Public Works Programme work-based initiative aimed at providing employment opportunities for unemployed individuals in the Central Karoo District.
29	25 February 2025	DOI job opportunity fair	Provincial Minister Tertuis Simmers and officials of the DOI hosted a services exhibition in Beaufort West where the officials assisted community members to register on the supplier database and the SA Youth jobs portal. The DOI Branch: Human Settlements also showcased its services.
30	6 March 2025	First National Bank (FNB) title deed handover to department	FNB handed over title deeds to customers who had previously been financially distressed and whose housing bonds had now been settled.
31	24 March 2025	Military veteran housing sod-turning event	As part of the Erf 325 housing development in Pacaltsdorp, which has already delivered BNG and First-Home-Finance units, the DOI, in partnership with the George Local Municipality, initiated the development of housing units for military veterans.
32	25 March 2025	Mountain View title deeds handover	In Heiderand, Mossel Bay, Provincial Minister Tertuis Simmers handed over title deeds to elderly beneficiaries of the Mountain View housing development.
33	25 March 2025	Rental Housing Information Office launch	The launch of the new Rental Housing Information Office in Heiderand was launched. Part of the Western Cape Rental Housing Tribunal, its main function is to protect the rights of both tenants and homeowners.
34	28 March 2025	Piketberg and Porterville housing handover	Provincial Minister Tertuis Simmers handed over housing units in Piketberg and Porterville, West Coast District Municipality.

4.3 Overview of the financial results of the DOI

Departmental receipts

Table 2 provides information on departmental receipts.

Table 2: Departmental receipts

Departmental receipts	2024/25			2023/24		
	Estimated amount R'000	Actual amount collected R'000	(Over)/ under collection R'000	Estimated amount R'000	Actual amount collected R'000	(Over)/ under collection R'000
Goods and services other than capital assets	101 959	192 882	90 923	68 230	172 410	(104 180)
Interest, dividends and rent on land	0	247	247	9 900	1 648	8 252
Sale of capital assets	5	10 072	10 067	5	24 440	(24 435)
Transactions in financial assets and liabilities	0	30 260	30 260	0	35 770	(35 770)
Transfers received	0	0	0	0	24 192	(24 192)
Total	101 964	233 461	131 497	78 135	258 460	(180 325)

An over-collection of R131.497m or 229.0 per cent was realised on departmental receipts for the 2024/25 financial year. Goods and services other than capital assets include lease revenue, rental income from houses, and receipts from the First Home Finance Programme (previously known as the Finance Linked Individual Subsidy Programme (FLISP)).

The overcollection in the sale of capital assets item is mainly due to revenue received from the disposal of land for the development of the Conradie Park BLMEP through its land availability and development agreement as well as sales of immovable property.

The decrease in the item transactions in financial assets and liabilities mainly relates to unspent monies received from municipalities from prior years.

Transfers received relate to funds received in 2023/24 from Eskom for completion of electrical work on projects initially paid for by the Department.

Details of tariffs charged by the DOI

Tariffs determined at provincial level are described below:

- Leasing of State housing: The prescribed tariffs are applied as contemplated in the Public Finance Management Act (PFMA); and
- Leasing of government-owned buildings: As contemplated in the PFMA, agreements are entered into a market-related tariffs or at other tariffs approved by the PT.

Programme expenditure

Table 3 provides more detail on programme expenditure.

Table 3: Expenditure per Programme

Programme name	2024/25			2023/24		
	Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000
Administration	335 160	333 299	1 861	343 498	340 671	2 827
Public Works Infrastructure	2 386 648	2 386 648	-	2 402 700	2 402 629	71
Transport Infrastructure	5 678 832	5 098 066	580 766	4 330 372	4 308 153	22 219
Human Settlements	2 316 092	2 010 358	305 734	2 478 587	1 989 691	488 896
Community Based Programmes	75 004	75 004	-	72 268	72 268	0
Total	10 791 736	9 903 375	888 361	9 627 425	9 113 412	514 013

The DOI spent 91.8 per cent of its budget allocation for the year under review.

Programme 3: Transport Infrastructure

The majority of the underspending (63 per cent) of the Department relates to funding received in November 2024 for the repair of flood damaged roads and infrastructure, however, the spending of these funds was fully committed by Programme 3: Transport Infrastructure by the end of March 2025.

During the year under review, the Bergrivier, Witzenberg, Matzikama, Theewaterskloof and Mossel Bay municipalities did not claim the full subsidy for work to be undertaken on provincial roads and therefore underspent on their allocations. Rollover requests have been submitted to utilise these unspent funds in the 2025/26 financial year. In addition, unspent funds on capital projects have also been requested for rollover.

Programme 4: Human Settlements

The Human Settlements Development Grant (HSDG) and the Informal Settlements Upgrading Partnership Grant (ISUPG) account for 34 per cent of the Department's total under-expenditure for the year. On 3 March 2025, the National Treasury published Government Notice 52207 (Vol. 717) which reduced the following conditional grants received from the National Department of Human Settlements (NDHS) as follows:

- Human Settlements Development Grant – less R200m, and the
- Informal Settlements Upgrading Partnership Grant – less R100m.

4.4 Virements and rollovers

Virements

Table 4 provides details on virements effected in the year under review.

Table 4: Virements for 2024/25

Main Division from	To	R'000	Reason
1. Administration	2. Public Works Infrastructure	1 353	Battery Energy Storage System and enablement of property for development.
2. Public Works Infrastructure	1. Administration	7 423	Development of business enhancement tools.
3. Transport Infrastructure	1. Administration	10 575	Early retirement penalties, staff resignation costs and development of business enhancement tools.
	4. Human Settlements	2 778	Operational costs and costs related to early retirement and staff resignations.
	5. Community-Based Programmes	1 489	Operational costs for Contractor Development Programme.
5. Community-Based Programmes	2. Public Works Infrastructure	1 162	Compensation of employees.

Rollovers

Table 5 provides details on rollovers approved from 2023/24 to 2024/25.

Table 5: Rollovers approved from 2023/24 to 2024/25

Programme	R'000	Purpose
Programme 3: Transport Infrastructure	11 393	To provide for work undertaken by municipalities on provincial roads.
Programme 4: Human Settlements	16 500	To provide for the refurbishment of La Collie flats in Stellenbosch, solar geysers and deferred ownership at Melkhoutfontein and electrification costs at Railton in Swellendam.
Total	27 893	

Revenue retention

Table 6 provides details on revenue retained from 2023/24 to 2024/25.

Table 6: Revenue retained from 2023/24 to 2024/25.

Programme	R'000	Purpose
Programme 4: Human Settlements	38 267	To provide for Human Settlements acceleration projects.
Total	38 267	

4.5 Unauthorised, irregular and fruitless and wasteful expenditure

The reasons for unauthorised, irregular and fruitless and wasteful expenditure identified in 2024/25, amounts involved, and steps taken to prevent recurrence are set out below.

Unauthorised expenditure

File number	Description	Amount	Corrective steps
-	-	Nil	n/a

Fruitless and wasteful expenditure

File number	Description	Amount	Corrective steps
-	-	Nil	n/a

Irregular expenditure

The table below shows the cases that emerged in 2024/25.

File number	Description	Amount	Corrective steps
DOI/24-25/05	Non-compliance with s44 and s45 of the PFMA, and TR* 8.2.1 and TR 8.2.2	R33 350.00	Cautionary letters issued to the implicated officials

* TR = Treasury Regulation.

4.6 Strategic focus over the short to medium term period

DOI will take forward the legislative and policy work described below:

- Continuing to foster the development of in-house technical capacity and competence;
- Continuing work on the implementation of the WCIF 2050 after its endorsement by the Provincial Cabinet in October 2024;
- Continuing to develop the Master Office Accommodation Plan;
- Continuing to develop the integrated Asset Information Management System (AIMS) to enhance asset management in the province;
- Continuing to provide bursaries for individuals undertaking tertiary studies in the engineering and built environment disciplines;
- Continuing to run the Professional Development Programme (PDP) to enable graduates in the engineering and built environment disciplines to meet the requirements for professional registration with the relevant statutory bodies; and
- Finalising the Draft Regulations of the Western Cape Provincial Transport Infrastructure Act (Act 3 of 2023).

Public-private partnerships

Public-private partnerships (PPPs) provide a mechanism for the public and private sectors to work together to design, construct, maintain and fund infrastructure. PPPs are governed by Treasury Regulation 16 and the Public Finance Management Act. The PPP project cycle comprises four stages and National Treasury (NT) approval must be obtained at every stage, as indicated below.

Approval stage	Description
TA I	NT approval for the project feasibility study.
TA II A	NT approval for the procurement documentation, including the draft PPP agreement.
TA II B	NT approval for the report that demonstrates how the three PPP criteria were applied in the evaluation of the bids, how they were satisfied in the preferred bid, and any other information the NT requires.
TA III	NT approval of the PPP agreement that certifies the project meets all the requirements of Treasury Regulation 16.

Source: Schedule of NT approvals for Public Private Partnerships.

Project	Treasury approval stage				Comment
	TA I	TA IIA	TA IIB	TAIII	
Chapman's Peak Drive				X	Chapman's Peak Drive continues to operate as a toll road in terms of the Western Cape Toll Roads Act, 1999 (Act 11 of 1999). The concession agreement runs until 2033.

Property partnerships

Founders' Garden/ Artscape Precinct

This project aims to: maximise social housing within a high-rise, residentially led mixed-use development in the Cape Town central business district (CBD); and to leverage much-needed improvements to the Artscape Theatre Centre. During the period under review focus has continued to fall on the fulfilment of requisite conditions so that an RFP and contract documentation can be finalised and advertised.

Discussions were held with the Social Housing Regulatory (SHRA) about sectional title ownership of the parking bays by social housing institution (SHI) that would be responsible for the social housing component of the development. Resolving this issue was critical because the SHRA requires a SHI to have full ownership of any erf on which it builds social housing units. This discussion was also important as its outcome will create a precedent for other properties in the CBD where sectional title ownership of facilities may be required.

During this reporting period various discussions were also held with Department of Culture Affairs and Sport (DCAS) and the Artscape on the provision of parking bays for the Artscape Theatre Centre in the development, and specifically the funding, of operational and maintenance costs.

Consultations with PT are still underway in respect of the contract mechanism for the development of Founder's Garden and improvements to the Artscape.

Conradie Park Better Living Model Exemplar Project

Considerable progress has been made at Conradie Park – the Western Cape's first BLMEP project. During the period under review, construction continued on Phase 2 of the social housing component. The first social housing block was completed, and the process of securing tenants commenced. Transfers of Phase 1 open market housing units were concluded in the year under review. Construction on the retail centre has commenced and will continue into the latter half of 2026. Negotiations between the developer and school operators continued during the review period, resulting in a revised plan for Phase 1 of the school to be complete by the end of the 3rd Quarter of 2025/26 so that the school can start operations in 2026.

The expropriation of a servitude to permit the construction of the Aerodrome Bridge has been concluded and the issue uncharted services on the servitude has been resolved.

Leeuloop Precinct

This project experienced a considerable delay while the impact of the Tafelberg judgment was being assessed. When the project was reactivated pre-disposal, processes commenced in terms of the Western Cape Land Administration Act, 1998 (WCLAA).

The request for proposals (RFP) and contract documents for the Leeuloop Precinct Project were completed during the year and the tender advertisement is expected to be published in the first quarter of 2025/26.

4.7 Discontinued activities

None.

4.8 New or proposed activities

None.

4.9 Supply Chain Management (goods and services)

The DOI has continued to use its Accounting Officer System to help ensure value for money, open and effective competition, ethics and fair dealing, accountability, effective reporting, as well as the promotion of equity to maintain the integrity of its Supply Chain Management (SCM) system.

The Department did not receive or award any unsolicited bids in the 2024/25 financial year.

The DOI made extensive use of a standardised contract for goods and services. The contract was periodically updated to ensure compliance with changes in the legal framework. The Department continued to implement the requirements to publish bid advertisements, cancellations, and awards on the National Treasury's e-Portal.

Risks and challenges SCM in the year under review are summarised below:

- Ongoing delays in finalising the transversal Integrated Financial Management System had a negative impact on SCM reporting and on the reduction of red tape for entities doing business with government;
- The lack of a standard infrastructure procurement and project management system meant that the infrastructure procurement process is not as efficient as it could be; and
- Suppliers and contractors have to use both the Western Cape Supplier Evidence Bank (WCSEB) and the National Treasury Central Supplier Database (CSD), with the associated compliance impacts.

4.10 Gifts and donations received in kind from non-related parties

A donation was received from the National Prosecuting Authority via the First Rand Empowerment Foundation for the renovation and extension of the Thuthuzela Care Centre at the Paarl Provincial Hospital.

A donation in kind was received from the Children's Hospital Trust for the relocation of the cafeteria and the blood service at the Red Cross War Memorial Children Hospital.

A donation in kind was received from the Children's Hospital Trust for the provision of a burns/ wounds care room at Worcester Community Day Centre (CDC), Ceres Hospital and Worcester Hospital.

4.11 Exemptions and deviations received from National Treasury

There were no exemptions or deviations received for the year under review.

4.12 Events after the reporting date

Starting on 1 April 2026, DOI will implement a new Provincial Roads Delivery Model. This change will give the department greater control over road projects, significantly improving delivery times and ensuring better value for money. The current roads agency function will be discontinued as part of this transition. This new model aims to streamline processes and enhance the efficiency of our infrastructure projects.

4.13 Other

There are no other matters to report.

4.14 Acknowledgement

Our Long Service Awards ceremony which was held on 21 November 2024 honoured and celebrated the phenomenal contributions made by our long-serving and dedicated staff. Provincial Minister Tertuis Simmers handed over certificates to 96 staff members in recognition of long service of 10, 20, 30 and 40 years. Certificate recipients were honoured and thanked for the part they played in strengthening the public service during their many years of dedicated service.

Number of long-serving officials	10 years	20 years	30 years	40 years	Total
2024/25	53	40	2	1	96

While there is always room for improvement, I wish to acknowledge that many staff work long hours and put in substantial effort to supporting the DOI in its ongoing journey of service delivery to the citizens of the Western Cape and employees alike. This dedication is truly valued.

4.15 Conclusion

I would like to thank every employee who contributed to the successes of the Department during the year. The Annual Financial Statements (AFS) set out on pages 238 to 307 are hereby approved



Adv. Chantal Smith
Accounting Officer
Department of Infrastructure
Date: 28 August 2025

5 Statement of responsibility for and confirmation of accuracy of the Annual Report

To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed in the Annual Report are consistent;
- The Annual Report is complete, accurate and free from any omissions;
- The Annual Report has been prepared in accordance with the guidelines on the Annual Report issued by National Treasury;
- The Annual Financial Statements (Part F) have been prepared in accordance with the Modified Cash Standard and the relevant frameworks and guidelines issued by NT;
- The Accounting Officer is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information;
- The Accounting Officer is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources (HR) information and the Annual Financial Statements;
- The external auditors are engaged to express an independent opinion on the Annual Financial Statements; and
- In my opinion, the Annual Report fairly reflects the operations, the performance information, the HR information and the financial affairs of the Department of Infrastructure for the financial year ended 31 March 2025.

Yours faithfully



Adv. Chantal Smith
Accounting Officer
Department of Infrastructure
Date: 28 August 2025

6 Strategic overview

6.1 Vision

The Department's vision is:

To enable infrastructure-led growth and investment for the Western Cape that will benefit the communities we serve.

6.2 Mission

The Department's mission is:

To pursue tirelessly the delivery of infrastructure that is: resilient, inclusive, safe and seeks to heal, skill, integrate, build social cohesion, connect, link and empower Western Cape citizens, driven by passion, ethics and a steadfast commitment to the environment with our people as our cornerstone.

6.3 Values

The core values of the WCG, to which the Department subscribes, are depicted in Figure 1.

Figure 1: Core values of the WCG



These values are all underpinned by teamwork. A detailed explanation of the meaning of each core value follows in Table 7.

Table 7: Detailed explanation of the meaning of each core value of the WCG

Value	Behavioural statement
Caring	We endeavour to understand people's needs and pay attention to them; We will show respect for others; We will treat staff members as more than just workers and value them as people; We will empathise with staff members; We will emphasise the positive features of the workplace; and We will provide constructive criticism when needed.
Competence	We will endeavour to ensure that staff members can do the tasks they are appointed to do, that they internalise the Department of Infrastructure's values, and that they always strive for excellence; We will deliver on our outcomes and targets with quality work, within budget, and on time; We will strive to achieve the best results in the service of all the people in the Western Cape; and We will work together to meet our constitutional and electoral mandate commitments.

Value	Behavioural statement
Accountability	We fully understand our objectives, roles, delegations, and responsibilities; We are committed to delivering all agreed outputs on time; We will hold each other accountable in the spirit of mutual trust in honouring all our commitments; and As individuals, we take responsibility for and ownership of our outcomes and accept the consequence of failure to do so.
Integrity	We will seek a greater understanding of the truth in every situation and act with integrity at all times; We will be honest, show respect, and practice positive values; We will be reliable and trustworthy, at all times, doing what we say we will do; and We will act with integrity at all times and in all instances, ensuring that we remain corruption-free.
Innovation	We seek to implement new ideas, create dynamic service options and improve services; We strive to be creative thinkers who view challenges and opportunities from all possible perspectives; We are citizen-centric and can consider all options and find a resourceful solution; We value employees who question existing practices, renew, rejuvenating and improving them; We foster an environment where innovative ideas are encouraged and rewarded; We understand mistakes made in good faith, and allow employees to learn from them; and We solve problems collaboratively to realise our strategic organisational goals.
Responsiveness	We will take public opinion seriously, listening to and hearing the voice of the people (more listening and less talking); We will respond to all situations timeously, always asking ourselves whether it is the right response, where we could go wrong, and how we can provide better service; We will engage collaboratively with each other, our stakeholders, and the media, providing full information; and We will strive to achieve the best results for the people we serve and to act on their feedback.

In addition, the DOI subscribes to an ethos that defines who we are and what we stand for. The ethos depicted in Figure 2 complements the values of the Department.

Figure 2: Ethos of DOI



Source: Ministerial Priorities, MTEC (Medium Term Expenditure Committee) 2, January 2023

Through the five-year period of the current Strategic Plan and beyond, the Department aims to progress from having embodied good governance, to directional governance, and ultimately transformative governance, in the process, fully realising its vision and mission. The DOI strives to be an ethical organisation, deeply committed to sustainability and the realisation of a social contract between the organisation, its staff and the people of the Western Cape. In aspiring to do so, the Department is acutely aware of the pressures that will be brought to bear on its staff and the people of the province as the socio-economic conditions we operate in continue to be hugely challenging.

7 Legislative and other mandates

The DOI's mandate is derived from the Constitution of the Republic of South Africa, 1996, (hereafter referred to as the Constitution) and the Constitution of the Western Cape, 1998 (Act 1 of 1998). Certain mandates are concurrent responsibilities, while others were exclusively the responsibility of the provincial sphere of government. These mandates, as well as those derived from the functional legislation and policies, are outlined below.

Function	Legislation
Infrastructure and property management	Critical Infrastructure Protection Act, 2019 (Act 8 of 2019) Provides for the identification and declaration of infrastructure as critical infrastructure; provides for guidelines and factors to be taken into account to ensure transparent identification and declaration of critical infrastructure; provides for measures to be put in place for the protection, safeguarding and resilience of critical infrastructure; provides for the establishment of the Critical Infrastructure Council; provides for the administration of the Act under the control of the National Commissioner; provides for the powers and duties of persons in control of critical infrastructure; provides for reporting obligations; and provides for the repeal of the National Key Points Act, 1980, and related laws.
	Community Scheme Ombud Service 2011 (Act 9 of 2011) Provides for the establishment of the Community Schemes Ombud Service; for its mandate and functions; for a dispute resolution mechanism in community schemes; and for related matters.
	Infrastructure Development Act, 2014 (Act 23 of 2014) Provides for the facilitation and coordination of public infrastructure development which is of significant economic or social importance to the Republic; ensures that infrastructure development in the Republic is given priority in planning, approval and implementation; ensures that the development goals of the State are promoted through infrastructure development; improves the management of such infrastructure during all life-cycle phases, including planning, approval, implementation and operations; and provides for related matters.
	Government Immovable Asset Management Act, 2007 (Act 19 of 2007) (GIAMA) Promotes government's service delivery objectives through the sound management of immovable assets they use or control. GIAMA stipulates the responsibilities of the user and those of the custodian which, in the Western Cape, is the DOI.
	Home Loan and Mortgage Act, 2000 (Act 63 of 2000) Promotes fair lending practices, which requires disclosure by financial institutions of information regarding the provision of home loans; establishes an Office of Disclosure; and provides for related matters.

Function	Legislation
	Housing Act, 1997 (Act 107 of 1997) Aims to provide for the facilitation of a sustainable housing development process by: laying down general principles applicable to housing development in all spheres of government; defining the functions of national, provincial and local governments in respect of housing development; providing for the establishment of a South African Housing Development Board; providing for the continued existence of provincial boards under the name of provincial housing development boards; providing for the financing of national housing programmes; repealing certain laws; and providing for related matters.
	Housing Consumer Protection Measures Act, 1998 (Act 95 of 1998) Makes provision for the protection of housing consumers, provides for the establishment and functions of the National Home Builders' Registration Council; and provides for related matters.
	Housing Development Agency Act, 2008 (Act 23 of 2008) Establishes the Housing Development Agency; provides for its functions and powers; and provides for related matters.
	National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977) Requires the DOI, as custodian and regulator of the built environment in the Western Cape, to ensure that all building and construction work on government property complies with the law.
	National Heritage Resources Act, 1999 (Act 25 of 1999) Introduces an integrated and interactive system for the management of the national heritage resources, sets down general principles for governing heritage resources management, introduces an integrated system for the identification, assessment and management of heritage resources, and enables the provinces to establish heritage authorities which must adopt powers to protect and manage certain categories of heritage resources. Requires the DOI to subject properties identified for development or regeneration activities to comprehensive heritage impact assessments (where these are required by the Act) and an approval process to preserve the heritage aspects of the properties in question.
	Prevention of Illegal Eviction from and Unlawful Occupation Act, 1998 (Act 19 of 1998) Provides for the prohibition of unlawful eviction; provides procedures for the eviction of unlawful occupiers; repeals the Prevention of Illegal Squatting Act, 1951, and other obsolete laws; and provides for related matters.
	Rental Housing Act, 1999 (Act 35 of 2014) Sets out the rights and obligations of tenants and landlords in a coherent manner; requires leases to be in writing; requires MECs (provincial ministers) to establish rental housing tribunals; extends the powers of rental housing tribunals; provides for an appeal process; requires all local municipalities to have rental housing information offices; and provides for norms and standards related to rental housing.
	Sectional Titles Management Act, 2011 (Act 8 of 2011) Provides for the establishment of bodies corporate to manage and regulate sections and common property in sectional titles schemes and, for that purpose, apply rules applicable to such schemes; and establishes a sectional titles schemes management advisory council.

Function	Legislation
Transversal legislation	Spatial Planning and Land Use Management Act (SPLUMA), 2013 (Act 16 of 2013) Provides a framework for spatial planning and land use management in the Republic; specifies the relationship between spatial planning and the land use management system and other kinds of planning; provides for inclusive, developmental, equitable and efficient spatial planning in the different spheres of government; provides a framework for the monitoring, coordination and review of the spatial planning and land use management system; provides a framework for policies, principles, norms and standards for spatial development planning and land use management; addresses past spatial and regulatory imbalances; promotes greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; provides for the establishment, functions and operations of municipal planning tribunals; and provides for the facilitation and enforcement of land use and development measures.
	Social Housing Act, 2008 (Act 16 of 2008) Establishes and promote a sustainable social housing environment; defines the functions of national, provincial and local governments in respect of social housing; provides for the establishment of the Social Housing Regulatory Authority to regulate all SHIs obtaining or having obtained public funds; allows for the undertaking of approved projects by other delivery agents with the benefit of public money; and gives statutory recognition to SHIs.
	Western Cape Housing Development Act, 1999 (Act 6 of 1999) Provides for the promotion, facilitation and financing of housing facilities in the Western Cape.
	Western Cape Land Administration Act, 1998 (Act 6 of 1998) Provides for the acquisition of immovable property and the disposal of land that vests in the WCG, and for the management of incidental matters. The DOI is responsible for continually updating the asset and property register, procuring additional properties that may be required, and relinquishing or redeveloping properties that fall into disuse.
	Western Cape Land Use Management Act, 2014, (Act 3 of 2014) Amends the Western Cape Housing Development Act, 1999 to provide for the abolition of the Western Cape Housing Development Board; provides for the establishment of an advisory panel to advise the Provincial Minister on housing matters; regulates the transfer of assets of the Western Cape Housing Development Board; and provides for incidental matters.
	Basic Conditions of Employment Act, 1997 (Act 75 of 1997) Gives effect to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment, and thereby to comply with the obligations of the Republic as a member state of the International Labour Organization.
	Basic Conditions of Employment Act, 1997 (Act of 1997): Ministerial Determination 4: EPWP, gazetted 4 May 2012 Contains the standard terms and conditions for workers employed in elementary occupations in an EPWP project.
	Broad-Based Black Economic Empowerment (BB-BEE) Act, 2003 (Act 53 of 2003) Establishes a legislative framework for the promotion of BB-BEE; empowers the Minister to issue codes of good practice and to publish transformation charters; and establishes the Black Economic Empowerment Advisory Council.

Function	Legislation
	Competition Act, 1998 (Act 89 of 1998) Provides for the establishment of a Competition Commission responsible for the investigation, control and evaluation of restrictive practices, abuse of dominant position, and mergers; for the establishment of a Competition Tribunal responsible for adjudicating such matters; for the establishment of a Competition Appeal Court; and for related matters.
	Construction Industry Development Board Act, 2000 (Act 38 of 2000) Establishes the CIDB which is responsible for, among other things, developing the industry for the improved delivery of infrastructure to the South African public; working with all stakeholders for the sustainable growth of construction enterprises and the best practice of employers, contractors and the professions; identifying best practice and setting national standards; and promoting common and ethical standards for construction delivery and contracts.
	Consumer Protection Act, 2008 (Act 68 of 2008) Constitutes an overarching framework for consumer protection. All other laws which provide for consumer protection (usually within a particular sector) must be read together with the Act to ensure a common standard of protection. This Act applies to all suppliers of goods and services.
	Control of Access to Public Premises and Vehicles Act, 1985 (Act 53 of 1985) Provides for the safeguarding of certain public premises and vehicles and the protection of the people therein or thereon, and related matters.
	Division of Revenue Act (DORA) An annual Act of Parliament which provides, inter alia, for the equitable division of revenue anticipated to be raised nationally among the national, provincial, and local spheres of government and for conditional grants to provinces to achieve the government's policy objectives. It further promotes predictability and certainty in respect of all allocations to provinces and municipalities so that such administrations can plan their budgets over a multi-year period.
	Employment Equity Act, 1998 (Act 55 of 1998) Aims to achieve equity in the workplace by: 1) promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and 2) implementing affirmative action measures to provide redress for the disadvantages in employment experienced by designated groups, and to ensure their equitable representation in all occupational categories and levels in the workforce.
	Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) Provides for: the establishment of a framework for the national government, provincial governments, and local governments to promote intergovernmental relations; mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and for related matters.
	Labour Relations Act, 1995 (Act 66 of 1995) Enables the DOI to advance economic development, social justice, labour peace, and the democratisation of the workplace by giving effect to the purpose of the Act, which includes providing a framework within which employees and their trade unions, employers and employers' organisations can: collectively bargain to determine wages, terms and conditions of employment and other matters of mutual interest; effectively resolve labour disputes, and provide for employee participation in decision-making in the workplace.

Function	Legislation
	Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) Provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all; provides for how municipal powers and functions are exercised and performed; provides for community participation; and establishes a framework for support, monitoring and standard-setting by other spheres of government to progressively build local government into an efficient, frontline development agency capable of progressively integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment.
	National Environmental Management Act, 1998 (Act 107 of 1998) Provides for cooperative environmental governance by establishing principles for decision making on matters affecting the environment, institutions that promote cooperative governance, and procedures for coordinating environmental functions exercised by organs of state; and provides for related matters.
	Occupational Health and Safety Act, 1993 (Act 85 of 1993) Requires the DOI, as custodian and regulator of the built environment, to ensure that all building and construction work on government property, irrespective of whom it is undertaken by, complies with this legislation and that the structures remain compliant throughout their life cycle.
	Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000) Provides that an organ of state must determine its preferential procurement policy and implement a preference points system whose aims may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination based on race, gender or disability.
	Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004) Provides for the strengthening of measures to prevent and combat corruption and corrupt activities.
	Promotion of Access to Information Act, 2000 (Act 2 of 2000) (PAIA) Fosters a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information (provided by section 32 of the Constitution), and actively promoting a society in which people have effective access to information to enable them to more fully exercise and protect all their rights.
	Promotion of Administrative Justice Act, 2000 (Act 3 of 2000) (PAJA) Gives effect to section 33 of the Constitution which provides that everyone has the right to administrative action that is lawful, reasonable, and procedurally fair. Anyone whose rights have been adversely affected by administrative action has the right to be given reasons. PAJA deals with general administrative law and therefore binds the entire administration at all levels of government.
	Protection of Personal Information Act, 2013 (Act 4 of 2013) Promotes the protection of personal information processed by public and private bodies; introduces certain conditions to establish minimum requirements for the processing of personal information; provides for the establishment of an Information Regulator to exercise certain powers and to perform certain duties and functions in terms of this Act and PAIA; provides for the issuing of codes of conduct; provides for the rights of persons regarding unsolicited electronic communications and automated decision making; regulates the flow of personal information across the borders of the Republic, and provides for related matters.

Function	Legislation
	Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 of 2005) Preserves archival heritage for use by the government and people of South Africa, and promotes efficient, accountable, transparent government through the proper management and care of government records.
	Public Finance Management Act, 1999 (Act 1 of 1999) (PFMA) Supports transparency, accountability, and sound management of the revenue, expenditure, assets, and liabilities of the department.
	Public Service Act, 1994 Proclamation 103 published in Government Gazette 15791 on 3 June 1994 This is the principal act governing public administration, and provides for administrative and operational framework for government departments by providing guidelines on employment and human resource practices, i.e., conditions of employment, terms of office, discipline, retirement, and discharge of members of the public service, and related matters.
	Public Administration Management Act, 2014 (Act 11 of 2014) Promotes the basic values and principles governing the public administration referred to in section 195(1) of the Constitution; provides for the transfer and secondment of employees in the public administration; regulates conducting business with the State; provides for capacity development and training; provides for the establishment of the National School of Government; provides for the use of information and communication technologies in the public administration, and provides for the Minister to set minimum norms and standards for public administration.
	Skills Development Act, 1998 (Act 97 of 1998) Provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills in the workplace, and to integrate those strategies in the National Qualifications Framework (NQF). As the lead employer, the DOI has to ensure compliance with the employer's duties in terms of the workplace agreement and to ensure the implementation of the agreement in the workplace. Through the EPWP, the DOI implements learnership and skills development programmes for participants in artisan-related fields.
	Radio Act, 1952 (Act 3 of 1952) Controls radio activities and related matters.
	Western Cape Land Use Planning Ordinance Amendment Act, 2009 (Act 1 of 2009) Regulates land use planning in the Western Cape and related matters.
	Western Cape Procurement Act, 2010 (Business Interests of Employees) (Act 8 of 2010) The Act restricts the business interests of employees of the WCG and provincial public entities, as well as members of controlling bodies of such entities, in entities conducting business with the WCG and provincial public entities. The Act provides for the disclosure of such interests and incidental matters.
	Western Cape Monitoring and Support of Municipalities Act, 2014 (Act 4 of 2014) Gives effect to sections 154(1) and 155(6) of the Constitution by making further provisions for measures to support municipalities, to develop and strengthen the capacity of municipalities, and to improve their performance. Also gives effect to section 106(1) of the Local Government: Municipal Systems Act by providing for the monitoring of suspected non-performance and maladministration in municipalities, and for related matters.

In the main, the national and provincial policies and strategies described below guided the DOI in discharging its responsibilities.

Function	Policies
Transport	White Paper on National Transport Policy, 1996 Deals with safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure. These should meet the needs of freight and passenger customers in a way that supports government strategies for economic and social development while also being environmentally and economically sustainable.
	Road Access Guidelines Provides guidelines to assist practising engineers and planners, as well as property developers, to develop acceptable road access standards.
	Road Infrastructure Strategic Framework for South Africa (RISFSA) Provides guidelines for the redefinition of the South African road network and assists road authorities to reclassify existing road networks
	Western Cape Policy Statement on Transport for Special Needs Passengers, 2009 Places certain responsibilities on the Department to: • Encourage the incremental accessibility of rail infrastructure and provide training to operators and their staff on dealing sensitively with special needs persons; and • Ensure that all new public transport facilities cater for special needs persons.
Public Works and Property Management	Construction Industry Development Board: National Immovable Asset Maintenance Management Standard, 2017 Establishes a system of principles or practice specifications for the management and care of immovable assets after initial construction or acquisition: • To derive maximum value from these assets; • To protect the investment made in public sector immovable assets and ensure business continuity; and • In support of economic development, social upliftment and environmental sustainability for the benefit of all people in South Africa.
	National Infrastructure Plan 2050 (NIP) NIP 2050 envisages the development government-wide capacity to design and launch partnerships with the private sector, thereby eliciting an enthusiastic appetite for investment by the private sector and global development funders; and aims to promote dynamism in infrastructure delivery, address institutional blockages and weaknesses that hinder success over the longer term, as well as guide the way towards building stronger institutions that can deliver on NDP aspirations.
	International Infrastructure Management Manual, 2006, 2011, 2015 Promotes best management practices for all infrastructure assets regardless of ownership or location.
	Infrastructure Delivery Management System (IDMS) A government management system for planning, budgeting, procurement, delivery, maintenance, operation, monitoring and evaluation of infrastructure. The IDMS is designed to be linked to the Medium-Term Expenditure Framework (MTEF), and has a strong focus on outcomes, value for money and the effective and efficient functioning of the procurement and delivery management system in compliance with relevant legislation. It includes a supply chain infrastructure planning system as well as operations and maintenance systems.
	Framework for Infrastructure Procurement and Delivery Management (FIPDM) Focuses on governance decision-making points as well as alignment and functions to support good management of infrastructure delivery and procurement processes.

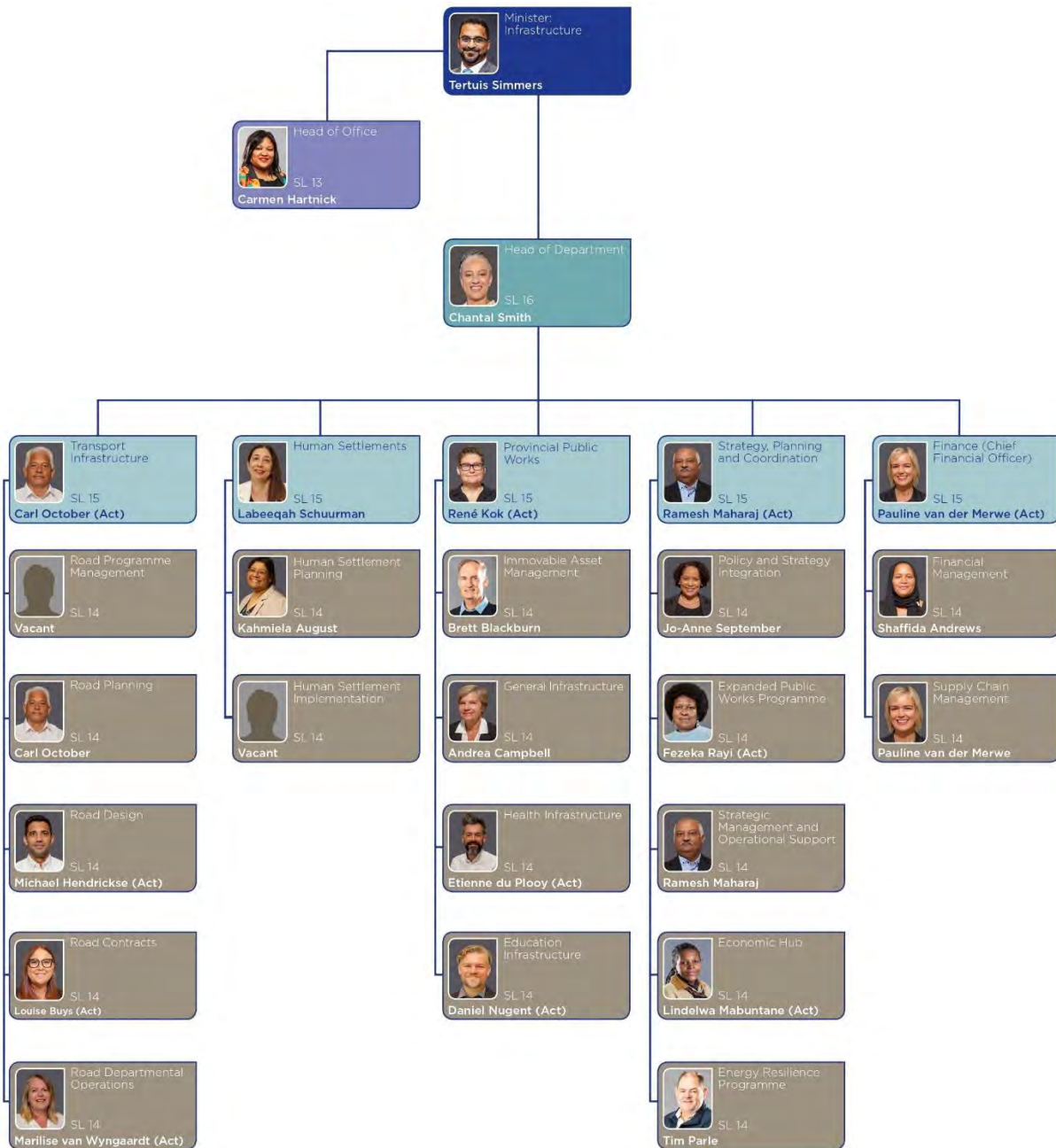
Function	Policies
	Western Cape Provincial Government White Paper on the Management of Provincial Property, 2004 Provides a framework to guide activities relating to fixed properties of the WCG and other properties it uses and encourages coordination with the property management activities of other public and civil society role-players in the province.
	Western Cape Infrastructure Framework 2050 Sets out the vision and strategic framework for infrastructure in the Western Cape and frames its role in the immediate, medium and long-term; and aims to enable infrastructure-led growth and investment for the Western Cape that will benefit the communities we serve.
Human settlements	Breaking New Ground – A Comprehensive Plan for the Development of Sustainable Human Settlements, 2004 BNG remains the national government's policy framework for housing. It provides for several programmes, which were formulated as strategic objectives: • Stimulating the residential property market; • Spatial restructuring and sustainable human settlements; • A social (medium density) housing programme; • An informal settlement upgrading programme; • Institutional reform and capacity building; • Housing subsidy funding system reforms; and • Housing and job creation. Breaking New Ground also provides the policy impetus for assigning the housing function to municipalities. The policy states that a framework should be established "to address various legislative and policy gaps to enable municipalities to manage the full range of housing instruments within their areas of jurisdiction".
Expanded Public Works Programme	Guidelines on the Implementation of the EPWP The EPWP's objective is to create short- and medium-term work opportunities for the poor and unemployed as part of the government's anti-poverty strategy. These work opportunities are combined with training to increase the employability of low-skilled beneficiaries in the formal employment market. The programme targets opportunities in the infrastructure, environment, culture, and social and non-state sectors.
National Youth Service	Guidelines on the Implementation of the National Youth Service (NYS) Provides that the implementation of youth programmes is the responsibility of all the institutions of government. The responsibility for planning, coordinating and initiating effective and innovative strategies for youth development therefore resides equally with the National Youth Commission and individual government departments in the national and provincial spheres.
Transversal	National Development Plan 2030: Our Future: Make it Work The NDP is South Africa's long-term development plan. It aims to eliminate poverty and reduce inequality by 2030. It envisages these goals to be realised by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnership throughout society.
	Revised Framework for Strategic Plans and Annual Performance Plans Provides direction to national and provincial government institutions in respect of short- and medium-term planning; institutionalises the government's national development planning agenda through institutional plans; provides planning tools for the different types of plans; and outlines the alignment between planning, budgeting, reporting, monitoring and evaluation.

Function	Policies
	National Spatial Development Framework 2050 The National Spatial Development Framework (NSDF) is a strategic long-term spatial plan towards a preferred future in 2050. The NSDF is legally mandated by the Spatial Planning and Land Use Management Act, 2013, and has to be aligned with the 2030 National Development Plan. The Framework will provide: • A visual representation of the desired national spatial development pattern for the country; • A set of national spatial directives for all forms of infrastructure investment and development spending in the country; and • A series of national strategic spatial areas for targeted investment by government and the private sector.
	Budget Prioritization Framework Seeks to establish a systematic basis for making strategic choices among competing priorities and limited resources, to better optimise budgets as a key lever for driving the NDP.
	Provincial Strategic Plan, 2019–2024 A set of overarching Vision-Inspired Priorities (VIPs) for the Western Cape Government, setting out clear outcomes to be achieved in the medium term. These VIPs reflect the needs and priorities of the provincial government and are used to drive integrated and improved performance aimed at achieving a safe Western Cape where everyone prospers.
	Growth for Jobs Strategic Framework The Framework aims to enable private sector led economic growth by creating a conducive business environment, overcoming binding constraints, supporting growth opportunities, and stimulating market growth. Infrastructure prioritisation is critical to stimulate short term employment, economic growth and social development.
	Framework for Managing Programme Performance Information (FMPPi) 2007 The aims of the FMPPi are to: • Improve integrated structures, systems and processes required to manage performance information; • Clarify definitions and standards for performance information in support of regular audits of such information where appropriate; • Define roles and responsibilities for managing performance information; and • Promote accountability and transparency by providing Parliament, provincial legislatures, municipal councils and the public with timely, accessible and accurate performance information.
	Departmental Monitoring and Evaluation Framework and Manual Describes what monitoring and evaluation entail, as well as monitoring and evaluation systems and tools for results-based management.
	National Treasury Asset Management Framework v3.3, 2003 Provides broad guidelines for asset management.
	Provincial Spatial Development Framework (PSDF) The framework seeks to guide, the overall spatial distribution of current and desirable land uses within a municipality to give effect to the vision, goals and objectives of municipal integrated development plans (IDPs). The PSDF seeks to improve the effectiveness of public investment in the Western Cape's built and natural environments by: • adopting credible spatial planning principles to underpin all capital investment programmes; and • spatially targeting and aligning various investment programmes to open opportunities for community and business development in targeted areas.

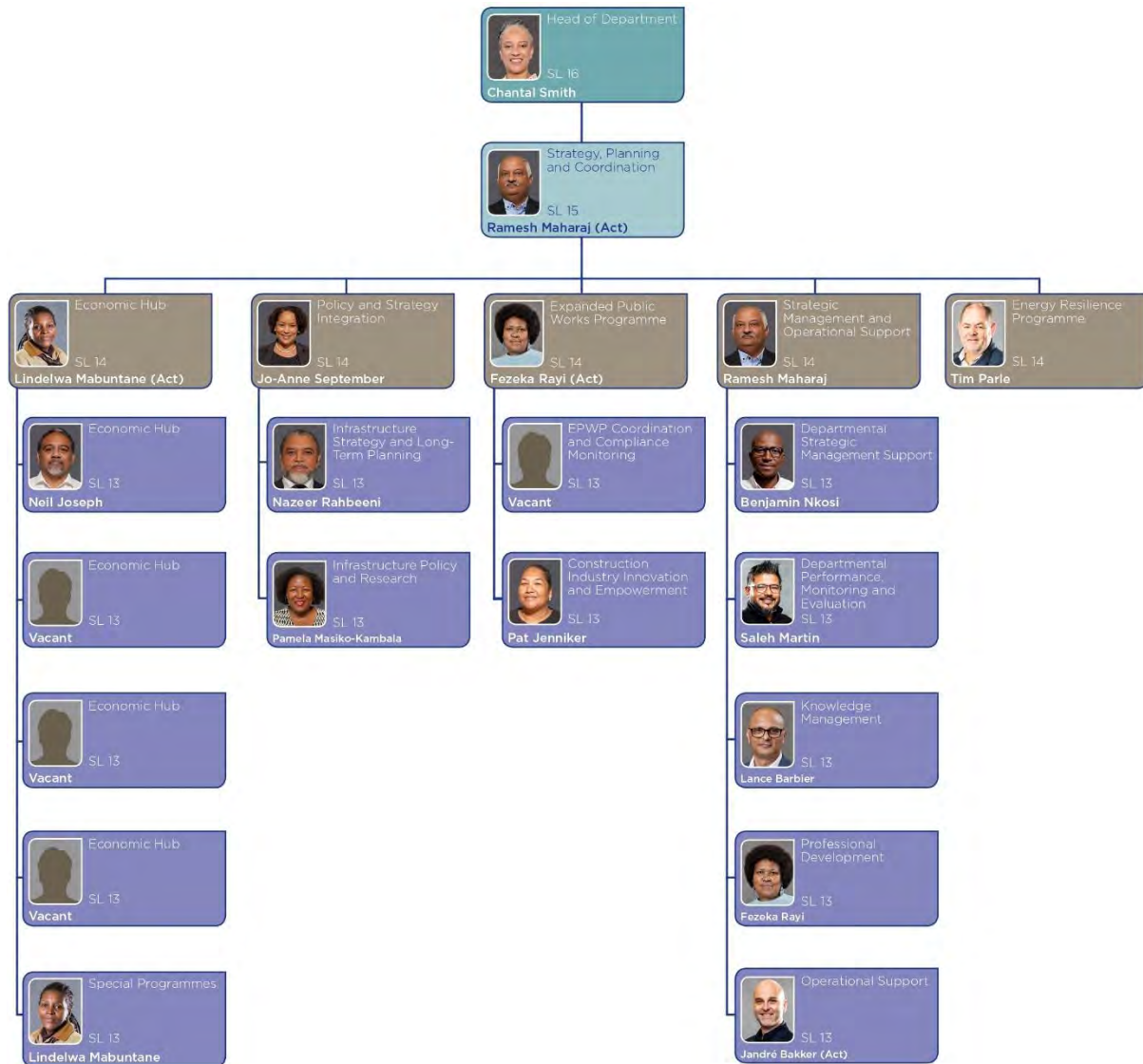
Function	Policies
	South African Statistical Quality Assessment Framework (SASQAF) 2010 2nd ed. This is the official Statistics South Africa guide for data producers and assessors regarding the quality of statistics across eight dimensions: relevance, accuracy, timeliness, accessibility, interpretability, comparability and coherence, methodological soundness, and integrity.
	Western Cape Government Transversal Management System Aims to achieve measurable outcomes through the facilitation of sectoral clusters addressing issues transversally with individual line departments as the implementing agents and manages the implementation of the Provincial Strategic Priorities transversally throughout the WCG. The Executive Project Dashboard is the information management tool for the system.
	Departmental Records Management Policy Provides the foundation for a corporate culture of responsibility for the management of information and records as an essential requirement for effective service delivery.
	White Paper on Human Resource Management, 1997 Focuses on the essential role of developing and transforming human resource capacity to meet the goals of efficient service delivery and transforming public service.

8 DOI macro-organisational structure as at 31 March 2025

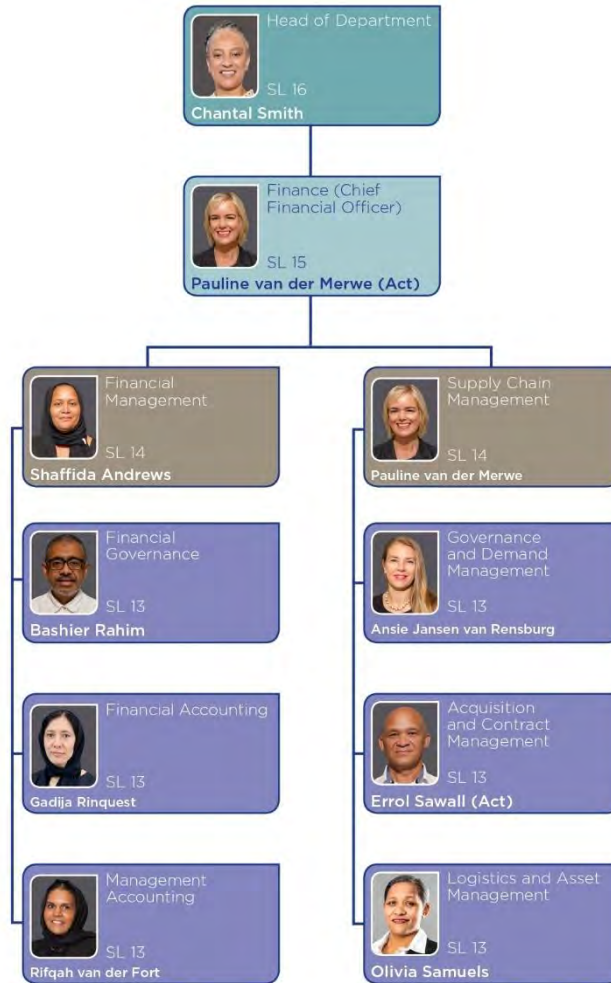
Extended Top Management



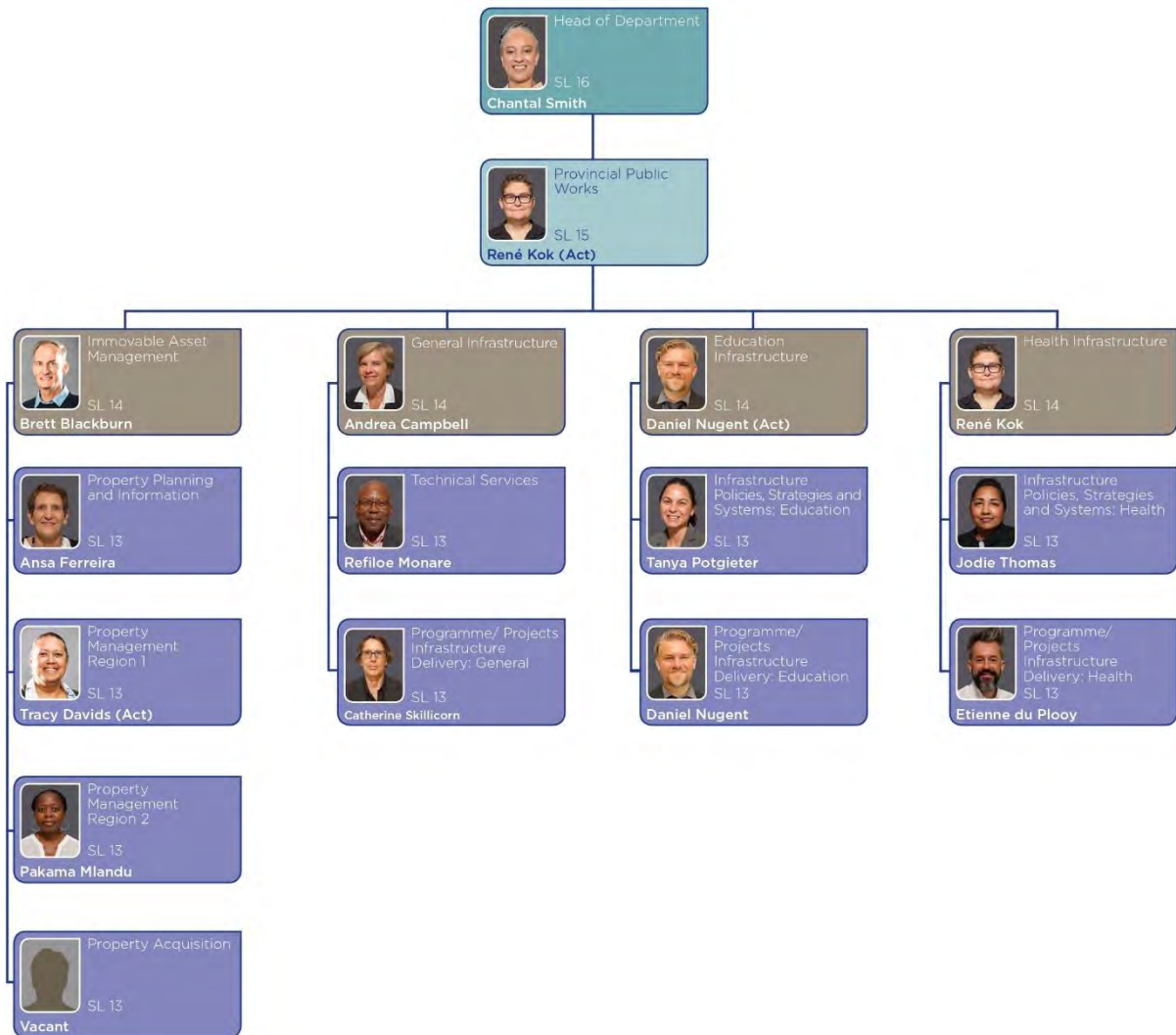
Branch: Strategy, Planning and Coordination



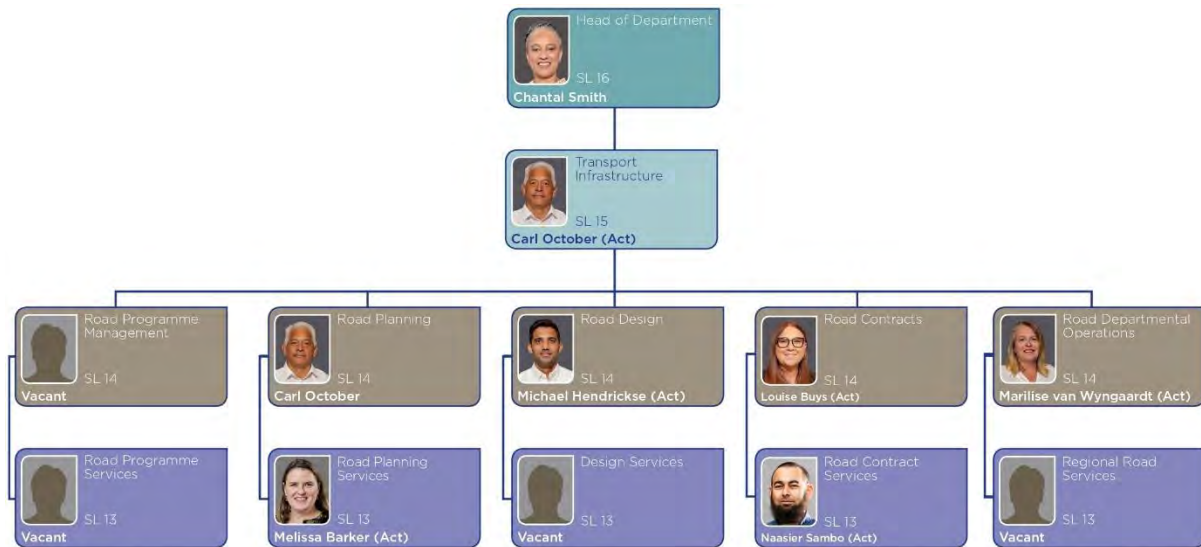
Branch: Finance



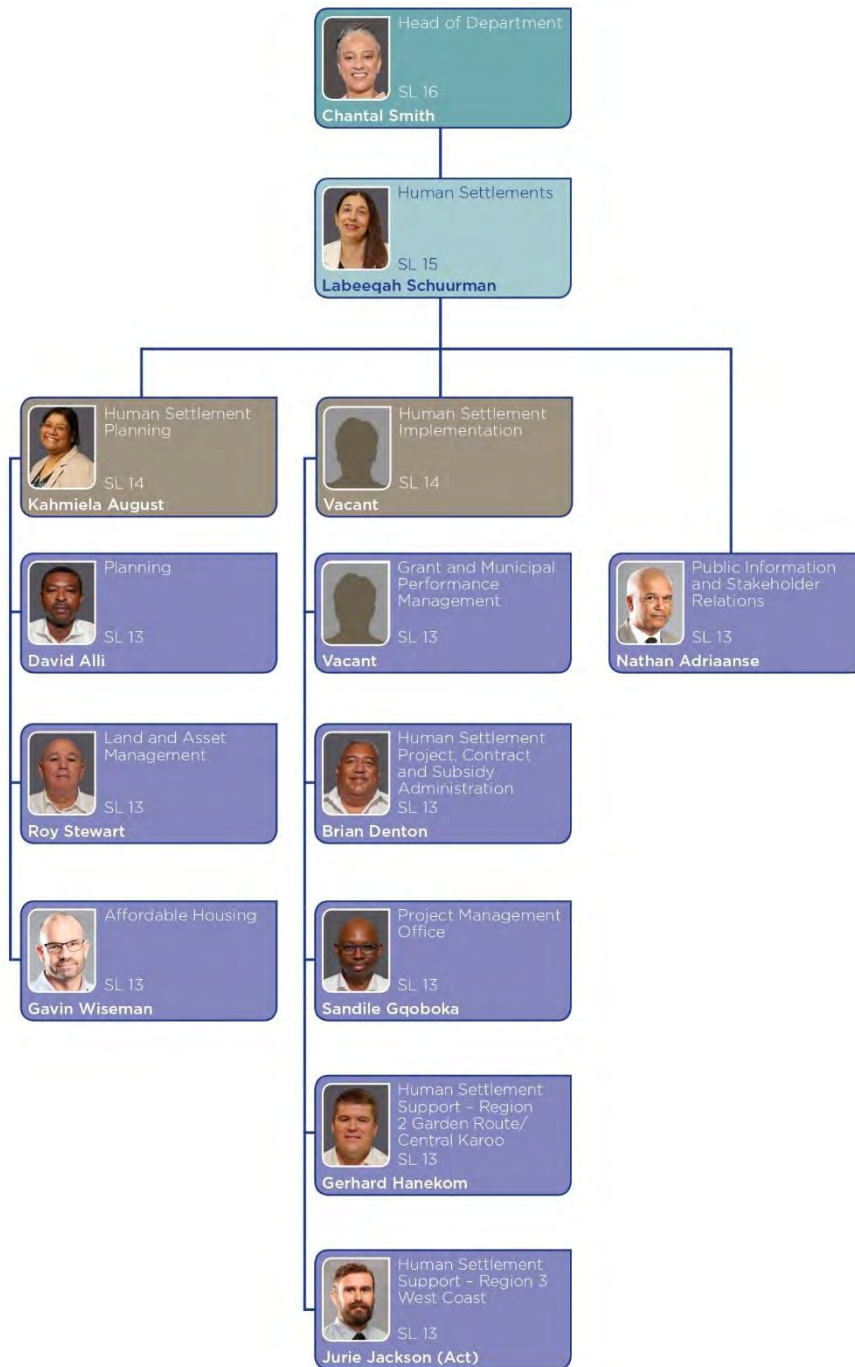
Branch: Provincial Public Works



Branch: Transport Infrastructure



Branch: Human Settlements



9 Entities reporting to the Provincial Minister

The DOI was not responsible for any public entities in the year under review.



PART B

Performance
information

Part B: Performance Information

1 Auditor-General's report: Predetermined objectives

The Auditor-General of South Africa (AGSA) performs certain audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with any material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page 227 for the Report of the Auditor-General, published in Part F: Financial Information.

2 Overview of departmental performance

2.1 Service delivery environment

The main services of the DOI are:

Main service	Key functions
Administrative Services	Provide strategic, policy and operational support within the Department. Provide financial management and supply chain services within the Department. Facilitate the development of provincial, departmental strategies, policies, and plans. Manage the Professional Development Programme to develop scarce skills in the engineering, built environment and other infrastructure-related fields. Provide bursaries for individuals undertaking tertiary studies in the engineering, built environment and other infrastructure-related fields.
Public Works Infrastructure	Acquire and dispose of immovable assets. Help ensure optimal utilisation of provincially owned properties. Lease property to provide accommodation. Provide accommodation services to provincial departments and entities. Construct and maintain health, education, and general building facilities. Create job opportunities and economic empowerment through infrastructure provision.
Transport Infrastructure	Plan, design, construct, rehabilitate and maintain the provincial road network. Offer learnerships and graduate training. Offer diesel mechanic apprenticeships. Provide technical support services. Create job opportunities and economic empowerment through infrastructure provision.

Main service	Key functions
Human Settlements	Deliver sustainable and integrated human settlements, including construction and maintenance. Formulate policy and administer conditional grants, including human settlements infrastructure and asset management. Promote sustainable integrated human settlement development in the Western Cape.
Community-Based Programmes/ Expanded Public Works Programme	Coordinate the EPWP in the Western Cape. Facilitate programmes to develop emerging contractors. Offer construction-related skills development opportunities, including apprenticeships for artisanal skills.

Key service delivery challenges

During the year under review, a number of challenges hindered the DOI's service delivery.

- Lengthy delays in getting approvals from external stakeholders had a negative impact on the DOI's ability to undertake certain road and infrastructure projects;
- The impacts of the floods on infrastructure that occurred in the Western Cape during 2023 were exacerbated by more flooding in the 2024/25 financial year. Various roads had to be closed for urgent flood repairs and the Department had to reallocate its resources so that strategically important roads could rapidly be repaired and reopened. A number of roads damaged by these floods still require maintenance and repair work of a permanent nature. The DOI's ability to undertake these necessary actions depends on adequate funding being made available. Certain repair work may take years to complete in light of the overall reduction in the Transport Infrastructure budget and limited support received from national disaster management.
- The construction industry is struggling to maintain its ability to deliver projects because of competition for key staff both locally and abroad, as well as many physical disruptions at construction sites. This is undermining the ability of contractors working for DOI to drive, direct and deliver infrastructure projects that benefit the people of the Western Cape;
- Factors outside the Department's control that affected its ability to deliver sustainable human settlements and other infrastructure included instances of extortion by "development forums", gangsterism, violence, land invasions and service delivery protests in communities. These factors severely hampered service delivery and added further strain to an already constrained budget, as additional security had to be procured to protect sites and contractors. These issues are not new or unique to the DOI, and they are becoming more common across many public service delivery departments.

The Department seeks to overcome these challenges by improving its planning, management, governance and accountability systems.

Key service delivery achievements per service

Service: Facilitate programmes to develop emerging contractors

The Contractor Development Programme implemented various training programmes:

- Construction information sessions were presented to 310 emerging contractors from across the Western Cape in partnership with DOL's SCM component, the National Department of Public Works and Infrastructure, the South African Revenue Service (SARS), the Department of Economic Development and Tourism, the Construction Industry Development Board, the Building Industry Bargaining Council, the National Youth Development Agency, the Small Enterprise Development Agency (SEDA), the Department of Employment and Labour, and local municipalities. Each of these one-day sessions provided participating contractors wanting to be eligible to tender for government contracts with the information they need to be able to comply with applicable government regulations and policies;
- Thirty CIDB Grade 1 potentially emerging (PE) and Grade 2 contractors in the City of Cape Town participated in an eight-month structured training programme accredited by the Construction Education and Training Authority (CETA);
- A further 20 emerging contractors from the West Coast participated in the eight-month structured training programme;
- Advanced training and mentoring support were provided to 25 CIDB Grade 3 to Grade 5 contractors in the year under review;
- Seventeen emerging contractors participated in a five-day Enterprise Development training programme; and
- Twenty-one Grade 1-5 contractors were provided with one-week Microsoft Project Management training.

The NYS in Construction Programme is a national initiative that aims to provide unemployed youth with opportunities to participate in the built environment and construction industries. Youths are placed in a 12-month programme to acquire skills in various construction-related disciplines that could enhance their ability to gain employment or become self-employed.

In 2024/25, the Department through its skills development programmes enrolled a total of 327 youth in learnership programme and 186 apprentices in the artisan programme as depicted in table 8 and Table 9.

Table 8: Learnership Programme 2024/25

Learnership trade	Total	Gender		Race				People with disabilities
		M	F	A	C	I	W	
Assistant handy person	29	18	11	13	16	0	0	0
Bricklaying	48	32	16	20	28	0	0	0
Carpentry	45	28	17	28	17	0	0	0
Electrical	33	22	11	12	21	0	0	0
Plumbing hand	40	26	14	18	22	0	0	0
Plumbing	34	23	11	19	15	0	0	0
Solar mounter	41	22	19	32	9	0	0	0
Painting	12	7	5	3	9	0	0	0
Welding	13	8	5	7	6	0	0	0
Community home builder	18	12	6	0	18	0	0	0

Learnership trade	Total	Gender		Race				People with disabilities
		M	F	A	C	I	W	
General residential repairer	14	14	0	8	6	0	0	0
Sub-Total	327	212	115	160	167	0	0	0

M=male; F=female; A=African; I=Indian; C=coloured; W=white.

Table 9: Artisan Programme 2024/25

Trades	Total	Gender		Race				People with disabilities
		M	F	A	C	I	W	
Electrical	68	36	32	51	17	0	0	0
Plumbing	42	24	18	19	23	0	0	0
Boiler making	9	8	1	3	6	0	0	0
Welding	9	5	4	4	5	0	0	0
Air-conditioning and refrigeration	7	2	5	7	0	0	0	0
Bricklaying	33	16	17	31	2	0	0	0
Carpentry	18	13	5	8	10	0	0	0
Sub-Total	186	104	82	123	63	0	0	0

M=male; F=female; A=African; I=Indian; C=coloured; W=white.

In February 2025, the EPWP work-based programme recruited 318 unemployed persons for the environment and construction related services programme through which the recruits were given experiential opportunities to learn from working in the field.

Table 10: EPWP Work-Based Programme

EPWP Work-based Programme	Total	Gender		Race				People with disabilities
		M	F	A	C	I	W	
Environment and construction-related services	318	163	155	152	165	0	1	0

M=male; F=female; A=African; I=Indian; C=coloured; W=white.

Service: Delivery of social housing

The social housing sector has performed well over the past financial year with the commencement of construction with four new social housing projects, set to deliver 2 165 new social rental units. The projects are Conradie Park Phase 2 (659 units), Regent Villas Extension 2 (110 units), Somerset West (1 034 units) and Mountain Ridge (362 units). Consolidated Capital Grant (CCG) funding for the Mandalay Social Housing Project was approved by the SHRA in October 2024. This project will see the development of 770 new social rental units.

Service: Create jobs and economic empowerment through infrastructure provision

The DOI's Empowerment Impact Assessment (EMPIA) tool informs the design and construction process of specific departmental projects worth more than R10m, and it measures the potential impact a construction project could have on the local community. In the year under review, 13 EMPIAs were initiated on planned departmental infrastructure projects. Twenty-three projects were monitored, and the results made

available through empowerment target implementation reports (ETIRs). The Community Based Programme/ EPWP component supported implementing DOI directorates at 23 community engagements during the year under review. Three Community Liaison Officer and Social Facilitation skills training events took place in the year under review.

Service: Offer transport mechanic-related apprenticeships

To become qualified artisans, apprentices undergo a four-year period of formal and practical training, prescribed examinations, and practical assessment by the Manufacturing, Engineering and Related Services Sector Education and Training Authority (MERSETA). In 2024/25, seven apprentices received support from the DOI to attend training at the Bellville Mechanical Workshop.

Service: Manage the Road Graduate Development Programme (RGDP) to facilitate the proper training and retention of graduates in the transport and engineering fields

The RGDP of the Branch: Transport Infrastructure, which facilitates the structured training and retention of graduates with the support of internal mentors continued in the year under review. Five graduates who participated in the RGDP registered as professionals with the Engineering Council of South Africa (ECSA) and secured permanent employment in the DOI. A further five graduates submitted their applications for professional registration. The Branch also contracted five new graduates to join the RGDP in 2024/25. These included four engineers and one technologist, who support in-house design, construction and maintenance work.

Service: Provide bursaries for deserving students through the Masakh'iSizwe Bursary Programme

The Masakh'iSizwe Bursary Programme awards bursaries to deserving young people for full-time studies towards a degree or diploma in the engineering or built environment disciplines at Western Cape higher education institutions (HEIs), excluding the University of Western Cape, which does not offer engineering or built environment qualifications.

The DOI awarded 41 new bursaries for studies in the 2024/25 financial year, bringing the total number of Masakh'iSizwe bursary recipients to 151.

Table 11: Masakh'iSizwe bursaries 2024/25

Discipline	Total	Gender		Race				People with disabilities
		M	F	A	C	I	W	
Architecture	6	0	6	1	0	2	3	2
Civil Engineering	90	40	50	49	1	29	11	1
Construction Studies	11	5	6	9	0	2	0	0
Electrical and Electronic Engineering	5	4	1	2	0	3	0	0
Electronic and Computer Engineering	2	1	1	0	1	1	0	0
Electrical Engineering	1	1	0	1	0	0	0	1
Geomatics	3	1	2	1	0	2	0	0

Discipline	Total	Gender		Race				People with disabilities
		M	F	A	C	I	W	
Mechanical Engineering in Mechatronics	4	3	1	1	0	3	0	1
Mechanical Engineering	17	10	7	5	1	4	7	1
Mechanical Engineering in Renewable Energy	1	1	0	1	0	0	0	1
Mechatronics	2	2	0	1	0	1	0	1
Property Studies	4	2	2	2	0	2	0	0
Quantity Surveying	5	2	3	3	0	1	1	1
Total	151	72	79	76	3	50	22	9

M=male; F=female; A=African; I=Indian; C=coloured; W=white.

Service: Provide, construct and maintain accommodation for provincial departments

Education facilities

During 2024/25 the DOI continued to deliver facilities for the Western Cape Education Department (WCED) in its ongoing efforts to increase accommodation for new learners entering the public school system in the Western Cape.

Two key projects achieved completion during the period under review.

- The new R106m Macassar Primary School No 2 which boasts 46 classrooms, including 6 specialist classrooms and 4 Grade R classrooms for a maximum enrolment of 1 860 learners was completed in November 2024.
- The new R78m Happy Valley Primary School No 2 opened its doors in January 2025 to accommodate 1 240 learners, with 32 new classrooms, 4 specialist classrooms and 4 Grade R classrooms. The school hall and sports fields will be completed in the course of 2025.

In addition to building new schools, the DOI also replaces facilities that are considered to be below serviceable condition, and facilities that were constructed from inappropriate materials. Waveren Primary School was completed in December 2024 at a cost of R93m and that can accommodate 1 240 learners. During the year under review, the DOI implemented upgrade and addition projects on existing facilities to adapt to new needs or increase capacity to meet the new educational requirements of our growing communities.

During 2024/25, the main focus of minor capital works was on closing out mobile school, fencing and ablution projects. This was a successful drive that made significant strides by concluding projects and finalising the accounts of contractors and consultants.

The DOI also works to ensure that the conditions of the approximately 1 500 existing public-school facilities in the portfolio remain fit for purpose through ongoing scheduled maintenance activities. During the course of the financial year under review, DOI completed scheduled maintenance works on 20 facilities across the province.

Health facilities

During the year under review, the DOI continued to contribute to improving health and wellness outcomes in the province by providing health infrastructure for the Western Cape Department of Health and Wellness.

Several key projects achieved completion during the 2024/25 financial year.

- The new R25m Ladismith Clinic was completed in June 2024 to bring critical services closer to the residents of Ladismith and surrounding areas.
- Extensive repairs and renovations at Helderberg Hospital were completed in October 2024. This R38.9m project aimed to improve service delivery and patient care. Phase 1 of the project entailed renovations to the overflow ward, central sterile services department, generator complex, bulk store and linen store. Phase 2 included work to the bulk store, workshop, laundry, infectious disease unit, pharmacy, main waiting area, nurse office (A and B), medical waste room and decommissioning store. In addition, the ventilation in the reception area was upgraded.
- A R40m repairs and renovations project at Stellenbosch Hospital was completed in August 2024.
- A R3.8m upgrades and additions project, which included the construction of a wash bay at Darling Ambulance Station, was completed in October 2024.
- A R29.8m upgrade project to the Pinelands Orthotic and Prosthetic Centre was completed in December 2024.
- A R15m renovations to the old bank and post office building at Tygerberg Hospital was completed in October 2024. This easily accessible building enabled the Western Cape Blood Service's blood bank to be relocated from inside the main hospital building, improving accessibility and freeing up space inside the hospital for planned ward renovations and maintenance.

Various maintenance projects were completed including the modernisation of lifts at Tygerberg Hospital Main Building, Groote Schuur Hospital H-Block, and Paarl Outpatients Department, general maintenance at Cloeteville CDC and Worcester Ambulance Station Workshop, and replacement of valves to the main water reticulation at Groote Schuur Hospital.

General buildings

During the 2024/25 financial year, the DOI continued to construct, modernise and maintain office accommodation and general facilities for departments of the WCG. Several key projects which achieved completion during the period include:

- The modernisation of the 3rd floor and a portion of the 1st Floor, 9 Dorp Street;
- A universal access project at the Kromme Rhee Provincial Training Institute campus;
- Upgrades and additions to the Sivuyile Residential Centre for People with Profound Disabilities, Stikland;
- Ongoing urgent maintenance works at several CYCCs across the province; and
- The installation of battery energy storage systems at various provincially owned facilities to enable business continuity during loadshedding.

Service: Reduce water and electricity consumption in WCG facilities

The DOI continues to embed water demand-side management interventions in new and existing infrastructure and accommodation across the health, education and general property portfolios. The supply-side localised groundwater supply systems established during the 2017/18 water crisis to improve water security and resilience at certain identified critical service delivery facilities were still operational where it made economic and strategic sense to keep this higher level of water resilience active. Others were temporarily decommissioned to reduce operational costs for the time being.

Work on the departmental time-of-use metering platform module in the eMerge Asset Information Management System progressed well in the year under review. Access to time-of-use metering of water and electricity consumption data is essential for effective behaviour change and leak detection programmes.

Accurate and timely consumption data was also utilised in the production and publication of the 13th edition of the annual Property Efficiency Report, which covered the 2023/24 financial year. This publication reported on, among other key performance metrics, water consumption and efficiency in a defined portfolio of buildings in the Western Cape and was a key driver for demand-side management improvements. However, water consumption during the 2023/24 reporting period increased from 0.58kL/m²/pa to 0.63kL/m²/pa, reflecting an 8.6 per cent year-on-year increase. The office portfolio continued to outperform the private sector benchmark which increased by 23.3 per cent from 0.73kL/m²/pa to 0.90kL/m²/pa over the same period.

The 2023/24 PER featured an increase in the number of health facilities included in the study sample (34, compared to 22 in 2022/23), and an increase in the number of education facilities (60, compared to 45 in 2022/23). The health facility sample comprised 21 hospitals with a floor area of between 1 041m² and 365 210m² and 13 clinics with a floor area of between 150m² and 730m². The education study sample comprised 60 facilities (37 primary schools and 23 high schools) which were 1 180m² to 32 692m² in size. Clinics showed a decline in water efficiency from 1.10kL/m²/pa to 1.60kL/m²/pa.

The health facilities have water consumption levels of 1.60kL/m²/pa for 2023/24, which was above the 2022/23 level of 1.49kL/m²/pa. All health facilities showed a decline in water consumption efficiency to 1.60kL/m²/pa from 1.49kL/m²/pa. Water consumption for all education buildings increased during the reporting period. High schools showed a decline in water efficiency from 0.68kL/m²/pa in 2022/23 to 0.74kL/m²/pa in 2023/24. Primary schools have maintained a consistent performance, with water consumption showing only a slight increase from 0.59kL/m²/pa in 2022/23 to 0.61kL/m²/pa in 2023/24.

Service: Build energy infrastructure and increase energy resilience in the Western Cape

South Africa's energy and electricity markets are changing rapidly with the transition from the high carbon era of coal-fired generation to lower carbon alternatives and renewables. The country has experienced demand outstripping supply, and the supply deficit was evident to citizens and businesses alike in 2023, with the level of load shedding often exceeding Stage 4. The energy availability factor (EAF) for Eskom's coal-fired and

nuclear power station fleet declined from 70 per cent in 2019 to around 54 per cent in 2023, resulting in a serious shortage of electricity.

The cost of load shedding on the provincial economy was estimated to be R12.8bn in 2023.

Further economic impacts include supply chain disruptions, reputational impacts on exports and production, negative impacts on the Western Cape's vital tourism industry, and the destruction of agricultural production capacity, which could lead to food shortages, higher prices, household food insecurity, and social unrest. Eskom's own outlook in early 2024 showed that in terms of both the planned risk level and the likely risk scenario, the situation remained bleak for the rest of that year.

The reality turned out to be somewhat different, with the country experiencing more than 300 days free of load shedding from April 2024. This was attributed to the execution of Eskom's Generation Recovery Plan and the Energy Action Plan, plus decreased demand for electricity due to a constrained economy. The EAF for April 2024 to March 2025 reached 60.6 per cent, still short of the 70 per cent target. However, despite this positive news, rebalancing of the market meant that Eskom applied for a 36.15 per cent increase in tariffs, causing many power users, including municipalities, to reconsider their reliance on a single source of supply and promote diversity of supply, including from renewable sources.

Building on the Municipal Energy Resilience Programme, which commenced in 2020, the Western Cape Energy Resilience Programme (ERP) was established in 2023/24 with a budget of R1.1bn over the 2023 Medium Term Expenditure Framework to build energy resilience over the short, medium, and long term. This whole-of-government approach included significant funding over the 2023 MTEF to combat load shedding and help build a more energy-secure province, and to fund energy projects currently in the pipeline as they achieve implementation readiness. This approach will provide the WCG with the requisite agility and flexibility to respond urgently to the unfolding energy crisis.

The DOI is an integral component of the ERP and is delivering on a portfolio of projects centred on enabling new energy generation, demand-side management, developing energy infrastructure, and conducting long-term planning. The Department is uniquely positioned to respond to this challenge by leveraging its supply chain and infrastructure technical expertise. This work was resourced by the Energy Resilience team in the Department, supplemented with external resources.

In November 2024, the strategic objectives of the ERP were updated to focus on the mitigation and management of energy-related disasters in the Western Cape, and to facilitate improved energy resilience in the province, covering factors such as security, decarbonisation, affordability, and financial sustainability. This is to be achieved through a decentralised, democratised, diversified, and decarbonised energy system that is accessible to all.

In 2024/25, DOI made a considerable contribution to the aims of the ERP, including helping the Western Cape to become less reliant on Eskom to move towards becoming the first province to end load shedding.

The pioneering multiyear Stellenbosch Municipal Independent Power Producer Procurement project (MIPPP) Transaction Advisor and Project Manager project to investigate the financial, legal, technical, socio-economic, and environmental viability of a solar PV facility approximately 50MWp in size with battery storage was initiated in the year under review and is well on track. The service providers were appointed, and the initiation phase completed in 2023/24. The second phase, which centred on the feasibility study, was completed with the formal feasibility study tabled and approved by the Stellenbosch Local Municipality on 14 August 2024. The third phase, which is the actual procurement of power from an independent power producer, commenced and is approximately 85 per cent complete at the end of the period under review. The notable milestone of the publication of the RFP and associated power purchase agreements (PPAs) was achieved on 29 March 2025. The project is unique in South Africa and is the first fully scoped procurement exercise of its kind.

The WCG Energy PPF has been established to bring transaction advisory and related services to other municipalities across the province, building on learnings from the Stellenbosch MIPPP project. The range of services is wide and designed to match the anticipated needs of municipalities to bring projects to bankability and to ensure compliant procurement of low-carbon and renewable energy to support the municipalities' residents, businesses, and consumer bases. The facility is currently developing projects in response to applications received from several Western Cape municipalities. To date, support has been provided directly to the George Local Municipality, the Saldanha Bay Local Municipality and the Swartland Local Municipality.

Following on from the feasibility phase of the Explore Options for Gas to Power project, which was completed in 2023/24, further studies were conducted in this dynamic market with a focus on the supply side. A revised position paper and position for the WCG was confirmed at the Premier's Energy and Water Council meeting on 12 March 2025. This position will be formally communicated to the Provincial Cabinet soon.

Further work to understand the transmission and distribution grids across the province was advanced in the year under review. A comprehensive review of the existing generation capacity, electrical grids, and over 380 identified energy projects was conducted. Spatial databases and display tools were also developed.

During the year under review, the topic of electricity wheeling was progressed through active participation in the National Energy Crisis Committee task teams, as well as providing national-level training through a South African Local Government Association (SALGA) training workshop where the wheeling toolkit and use-of-systems template agreements were presented and explained. Further, direct support to several municipalities was coordinated and eventually provided through the Green Economy Ecosystem Support project run by Department of Environmental Affairs and Development Planning. Work to improve the province's energy resilience and energy infrastructure will continue in the 2025/26 financial year, and additional implementation capacity will be contracted in when necessary, subject to available resources.

Service: Road infrastructure construction, upgrading and maintenance

The DOI's strategic spending in the year under review was focused on preventative maintenance and rehabilitation of ageing infrastructure. The high-quality road infrastructure that DOI provided in 2024/25 was an important component of a safe and effective transport system, and an enabler of economic and social development in the Western Cape.

The Department continued to pursue and explore additional sources of external funding for large strategic roads projects that promote spatial transformation through the development of transport corridors. One such example is the Cape Town Integrator, which is aligned with the NSDF that seeks to create an enabling environment throughout South Africa. Through these interventions the DOI sought to support national development priorities and contribute towards the goal of sustainable regional socio-economic development.

Projects identified to promote economic growth continued to progress during the year. The preliminary design for the upgrade of the road network around the N1/N7 Wingfield Interchange advanced as part of the development of the Southern Corridor of the Cape Town Integrator.

In addition, the upgrading of the N7 to freeway standards – forming part of the Northern Growth Corridor of the Cape Town Integrator – progressed, with the construction phase beginning in 2024/25.

Construction of the Malmesbury Bypass also continued in the 2024/25 financial year. This road will complete the R45 corridor in the vicinity of Malmesbury and will allow for easier transportation of goods and produce between the Saldanha Bay Industrial Development Zone (IDZ) and the N1 and N2 road corridors. Building this safe link with no at-grade access linking the north and west with the east of Malmesbury will enable freight and produce to be moved without having to go through the town. This will provide a huge boost to the local economy and infrastructure of Malmesbury.

The third and final phase of the upgrading of Baden Powell Drive (R310) between Annandale Road and Polkadraai Road continued in 2024/25. This is a busy arterial road that runs from Muizenberg to Stellenbosch. It is the main access road between Stellenbosch and Cape Town via the N2 and provides access to Cape Town International Airport, the Cape Town Film Studio, industrial hubs, wine farms and various townships. The road is also frequently used by tourists, cyclists and pedestrians, particularly on weekends. The route is also utilised by pedestrians and cyclists to access employment and leisure opportunities on the surrounding wine farms and residential estates.

Construction of the second phase of Louis Fourie Road in Mossel Bay continued during the 2024/25 financial year. When it is complete, this upgrade will provide a huge boost to the local economy and infrastructure of the town.

The dualling of Main Road (MR)201 in Paarl, aimed at supporting development in the area, reached practical completion during 2024/25.

Service: Innovation in information and communication technology

The National Infrastructure Plan 2050 makes the point that communications are the lifeblood of a market economy, and digital communications are increasingly central to that. The increasingly foundational role of digital transformation means that the benefits of becoming a fully digitally enabled society and economy outweigh the costs.

The Western Cape is well equipped with telecommunications infrastructure. It is well connected to neighbouring provinces via the N1 and N2 routes, with the latter having been catalysed by the province's role as an anchor tenant of the broadband initiative. Fibre to the home (FTTH) services are becoming ubiquitous, with innovative low-cost models in the market extending broadband services to communities which previously lacked fibreoptic services. Wireless communications have expanded, with 3G and 4G being ubiquitous in urban areas and new 5G capacity being rolled out. Rural expansion continues. In the last year, two ultra-high-capacity submarine cables have landed on our shores, providing connectivity to Africa, Europe, and the Far East. Data centre infrastructure is a key growth area, with tens of megabytes of capacity being added and many new sites being commissioned.

The Independent Communication Authority of South Africa (ICASA) State of the ICT Sector Report of South Africa dated 31 March 2025 recognised that the Western Cape is the clear leader in fixed internet at home, with 40.1 per cent of homes having access. This figure suggests a well-established broadband infrastructure, which may be indicative of better aggregate socio-economic conditions in the province. The ICASA report noted that, compared to overall 5G coverage sitting at 46.64 per cent, the urban centres in the Western Cape have seen remarkable progress, boasting 5G coverage of a robust 78 per cent. ICASA's observation was that this achievement underscores the regional advancements in next-generation connectivity, illustrating a commitment to fostering a more connected and digitally inclusive society.

The global ICT industry has made big strides forward over the past three years, notably by enabling remote access to services. The Department responded by continuing to provide ICT systems internally to its staff and externally to the public to facilitate service delivery.

The DOI continued to invest in enhancing its digital service to citizens through the mobile housing app and redeveloping the Western Cape Housing Demand Database into a fully integrated system which enables district municipalities to engage with applicants using text messaging and email.

2.2 Service Delivery Improvement Plan (SDIP)

The Department has completed a Service Delivery Improvement Plan. The tables below describe the plan and achievements to date.

Main services

Main services	Beneficiaries	Current/ actual standard of service	Desired standard of service	Actual achievement
Key Service 1: Upgrading of informal settlements	Citizens of informal settlements.	3 informal settlements upgraded to phase 3 (Rose Valley Oudtshoorn, Transand Mossel Bay, and Berg-en-Dal (Cape Winelands).	1 informal settlement upgraded to Phase 3.	1 informal settlement upgraded to Phase 3.

Batho Pele arrangements with beneficiaries (Consultation access, etc.)

Current/ actual arrangements	Desired arrangements	Actual achievements
Professional Standards 52% improvement with induction/ orientation provided to newly appointed officials. Note: The underperformance was due to some staff being unavailable to attend the induction at the set dates.	Professional Standards 80% improvement with induction/ orientation provided to new officials.	Professional Standards 85% of employees were provided with induction sessions during the reporting period.
Working Environment Standards 23 occupational health and safety (OHS) inspections conducted at premises per annum. This includes: 14 departmental service points audited for OHS compliance and declared compliant. Nine (9) evacuation drills.	Working Environment Standards 15 OHS inspections conducted at premises per annum.	Working Environment Standards 43 OHS inspections conducted at premises per annum.
Access Standards 100% access to all DOI service points during operational hours	Access Standards 100% access to all DOI service points during operational hours.	Access Standards 100% access to all DOI service points during operational hours.

Current/ actual arrangements	Desired arrangements	Actual achievements
Information Standards Information sources available to citizens through: 1 Annual Report available in all 3 official languages of the province. 1 APP available in all 3 official languages of the province. 1 APP for Citizens available in all 3 official languages of the province. 1 Citizens' Report available in all 3 official languages of the province. 1 Service Delivery Charter available in all 3 official languages of the province.	Information Standards Information sources available to citizens through: 1 Annual Report available in all 3 official languages of the province. 1 APP available in all 3 official languages of the province. 1 APP for Citizens available in all 3 official languages of the province. 1 Citizens' Report available in all 3 official languages of the province. 1 Service Delivery Charter available in all 3 official languages of the province.	Information Standards Information sources were available to citizens through: 1 Annual Report was available in all 3 official languages of the province. 1 APP was available in all 3 official languages of the province. 1 APP for Citizens was available in all 3 official languages of the province. 1 Citizens' Report was available in all 3 official languages of the province. 1 Service Delivery Charter was available in all 3 official languages of the province.
Redress Standards 100% complaints/ queries acknowledged within 48 hours and resolved within 90 days.	Redress Standards 85% complaints/ queries acknowledged within 48 hours and resolved within 90 days.	Redress Standards 85% complaints/ queries were acknowledged within 48 hours and resolved within 90 days.
Consultation Standards 7 engagements held with municipalities. 20 engagements held with the public.	Consultation Standards 5 engagements held with municipalities. 5 engagements held with the public.	Consultation Standards 16 engagements were held with municipalities. 17 engagements were held with the public.
Openness & Transparency Standards 5 information sources accessible to citizens: - Departmental Strategic Plan. - Annual Performance Plan. - APP for Citizens. - Annual Report. - Citizens' Report.	Openness & Transparency Standards 5 information sources accessible to citizens: - Departmental Strategic Plan. - Annual Performance Plan. - APP for Citizens. - Annual Report. - Citizens' Report.	Openness & Transparency Standards 5 information sources were accessible to citizens: - Departmental Strategic Plan. - Annual Performance Plan. - APP for Citizens. - Annual Report. - Citizens' Report.
Service Standards 1 Departmental Service Delivery Charter approved to highlight the service standards.	Service Standards 1 Departmental Service Delivery Charter approved to highlight the service standards.	Service Standards 1 Departmental Service Delivery Charter was approved to highlight the service standards.
Value for Money 100% of departmental services available to citizens at no cost.	Value for Money 100% of departmental services available to citizens at no cost.	Value for Money 100% of departmental services were made available to citizens at no cost.

Services delivery information tool

Current/ actual information tools	Desired information tools	Actual achievements
The Departmental Strategic Plan 2025/26 – 2029/30 was finalised in March 2025 and is available on the DOI website.	Departmental Strategic Plan.	The DOI Strategic Plan 2025/26 was finalised in March 2025 and is available on the DOI website. In addition, the APP for Citizens 2025/26 was finalised in April 2025 and is available on the DOI website.
The Annual Performance Plan 2025/26 was finalised in March 2025 and is available on the DOI website.	Annual Performance Plan.	The Annual Performance Plan 2025/26 was finalised in March 2025 and is available on the DOI website.
The Annual Report 2024/25 will be finalised in September 2025 and will be available on the DOI website.	Annual Report.	The Annual Report 2024/25 will be finalised in September 2025 and will be available on the DOI website.
The Citizens' Report 2024/25 will be finalised by December 2025.	Citizens' Report.	The Citizens' Report 2024/25 will be finalised by December 2025.

Complaints mechanism

Current/ actual complaints mechanism	Desired information tools	Actual achievements
The Department addresses complaints in writing after an investigation has been conducted.	The Department addresses complaints in writing after an investigation has been conducted.	The Department addressed complaints in writing after investigations were conducted.

Table 12: Promotion of Access to Information Act applications granted in terms of Section 46

No.	Detail of information requested	Date request received	Date extension granted to	Date request granted
DOI 8/6/2/1- 1	Copy of the geometric data of the road between Paternoster and St Helena Bay as well as the CBR* values. (DR2160.)	31 May 2024	31 July 2024	12 August 2024**
DOI 8/6/2/1- 2	Data on road conditions/ quality assessments, particularly assessments based on the TMH*** documentation. The road condition or quality assessments should be accompanied by georeferenced data (GPS**** coordinates). The data would be used as reference data to validate research results.	12 June 2024	12 August 2024	23 July 2024
DOI 8/6/2/1- 3	A copy of the tender adjudication report including the bid evaluation records as well as the reasons as to why Bazel Bosvark Joint Venture was disqualified on tender Bid No: CPT 1005/ 23.	18 June 2024	n/a	05 July 2024
DOI 8/6/2/1- 4	Panel Interview feedback interview only. The feedback for the questions asked during the interview & practical assessment where applicable (sic).	21 June 2024	21 August 2024	21 August 2024
DOI 8/6/2/1- 5	Recordings of the hearings held in George on 23/11/2023 and (CT) hearing on 28 /03/2024. Both sessions were held online and in person by parties and commissioners. RHT 230914-000341/231010-000479.	28 June 2024	26 August 2024	12 September 2024*
DOI 8/6/2/1 - 6	Requesting Forensic Report and Recommendations for the Weighbridge Tenders.	08 July 2024	06 September 2024	23 August 2024
DOI 8/6/2/1 - 7	Requesting the Bid Adjudication Committee (BAC) Minutes for all Weighbridges.	08 July 2024	06 September 2024	23 August 2024
DOI 8/6/2/1 - 8	Bid Specification Committee Report for all the Weighbridge Tenders.	08 July 2024	06 September 2024	23 August 2024
DOI 8/6/2/1 - 9	Requesting the Bid Evaluation Committee Submission Report for all Weighbridges.	08 July 2024	06 September 2024	23 August 2024

No.	Detail of information requested	Date request received	Date extension granted to	Date request granted
DOI 8/6/2/1-10	Human Settlements credit - linked individual subsidy application form - Application nr: 900185235 HSS Reference Nr: WMETR 98011221 Copy of applicant's identity document; Copy of spouse's identity document; Proof of applicant's Income; Copy of purchase contract; Copies of applicant and spouse's affidavits (sic).	15 August 2024	n/a	02 September 2024
DOI 8/6/2/1 -11	Joostenberg Weigh Station data information for heavy vehicles recorded at this facility (Stellenbosch, on R304, Adjacent to the NI) for the most recent 1, 2 or 5-10-Year period, as available.	15 August 2024	14 October 2024	19 September 2024
DOI 8/6/2/1 -12	Assessment and interview records for post-DOI 45 -2024 Panel interview feedback for post DOI 45 – 2024; The feedback for the questions asked during the interview & practical test results/ assessment results.	15 October 2024	13 December 2024	11 November 2024
DOI 8/6/2/1 -13	Engineering Council of South Africa (ECSA) registration number; The ECSA (Engineering Council of South Africa) Registration Number of the person who designed the Ferry/Pont transporting vehicles and personnel across the Breede River at Malgas per the Engineering Professions Act 2000 (Act 46 of 2000) and the Government Gazette Vol 669 No 44333 of 26 March 2021.	21 October 2024	n/a	31 October 2024
DOI 8/6/2/01 of 2024/2025 -14	All the documents relating to the transfer of ERF 116628 from the Department – National Housing board to Amina Lambarey (Born 1947).	13 December 2024	N/A	10 January 2025
DOI 8/6/2/01 of 2024/2025 -15	The valuation and amounts paid for land expropriated as part of the MR191.	19 December 2024	17 February 2025	03 February 2025
DOI 8/6/2/01 of 2024/2025 -16	Interview and assessment records for post DOI 94/2023 R1	19 December 2024	17 February 2025	27 January 2025
DOI 8/6/2/01 of 2024/2025 -17	Assessment and interview records for post DOI 94 -2023 R1; The feedback for the questions asked during the interview & practical test results/ assessment results.	02 January 2025	n/a	07 January 2025

No.	Detail of information requested	Date request received	Date extension granted to	Date request granted
DOI 8/6/2/01 of 2024/2025 -18	Data Extract from Overload Control System (OCS)	20 February 2025	n/a	HOD said that this request is outside the scope of PAIA, as the Department has a memorandum of understanding with universities.
DOI 8/6/2/01 of 2024/2025 -19	Documents pertaining to post of Deputy Director: Reporting and Coordination Professional Development - DOI 87/2023.	14 March 2025	n/a	07 April 2025
DOI 8/6/2/01 of 2024/2025 – 20	Interview Records for Post DOI 87-2023	24 March 2025	n/a	15 April 2025

* CBR = California Bearing Ratio.

** The DOI letter of response to the applicant was signed after the extended due date.

***TMH = Technical Methods for Highways.

****GPS = Global Positioning System.

2.3 Organisational environment

Optimisation of the departmental structure

The WCIF 2050 has been finalised and is currently in the implementation phase. Its further development was a strategic priority for DOI during the 2023/24 financial year. The Framework establishes a foundation for the coordinated planning and delivery of infrastructure across the province and will inform the Department's planned organisational redesign which is set to commence in 2024/25.

Organisational challenges

On 1 October 2023, the Minister for the Public Service and Administration issued a directive introducing control measures on the Personnel and Salary System (PERSAL) to assist executive authorities to operate within the MTEF and approved financial ceilings when creating and filling vacant posts. These measures were originally intended to remain in effect until 31 March 2024. However, on 28 March 2024, they were extended to the end of March 2025.

As a result of this directive, all current and future non-Occupation-Specific Dispensation (OSD) vacancies were programmatically blocked on PERSAL until the DOI had received the necessary approval to proceed with the recruitment process for the posts deemed critical to delivering on its mandate. This process, while fiscally prudent, introduced a significant administrative burden and delayed the Department's ability to promptly fill essential non-OSD posts, particularly direct service delivery posts such as road workers. These delays had a tangible impact on operational efficiency and service delivery timelines. Furthermore, the automatic freezing or un-funding of posts until Premier-level approval was obtained also affected remunerative acting arrangements, as positions could not be filled or regularised without formal authorisation.

Organisational successes

The year under review was the first year that the DOI functioned as a stand-alone department. While this may have brought with it some challenges, existing institutional knowledge was fairly spread between the new DOI and the new Western Cape Mobility Department (WCMD). WCMD is the department to which the mobility functions of the former Department of Transport and Public Works (DTPW) were moved. The DOI was established to house the infrastructure functions of DTPW as well as the functions of the former provincial Department of Human Settlements. This provided both departments with a fair opportunity to function on their own as successfully as possible.

The Department filled two Senior Management Service (SMS) posts, one of them being the promotion of the Deputy Director-General: Finance to the post of Head of Department (Accounting Officer).

Empowerment remained high on the DOI development agenda, across all functions and programmes. Internal bursaries are awarded to qualifying employees in order to advance their careers to create talent pipelines in critical and difficult-to-fill positions. A total of 44 staff members received support through the Internal Bursary Scheme for the 2025 academic year.

A total of 1 599 training interventions were provided to 884 employees through the Workplace Skills Plan, which consisted mostly of short courses/ skills programmes, workshops and webinars.

A total of 175 appointments were made during the 2024/25 financial year. Forty-five employees were promoted to higher positions within the department, following the standard recruitment process. The numerical employment equity (EE) targets achieved at the end of the reporting period are reflected in Table 13.

Table 13: Total number of employees (including employees with disabilities) in each occupational level as at 31 March 2025

Occupational level	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management (Levels 15-16)	-	-	-	-	-	2	-	-	-	-	2
Senior Management (Level 13-14)	4	8	2	5	4	9	-	7	-	-	39
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	39	129	13	92	48	80	11	43	6	7	468
Skilled technical and academically qualified workers, junior management, supervisors, foremen (Levels 6-8)	77	114	4	11	119	159	3	23	1	-	511
Semi-skilled and discretionary decision making (Levels 3-5)	165	342	-	13	80	118	-	4	-	-	722
Unskilled and defined decision making (Levels 1-2)	13	15	-	1	23	17	-	-	-	-	69
Total	298	608	19	122	274	385	14	77	7	7	1 811
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	298	608	19	122	274	385	14	77	7	7	1 811

A = African, C = coloured, I = Indian, W = white.

Women in SMS positions currently constitute 53,6 per cent of the SMS against a national target of 50 per cent.

The total representation of people with disabilities on the DOI staff increased to 1.9 per cent against a national target of two per cent.

Empowerment and development programmes

The Department's commitment to capacity building and job creation for the youth was reflected in a number of ongoing departmental programmes in the year under review. In addition to financial assistance, the Masakh'iSizwe Bursary Programme provides

comprehensive support programmes to help bursars stay on track with their studies, namely academic support, social adjustment support, employability skills and work placement opportunities.

In the 2024/25 financial year, 49 Masakh'iSizwe bursars completed their studies. Graduating with a degree in the engineering and built environment fields is the first step towards becoming eligible for professional registration. The statutory bodies that govern professions require graduates to undergo further training, receive mentorship, and gain sufficient experience to meet the training requirements for professional registration.

The Professional Development Programme partners with the private sector to enable graduates to gain the training, mentorship and applied experience they require for professional registration. Ongoing professional development is provided by DOI to help ensure that professionals are continually kept abreast of new developments and technology in their fields of expertise.

The DOI Chief Directorate: Expanded Public Works Programme is the coordinator of the Western Cape EPWP Phase V. It maintains the functioning of the WCG EPWP Institutional Management Framework, coordinates EPWP interventions in the province, and monitors the extent to which EPWP interventions comply with national prescripts. The EPWP's objective is to create short- and medium-term work opportunities for the poor and unemployed as part of the government's anti-poverty strategy. These work opportunities are combined with training to increase the employability of low-skilled beneficiaries in the formal employment market. The programme targets opportunities in the infrastructure, environment, culture, and social sectors.

Table 14: Skills development training programmes

Programme	Target group	Total enrolled 2024/25
EPWP Work-Based Programme	Unemployed persons	318
Short courses		49
Learnership programmes	Youth from areas surrounding DOI project lines	327
Apprenticeship Programme	Youth	186
External Bursary Programme: Masakh'iSizwe	Youth	151
Professional Development Programme	Internal DOI staff	30
Contractor Development Programme	All construction contractors	406
Construction information sessions		310
Structured training	CIDB Grade 1PE* to Grade 2	50
Advanced training and mentoring	CIDB Grade 3 to Grade 5	25
Customised interventions	CIDB Grade 1PE to Grade 2	21
Housing consumer education		
Empower beneficiaries regarding their roles, rights and responsibilities as homeowners	South Africans who qualify and who do not qualify as subsidised housing beneficiaries	35 129
Provide interventions and/ or initiatives towards housing consumer education to create awareness		

* PE = Potentially emerging contractor.

Preference is given to women, persons with disabilities, and residents of the Western Cape.

Strikes

No employees participated in strike actions during the period under review.

System failures

Throughout the 2024/25 financial year, there were connectivity problems that affected access to online services such as Microsoft, and its associated software collaboration tools.

The above services are hosted externally relying on infrastructure outside of the direct control of the WCG, operating through Microsoft's infrastructure. In addition, intermittent connectivity disruptions reported were attributed to various challenges experienced within the State Information Technology Agency (SITA) environment. Despite this, core systems remained operational, with no significant downtime experienced due to the redundancies in place.

Notably, the MyContent application consistently exceeded the performance requirements of the Service Level Agreement, remaining fully operational through the period under review except during the SITA outages that influenced all network-related applications.

To mitigate these challenges, SITA has scheduled upgrades and the installation of new equipment. Additionally, network service interruptions caused by loadshedding are being addressed collaboratively by the Centre for e-Innovation in the Department of the Premier (DotP), SITA, Microsoft, and the DOI.

Cases of fraud or corruption

Cases of fraud or corruption for the year under review are described in the Provincial Forensic Services (PFS) Case Movement Certificate (Table 15).

Table 15: Cases of fraud and corruption

Cases	Number of cases
Open cases as at 1 April 2024	6
New cases (2024/25)	5
Closed cases (2024/25)	(4)
Open cases as at 31 March 2025	7

2.4 Key policy developments and legislative changes

The following changes to policies or legislation affected the operations of the Department during the reporting period:

There were no key policy developments or legislative changes, especially in the CIDB and infrastructure procurement space.

3 Achievement of institutional Impacts and Outcomes

The DOI's Impact and Outcomes and progress made in the year under review towards achieving the targets of the 2019–24 Medium Term Strategic Framework (MTSF), Provincial Strategic Plan, Western Cape Recovery Plan, and five-year Strategic Plan: 2020/21–2024/25 are outlined below.

Outcome 1: An infrastructure foundation and capability for development

Links to national and provincial priorities

The DOI's Outcome 1: is aligned to MTSF 2: Economic Transformation and Job Creation and MTSF 5: Spatial Integration, Human Settlements and Local Government. Furthermore, this outcome gives effect to the National Transport Sector Strategic Priority (NTSSP) 3: Infrastructure Build That Grows the Economy. This Outcome also contributes to National Public Works and Infrastructure Sector Strategic Priorities (NPWISSPs): Productive Assets, Sustainable Infrastructure Investment, Transformed Built Environment, Integrated Planning and Coordination, Optimised Work Opportunities. This outcome contributes to the National Department of Human Settlements Strategic Outcome Goal: Improved access to basic services.

Outcome 1 is a key prerequisite for the realisation of the WCG's VIP2: Growth and Jobs, VIP 5: Innovation and Culture, and the Western Cape Recovery Plan focus on Growth for Jobs and Well-being.

Projects aimed at stimulating economic growth continued to progress during the year. The design for the upgrading of the road network surrounding the N1/N7 Wingfield Interchange and the R300 Northern Extension advanced as part of the broader development of the Cape Town Integrator. In addition, the upgrading of the N7 to freeway standards – part of the Northern Growth Corridor of the Cape Town Integrator – progressed with the construction phase commencing in 2024/25.

The DOI provided support to emerging contractors through the implementation of its Contractor Development Programme that aims to unlock growth constraints, develop sustainable contracting capacity, and elevate the enterprise development of previously disadvantaged and small-scale contractors who provide services to the public sector.

During the year under review, the DOI facilitated the delivery of 9 353 housing opportunities comprising of 2 633 housing units, 537 non-credit linked subsidies, 1 330 First Home Finance (FHF) subsidies, and 4 853 serviced sites.

The DOI's coordination of the EPWP in the Western Cape helped to ensure that nationally determined work opportunity targets were met in 2024/25 financial year. The Department put strategies in place to support EPWP implementing bodies in the province to continue to meet work opportunity targets.

EMPIAs were concluded on departmental capital projects with a contract value of more than R10m. A number of these projects were subjected to monitoring and evaluation (M&E) to determine whether their empowerment objectives had been achieved.

The DOI provided training opportunities in construction-related trades as part of the NYS Youth in Construction Programme that enables the participation of unemployed youth in the built environment and construction industry.

In its role as Custodian of the WCG immovable asset portfolio, the DOI has adopted a holistic, multidisciplinary approach to the management of the portfolio to maximise the value that these immovable assets have over their lifecycle for the benefit of the public.

The Custodian's immovable asset management strategy for the portfolio is underpinned by the following principles:

- Informed decision-making based on an asset life cycle management approach;
- Building a more sustainable portfolio from a financial and resource efficiency perspective;
- Provision of immovable assets to users in support of their service delivery objectives;
- Managing and maintaining immovable assets based on cost-effectiveness and efficient utilisation; and
- Leveraging the immovable asset portfolio to foster social development and spatial transformation.

The Public Works Infrastructure Programme contributes to VIP 2: Growth for Jobs in that every project that DOI implements brings funding to the construction sector. This translates directly into jobs across the spectrum: from emerging contractors to large construction companies, professional service providers and suppliers. The DOI continued to undertake cleaning as part of its facilities management role, as well as clearing of owned vacant spaces and land to enhance community safety. Opportunities to clear alien invasive plants and previously alien-infested spaces to enhance environmental sustainability have been identified in the Garden Route, West Coast and Cape Winelands districts. These projects provide work opportunities for youth, women and persons with disabilities, thereby also helping to address the Growth for Jobs priority in the Western Cape Recovery Plan. During the 2024/25 financial year a total of 793 work opportunities were created, including 501 work opportunities for women and 337 work opportunities for youth.

Outcome 2: Sustained delivery for maximum impact

Links to national and provincial priorities

DOI'S Outcome 2: Sustained Delivery for Maximum Impact responds to MTSF 1: Building a Capable, Ethical and Developmental State, MTSF6: Social Cohesion and Safe Communities and MTSF7: A Better Africa and World. This outcome contributes to NTSSP1: Safety as Enabler of Service Delivery. Furthermore, contributes this outcome to the following NPWISSP priorities: Productive Assets, Sustainable Infrastructure Investment, Transformed Built Environment, Integrated Planning and Coordination, Optimised Work Opportunities. At a provincial level, the Department's outcome contributes to the WCG VIP1: Safe and Cohesive Communities and the Western Cape Recovery Plan's focus on Growth for Jobs and Well-being. This outcome contributes to the NDHS Strategic Outcome Goal: Accelerated delivery of housing opportunities.

The DOI's Transport Infrastructure Programme has had to develop innovative systems and to implement efficiency measures across the value chain to continue to achieve its impacts and outcomes.

While road infrastructure is inherently a public good and therefore an infrastructure asset that is traditionally funded by the fiscus, there are recent examples of where the DOI has agreed to alternative delivery approaches to support road projects. These include:

- An agreement with Drakenstein Local Municipality to contribute to the upgrading of MR201, sourced from the municipality's own contribution of expected future rates income and development contributions from multiple developments along the route. This upgrade was implemented over period of 3 years and reached practical completion in 2024/25; and

- An agreement with Witzenberg Properties to construct and then hand over 4km of road to the provincial roads authority to reduce the distance between Op-die-Berg and TR22 for the benefit of the soft-fruit industry and other road users. This road was constructed and officially opened for use by Provincial Minister of Infrastructure Tertuis Simmers during 2024/25.

Outcome 3: Leveraging infrastructure to bring about fundamental spatial transformation

Links to national and provincial priorities

The DOI's Outcome 3: Leveraging infrastructure to bring about fundamental spatial transformation is aligned to MTSF Priority 5: Spatial Integration, Human Settlements and Local Government.

This Outcome also contributes to the NPWISSP priorities: Productive Assets, Sustainable Infrastructure Investment, Transformed Built Environment, Integrated Planning and Coordination, and Optimised Work Opportunities. This outcome contributes to the NDHS Strategic Outcome Goals: Accelerated delivery of housing opportunities, and More efficient land utilisation and an improved property market.

Outcome 3 specifically contributes to the following MTSF Priority 6 outcomes:

- A spatially just and transformed national space economy that enables equal access to social services and economic opportunities in cities, regions and rural areas;
- Protection of vulnerable communities and workers to transition to low-carbon economies;
- Spatial transformation and justice;
- Spatial transformation through multi-programme integration in priority development areas (PDAs);
- Adequate housing and improved quality living environments; and
- Security of tenure.

This outcome also contributes to the NPWISSP Integrated Planning and Productive Asset priority; NTSSP3: Infrastructure Build that Grows the Economy; the NDHS priority spatially transformed integrated human settlements that ensure access to social services and economic opportunities in cities, regions and rural areas; VIP4: Mobility and Spatial Transformation; and the Western Cape Recovery Plan's focus on Growth for Jobs and Well-being.

A range of APP indicators were set in place to deliver on Outcome 3, one being the completion of integrated implementation plans. This outcome is primarily focused on investment in the priority human settlement and housing development areas (PHSHDAs).

The Department has made significant strides towards the achievement of this outcome with the completion of five integrated implementation plans (Bitou, Knysna, Stellenbosch, Drakenstein and Overstrand) to bring spatial transformation. These development plans form part of municipal long-term plans.

With these plans finalised, the next step is aligning the Spatial Development Framework (SDF) and other sectoral plans with municipal IDPs. The completion of five IDPs in the year under review brings the total number of completed plans in the declared PHSHDAs to 18.

To contribute to the realisation of Outcome 3: Leveraging infrastructure portfolio to bring about fundamental spatial transformation, the DOI facilitated the approval of five individual informal settlement upgrading plans aligned to the National Upgrading Support Programme (NUSP). In order to properly guide the development of human settlements projects, the Department invested a portion of its human settlement allocation in priority development areas.

Outcome 4: Catalysing innovation, private sector development and climate-sensitive infrastructure

Links to national and provincial priorities

The DOI's Outcome 4: Catalyst for innovation and climate-sensitive infrastructure is aligned to MTSF Priority 2: Economic Transformation and Job Creation; MTSF 5: Spatial Integration, Human Settlements and Local Government; the NPWISSP priorities: Productive Assets, Sustainable Infrastructure Investment, Transformed Built Environment, Integrated Planning and Coordination, and Optimised Work Opportunities. This outcome contributes to the NDHS Strategic Outcome Goals: Improve access to basic service, more efficient land utilisation, and an improved property market.

This Outcome specifically contributes to the following MTSF Priority 11 outcomes:

- A spatially just and transformed national space economy that enables equal access to social services and economic opportunities in cities, regions and rural areas;
- Protection of vulnerable communities and workers to transition to low-carbon economies;
- Spatial transformation and justice;
- Increased access to affordable and integrated transport systems;
- Improved ecological infrastructure;
- More decent jobs created and sustained, with youth, women and persons with disabilities being prioritised;
- Investing for accelerated inclusive growth;
- Re-industrialisation of the economy and emergence of globally competitive sectors; and
- Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities.

This outcome contributes to VIP1: Safe and cohesive communities, VIP2: Growth and Jobs, VIP3: Empowering People, VIP4: Mobility and Spatial Transformation and VIP5: Innovation and Culture as well as the Western Cape Recovery Plan focus on Growth for Jobs and Well-being.

Significant progress has been made in the development of mixed-use, mixed-income neighbourhoods through the DOI's strategic land release programme. Conradie Park remains the Better Living Exemplar Model Project upon which other developments are modelled to create a safe and vibrant live-work-play-learn environment for families close to schools, commercial spaces, parks and recreation facilities, public transport, and sustainable work opportunities. The Founders' Garden/ Artscape Precinct development project and the Leeuloop Precinct development project have both been packaged for development, including the preparation of tender documents and requisite pre-disposal consultations.

The mixed-use and mixed-income project pipeline includes a portfolio of projects at enablement and de-risking stages which are aimed for release and development in partnership with the private sector and using the principles of the BLMEP. Land use applications for two of these projects – Amandel Place in Belhar and Prestwich in the CBD – have been submitted to the City of Cape Town and the City's decisions on these applications are expected in the first quarter of 2025/26.

In the year under review, key projects focusing on Outcome 4: Spatial transformation through the leveraging of the property and infrastructure portfolio included the Southern Growth Corridor and the Northern Growth Corridor of the Cape Town Integrator. These projects focused on new road links and the construction, expansion and reconfiguration of various interchanges to improve safety and capacity, improve access to road-based private and public transport, and unlock development in various adjacent business and residential developments.

One of the key instruments for delivering affordable housing is the Social Housing Programme, which facilitates the development of affordable rental opportunities in

designated restructuring zones (RZs). This has been a key focus for the Department in the year under review.

In the 2024/25 financial year, the Department collaborated with the NDHS, the SHRA, the City of Cape Town and other 7B municipalities, the National Association of Social Housing Organizations, various SHIs and other delivery agents (ODAs) to develop an extensive project pipeline of new social housing projects for implementation within the 2025/26 financial years, and the remainder of the term of the MTDP 2024–2029.

4 Institutional Programme performance information

4.1 Programme 1: Administration

Purpose

The purpose of this Programme is to provide strategy and overall management support to the DOI, to provide for the functioning of the Office of the MEC, and to provide non-core corporate support.

Note: The Corporate Services Centre in DotP provides the following support services to the DOI: human resource management, enterprise risk management, internal audit, legal services, Provincial Forensic Services, and ICT services.

Sub-programmes

- Office of the MEC;
- Management of the Department;
- Corporate Support; and
- Departmental Strategy.

Purpose of Sub- programmes

Office of the MEC

To render advisory, parliamentary, secretarial, administrative and office support services.

Management of the Department

To manage the Department and provide an executive support service to the HOD.

Corporate Support

- To manage knowledge, communication, supply chain, and finance needs of the Department;
- To manage the Departmental professional development programmes;
- To facilitate Departmental responsibilities concerning security, occupational health and safety, and human rights;
- To provide an operational management support service in respect of the Corporate Services Centre (CSC); and
- To make limited provision for maintenance and accommodation needs.

Departmental Strategy

- To facilitate strategic planning and policy development, integration, and co-ordination across spheres of government, functional boundaries, departments and the private sector;
- To provide integrated planning;
- To provide Departmental monitoring and evaluation support services to provide for the coordination of transversal programmes; and
- To Provide for projects related to energy provision across the province.

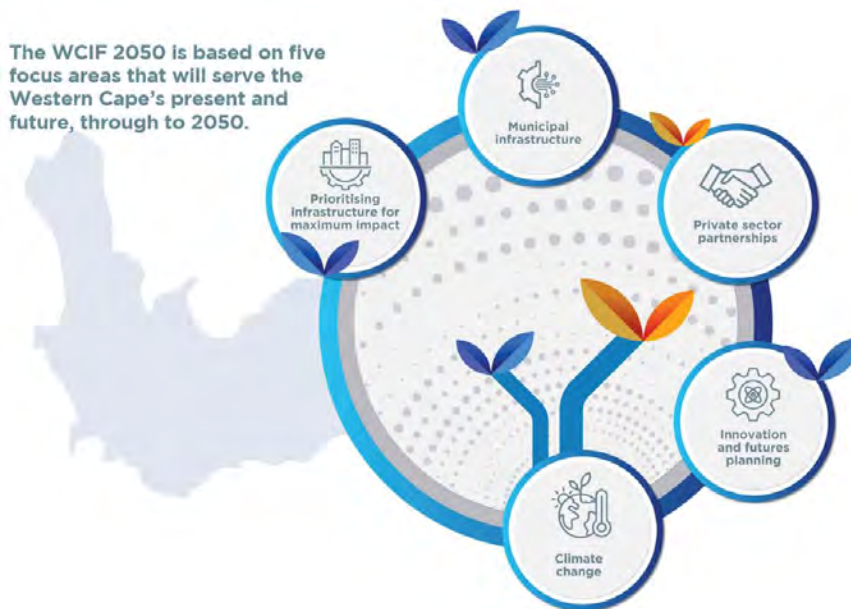
Programme contribution to specific Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

In the year under review, This Programme contributed to:

- Outcome 1: An infrastructure foundation and capability for development;
- Outcome 2: Sustained delivery for maximum impact;
- Outcome 3: Leveraging infrastructure to bring about fundamental spatial transformation; and
- Outcome 4: Catalysing innovation, private sector development and climate-sensitive infrastructure

This Programme concluded the development of the WCIF 2050 which was endorsed by the Provincial Cabinet in October 2024. The WCIF 2050 encapsulates the DOI vision through five focus areas (depicted in Figure 3).

Figure 3: WCIF 2050 focus areas



Source: WCIF2050.

The overall aim is to enable infrastructure-led growth and investment for the Western Cape that will benefit the communities we serve. It sets out the strategic principles for infrastructure strategy and development in the Western Cape and frames its role in the medium and long term. The four universal principles are listed below:

1. Infrastructure innovation drives equitable economic, social, and environmental development;
2. Innovative infrastructure value chains/ ecosystems contribute to building resilient, sustainable, and regenerative systems;
3. Sustainable stakeholder value is created by infrastructure and services that build trust, leverage spatial justice, and the six capitals (financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital, natural

capital) as well as value for money as defined by the International Development Association (IDA); and

4. Infrastructure design, commission, delivery and management are best supported and enabled by transversal planning and governance.

The strategic objectives of the WCIF 2050 are to:

1. Stimulate economic growth and job creation: Foster economic development by driving infrastructure-led growth and expanding employment opportunities;
2. Maximise infrastructure benefits: Ensure infrastructure projects generate significant economic and social returns for all citizens of the Western Cape;
3. Enhance informal infrastructure: Upgrade and formalise built informal infrastructure while preserving community functionality and value;
4. Deliver coordinated and efficient services: Provide well-coordinated, effective, and efficient infrastructure and services that enhance quality of life across the region;
5. Attract private sector investment: Leverage private sector participation in infrastructure development, ensuring broad-based cost-benefit alignment for inclusive growth;
6. Drive innovation and integrated planning: Emphasise innovation, long-term planning and an integrated approach to ensure infrastructure development meets future demands;
7. Promote climate-resilient and transformative infrastructure: Design and implement infrastructure projects that address climate change, ensuring long-term resilience and sustainability; and
8. Align with existing plans: Ensure all infrastructure initiatives are aligned with both public and private sector strategies and frameworks for cohesive development.

Through its theory of change, the WCIF 2050 sets out to create defined pathways to the future. This includes refining and synthesising horizontal enablers and levers into key focus areas for the development of the Western Cape Infrastructure Strategy 2050 and the Western Cape Infrastructure Implementation Plan 2050 to facilitate the identification of interventions in partnership with the private sector. As the DOI moves forward, it will also require a deeper assessment of future scenarios, including critical uncertainties, as the Department develops greater foresight on its 2050 journey. A key objective of the WCIF 2050 is to give effect to the desired institutional transformation required to ensure alignment, coordination and collaboration across all infrastructure sector stakeholders and relevant WCG departments.

The intention of the approach is to ensure that transdisciplinary challenges are acknowledged from both the private and public sectors. It defines medium to long-term mission-oriented goals and, similar to the process of “backcasting”, it facilitates a reverse-engineered mapping exercise to identify the necessary preconditioned underlying assumptions, worldviews and associated systems for successfully reaching the intended mission. Furthermore, the theory of change process identifies change processes by outlining causal linkages across specific time horizons in the short, medium and long term that will direct place-investment for maximum impact to achieve the DOI's vision of

“enabling infrastructure-led growth and investment of the Western Cape that will benefit the communities we serve”.

The Department acknowledges the context within which it must recruit its staff, and the fact that achieving a workforce that is representative of the Western Cape is imperative. A new EE Plan for the period 1 April 2024 to 31 March 2029 came into effect in the year under review. The Plan reflects affirmative action targets which guide the recruitment and selection process when advertised posts are filled.

The DOI worked hard to address EE targets to attain representivity in its workforce in the year under review. The Department continued to strive towards achieving a demographically representative and equitable workforce and a workplace culture that demonstrates respect for human dignity.

The DOI continued to improve its SCM processes, given that over 60 per cent of its budget is spent through this expenditure channel.

As a department with an intensive infrastructure supply chain operation, there is always an underlying risk that changes in the transfer of functions and in the legislative and policy environment could undermine the system's ability to optimise budget, resources, and infrastructure. This could have direct service delivery impacts on communities, and indirect impacts in the form of fewer work opportunities on infrastructure projects.

To enhance turnaround times, maintain effective procurement strategies, and engage in procurement planning to expedite infrastructure delivery and boost efficiencies, in 2024/25, the DOI consistently monitored compliance, its SCM system, regularly engaged with the industry, and routinely scanned the legislative environment as well as available databases.

In addition, the DOI invested in ongoing training and development of staff involved in the Department's supply chain. Ethics and risk management training was provided to 434 officials in the year under review and the DOI collaborated with the Economic Development Department to provide new engineering contract (NEC) training for contractors who participate in active infrastructure framework contracts. Engagements took place with the Competition Commission and Private Security Industry Regulatory Authority (PSIRA) to maintain a high level of understanding of the current operating environment and to promote the implementation of best practices.

The SCM component showcased its procurement processes and assisted suppliers with registration and updating of profiles on the WCSEB as well as the CSD. This was done through participation in the Contractor Development Programme's construction information sessions and supplier development sessions. Mini workshops were also conducted with suppliers to ensure that their registration documents were complete.

The Department participates in stakeholder engagement platforms at national, provincial, and local level to inform small medium micro-enterprises (SMMEs) of upcoming projects and opportunities. These include services fairs, monthly EPWP contractor information sessions, exhibitions, and presentations on the current operating environment and any changes that SMMEs need to be aware of. The DOI also provides practical

technical assistance to SMMEs wishing to register and keep current on compulsory supplier databases and responds to general enquiries as they arise.

SCM maintains continual interaction with the different branches of the DOI to promote optimal functionality across the organisation, maintaining agility, innovation, and integrity in order to enhance the Department's capability to deliver on a large scale in accordance with its SCM values.

The Programme's Outcomes, Outputs, Output Indicators, Targets and Actual Achievements are presented in Table 16.

Table 16: Programme 1: Administration: Performance Information originally tabled

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
Sub-programme 1.3: Corporate Support									
Provincial Indicators									
1.3.1	1. An Infrastructure foundation and capability for development	Strategic report	Number of strategic reports compiled	n/a	4	4	4	0	n/a
1.3.2	2. Sustained delivery for maximum impact	Signed Professional Development Programme commitments	Number of Participants in the Professional Development Programme (PDP).	45*	40	30	30	0	n/a
1.3.3		Masakh'iSizwe bursaries awarded	Number of new Masakh'iSizwe Bursary Programme beneficiaries	45*	50	50	41	(9)	The initial target of 50 new beneficiaries was achieved, as all applicants accepted the offer. However, following registration at the respective higher education institutions (HEIs), the majority of Bursary Collaboration Venture (BCV) applicants subsequently

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									declined the offer. Unfortunately, this change was communicated to the Programme very late.

* These historical numbers are drawn from prior year audited information of the former Department of Transport and Public Works Annual Report.

** The titles of the outputs and/or the output indicators differ slightly, the essence of what is measured and reported upon against these indicators is the same and is captured in more detail in the technical indicator descriptions in the Annual Performance Plan.

Linking performance to budgets

Sub-Programme expenditure

Table 17: Programme 1: Administration: Sub-programme expenditure

Sub-Programme		2024/25			2023/24		
		Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000
1.1	Office of the MEC	9 306	9 306	0	8 715	8 715	0
1.2	Management of the Department	3 780	3 780	0	10 145	10 145	0
1.3	Corporate Support	222 777	222 777	0	253 009	253 009	0
1.4	Departmental Strategy	99 297	97 436	1 861	71 629	68 802	2 827
Total		335 160	333 299	1 861	343 498	340 671	2 827

Strategies to overcome areas of under-performance

Expand the waiting list and/or have a second selection to enable the Bursary Collaboration Venture to consider applicants who have already been accepted at the HEIs to studying built and engineering disciplines.

Changes to planned targets

No changes to planned targets were made during the period under review

Performance in relation to standardised Outputs and Output Indicators for sectors with concurrent functions

Programme 1 has no standardised indicators.

4.2 Programme 2: Public Works Infrastructure

Purpose

The purpose of this Programme is to provide a balanced provincial government building infrastructure that promotes integration, accessibility, sustainability, equity, environmental sensitivity, economic growth, and social empowerment.

Sub-programmes

- Programme Support;
- Planning;
- Design;
- Construction;
- Maintenance;
- Immovable Asset Management; and
- Facility Operations.

Purpose of Sub-programmes

Programme Support

- To manage the programme and render an administrative and professional support service; and
- To act as preferred implementing agent for the delivery of building infrastructure.

Planning

- To manage the demand for infrastructure;
- To develop, monitor and enforce built sector and property management norms and standards;
- To assist with the development of User Asset Management Plans (U-Amp); and
- To develop Custodian Asset Management Plans (C-Amp) and related implementation plans.

Design

To design new and upgraded building infrastructure. The intention is that plans should be ready for funding, comprising the first four of the six Procedural Guide for Clients, Architects and other professionals (PROCAP) stages namely:

- project inception;
- concept design;
- design development; and
- project documentation.

Construction

- To construct, upgrade and refurbish building infrastructure; and
- To manage contracts and projects.

Maintenance

- To perform routine and scheduled maintenance;
- To conduct condition assessments of all buildings; and
- To alter building infrastructure for reasons other than maintaining the asset.

Immovable Asset Management

- To manage the property portfolio of the province;
- To provide accommodation for provincial departments and other provincial institutions;
- To acquire and dispose of properties;
- To manage property rates payments;
- To manage leasing-in and leasing-out of property;
- To manage the asset register; and
- To monitor and evaluate the utilisation of provincial government facilities.

Facility Operations

- To manage the operations of buildings, including facilities management;
- To manage cleaning, greening, beautification, interior decorating and design; and
- To manage the day-to-day preventative maintenance of electronic, electrical, and mechanical equipment.

Programme contribution to specific Outcomes, Outputs, Output Indicators and Targets

In the period under review, this Programme contributed to Departmental Outcomes 1: An infrastructure foundation and capability for development, and Outcome 4: Catalysing innovation, private sector development and climate-sensitive infrastructure.

Notwithstanding the challenges experienced by the construction sector both in respect of retaining skills and resources as well as the disruptions experienced on construction sites, the DOI remains committed to focusing on the implementation of infrastructure and project development projects.

The Programme's Strategic Objectives, Performance Indicators, Planned Targets and Actual Achievements are presented in Tables 18 and 19.

Table 18: Programme 2: Public Works Infrastructure: Performance information prior to in-year changes

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25 (until date of re-tabling)	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the Outputs/ Output indicators/ Annual Targets
SUB-PROGRAMME 2.7 FACILITY OPERATION										
Provincial Indicators										
2.7.1	1. An infrastructure foundation and capability for development	Buildings condition assessed	Number of condition assessments conducted on state-owned buildings	897	798	1 076	230	(846)	The deviation from planned target measures performance achieved at the mid-year against an annual target.	The reporting (accountability) is split in this manner and when the QPR* is due, this needs to be updated in this manner. It would be better to have this indicator split in a manner where accountability and responsibility is clearer.
			Education Infrastructure	442	241	140	44	(96)		
			Health Infrastructure	175	276	583	184	(399)		
			General Infrastructure	280	281	353	2	(351)		

* QPR = Quarterly Performance Reporting.

Table 19: Programme 2: Public Works Infrastructure: Performance information including in-year changes

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
SUB-PROGRAMME 2.2: PLANNING									
National Indicators									
2.2.1	2. Sustained delivery for maximum impact	Work opportunities	Number of work opportunities created by Provincial Public Works and Infrastructure	1 271	746	625	793	168	The over performance was attributed to the new Cleaning Service Framework that came into existence in the financial year under review. As a result, new contracts were awarded to new cleaning service providers which started on 1 June 2024.
Provincial Indicators									
2.2.2	4. Catalyst for innovation, private sector development and climate-sensitive infrastructure	Accredited green building employees	Number of employees enrolled with the Green Building Council of South Africa (GBCSA) Academy for certified professional training	n/a	19	10	17	7	The over performance was attributed to the Department receiving more training applications than anticipated.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
SUB- PROGRAMME 2.3 DESIGN									
Provincial Indicators									
2.3.1	1. An infrastructure foundation and capability for development	Infrastructure designs ready for tender	Number of Infrastructure designs ready for tender	19	14	11	25	14	The over performance was attributed to: - Targets not being set for the EI* section due to the WCED submitting the IPMP* information too late for inclusion in the APP for the 2024/25 financial year. - Projects in the HI* section tendered earlier than planned. - User departments in the HI and GI sections obtained additional funding. Ad hoc requests

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									were received from the user departments, which resulted in additional project designs.
			Education Infrastructure	1	0	0***	4	4	The over performance resulted from targets not being set for the EI section due to the WCED submitting the IPMP information too late for inclusion in the APP for the 2024/25 financial year.
			Health Infrastructure	13	7	5	13	8	The over performance was attributed to: - Projects in the HI section tendered earlier than planned. - The WCDH&W* obtained

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									additional funding. Ad hoc requests were subsequently received from the WCDH&W which resulted in additional project designs.
			General Infrastructure	5	7	6	8	2	The over performance resulted from: 1. A framework project being added. 2. A user department obtaining additional funding for an ad hoc project.
SUB-PROGRAMME 2.4 CONSTRUCTION									
National Indicators									
2.4.1	1. An infrastructure foundation and	Sustainable infrastructure delivered	Number of new construction projects completed	27	13	9	18	9	The over performance was attributed to:

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
	capability for development 2. Sustained delivery for maximum impact								1. Targets not being set for the EI section in the APP for 2024/25 financial year due to the WCED submitting the IPMP information too late. 2. User departments in the HI and GI sections obtained additional funding. Ad hoc requests were received from the user departments which resulted in additional construction projects
			Education Infrastructure	8	2	0***	5	5	The over performance resulted from targets that were not being set for

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									the EI section in the APP for the 2024/25 financial year due to the WCED submitting IPMP information too late for inclusion.
			Health Infrastructure	10	4	4	7	3	Contractors could not provide a reliable date for completion of works, so projects were at risk and additional targets were not included in the initial target.
			General Infrastructure	9	7	5	6	1	The over performance resulted from user a user department obtaining additional funding for an ad hoc project which achieved completion.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
SUB-PROGRAMME 2.5 MAINTENANCE									
National Indicators									
2.5.1	1. An infrastructure foundation and capability for development 2. Sustained delivery for maximum impact	Sustained Infrastructure through maintenance	Number of planned maintenance projects (refurbished/renovated) completed	56**	69	27	50	23	The over performance was attributed to: 1. Targets not being set for the EI section due to the WCED submitting the IPMP information too late for inclusion in the APP for the 2024/25 financial year. 2. In HI section the target was set low in quarter 2 due to a lack of date for indicating completion of work. These were therefore not included in the initial annual target

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									set in the APP for 2024/25 financial year.
			Education Infrastructure	19**	37	0***	20	20	The over performance resulted from targets not being set for the EI section in the APP for the 2024/25 financial year due to the WCED submitting the IPMP information too late.
			Health Infrastructure	12**	8	2	6	4	The target was set low in Quarter 2 due to a lack of reliable completion dates being provided by contractors. These were therefore not included in the initial annual target set in the APP for 2024/25 financial year.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
			General Infrastructure	25**	24	25	24	(1)	Poor contractor performance led to delayed completion.
Provincial Indicators									
2.5.2	1. An infrastructure foundation and capability for development	Maintenance projects awarded	Number of planned maintenance projects awarded	128	27	28	37	9	The over performance was attributed to: 1. Targets were not set for the EI section in the APP for 2024/25 financial year due to the WCED submitting the IPMP information too late. 2. User departments in the HI and GI sections obtained additional funding. Ad hoc requests were received from the user departments

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									which resulted in additional maintenance projects.
			Education Infrastructure	64	1	0***	1	1	The over performance resulted from targets not being set for the EI section in the APP for the 2024/25 financial year due to the WCED submitting the IPMP information too late.
			Health Infrastructure	20	4	3	7	4	The over performance was attributed to WCDH&W-approved projects proceeding to tender.
			General Infrastructure	44	22	25	29	4	Additional urgent maintenance projects at CYCCs were initiated late in the year following user department requests.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
SUB-PROGRAMME 2.6 IMMOVEABLE ASSET MANAGEMENT									
National Indicators									
2.6.1	1. An infrastructure foundation and capability for development	Facilities provided	Number of facilities provided	1 680	1 681	1 738	1 665	(73)	The deviation reflects the roll up of different facility components (buildings, etc) linked to individual land assets (as per the previous manual IAR*) and counted as such in determining the planned target, into facility envelopes, inclusive of the linked components, (as per the IAR on the eMerge system), which was used to determine the achieved target.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
2.6.2		Inspections conducted for optimal utilisation	Number of utilisation inspections conducted (concluded) for office accommodation	37	37	37	36	(1)	The underperformance was attributed to office accommodation in one of the leased buildings being vacated on 31 December 2024. Therefore, the planned utilisation inspection on that office accommodation could not be conducted in Q4* of 2024/25.
SUB-PROGRAMME 2.7 FACILITY OPERATION									
Provincial Indicators									
2.7.1	1. An infrastructure foundation and capability for development	Buildings condition assessed	Number of condition assessments conducted on state-owned buildings	897	798	743	940	197	Additional funding was made available during the course of the year to comply with the 5-year GIAMA cycle.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
			Education Infrastructure	442	241	280	466	186	The overperformance is attributed to the combined efforts between EI and IAM.
			Health Infrastructure	175	276	82	298	216	The overperformance was attributed to vacant posts being filled.
			General Infrastructure	280	281	381	176	(205)	The underperformance was attributed to resource constraints in the Inspectorate, resulting in fewer FCAs conducted.

* GI = DOI General Infrastructure portfolio; HI = DOI Health Infrastructure portfolio; IAR = Immovable Asset Register IPMP = Infrastructure Programme Management Plan; WCDH&W = Western Cape Department of Health and Wellness.

** These historical numbers are drawn from prior year audited information of the former Department of Transport and Public Works Annual Report. Even though the titles of the outputs and/or the output indicators differ slightly, the essence of what is measured and reported upon against these indicators is the same and is captured in more detail in the technical indicator descriptions in the Annual Performance Plan.

***The Education Infrastructure targets are currently set at Nil as the base documents for deriving the indicators, that is the IPMPs had not been submitted by 27 February 2024 to determine EI targets

Linking performance to budgets

Sub-Programme expenditure

Table 20: Programme 2: Public Works Infrastructure: Sub-programme

Sub-Programme		2024/25			2023/24		
		Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000
2.1	Programme Support	418 589	418 589	0	394 495	394 495	0
2.2	Planning	80 190	80 190	0	91 172	91 172	0
2.3	Design	0	0	0	-	-	-
2.4	Construction	197 177	197 177	0	199 772	199 752	20
2.5	Maintenance	257 958	257 958	0	312 416	312 365	51
2.6	Immovable Asset Management	1 212 889	1 212 889	0	1 183 045	1 183 045	0
2.7	Facility Operations	219 845	219 845	0	221 800	221 800	0
Total		2 386 648	2 386 648	0	2 402 700	2 402 629	71

Strategies to overcome areas of under-performance

A number of strategies were implemented during the 2024/25 financial year which resulted in improved performance. These strategies remain relevant going forward to improve the efficiencies and effectiveness of the Programme:

- Requesting a priority list with "pipeline" projects from client departments so that, in instances where planned projects cannot proceed to tender, these can be replaced with other projects from the priority list;
- Identifying land-use management issues at project initiation;
- Establishing project scope, thoroughly interrogating it, and reaching agreement with client departments before a decision is taken to proceed with implementation;
- Closely monitoring contractors to assist them to set up realistic programmes that avoid the risk of delayed completion;
- Continuing to use social facilitators on projects where community interference is anticipated;
- Improving planning and risk management;
- Capturing ongoing updates to asset information;
- Confirming and formalising the allocation of facilities and buildings to user departments;
- Continual engagement with client departments to improve approval timeframes; and

- Real time delay tracking to inform client departments on cost of delays for late approvals or feedback.

Changes to planned targets

There was a change in target for indicator 2.7.1 which was approved in the in-year change process and is reflected in Table 18 and 19 above.

Performance in relation to Standardised Outputs and Output Indicators for sectors with concurrent functions

All sector indicators have been incorporated into the Annual Performance Plan and reported on in the performance tables above. There was no exemption letter submitted to the National Department of Public Works and Infrastructure requesting exemption from sector indicators for the 2024/25 financial year.

4.3 Programme 3: Transport Infrastructure

Purpose

The purpose of this Programme is to deliver and maintain transport infrastructure that is sustainable, integrated, and environmentally sensitive, that supports and facilitates social empowerment and economic growth, and that promotes accessibility and the safe, affordable movement of people, goods and services.

Sub-programmes

- Programme Support Transport Infrastructure;
- Infrastructure Planning;
- Infrastructure Design;
- Construction; and
- Maintenance.

Purpose of Sub-programmes

Programme Support Transport Infrastructure

- To manage and support the programme;
- To provide policy and legislative framework for transport;
- To provide management and information systems including a geographic information system for the provincial road network; and
- To promote the improvement of safety on transport infrastructure.

Infrastructure Planning

- To provide network planning for proclaimed roads;
- To integrate transport and spatial/ development planning;
- To assist local authorities to plan and design roads that qualify for subsidies; and
- To plan integrated modal transport facilities and systems for all modes of transport.

Infrastructure Design

- To provide geometric, material, structural and traffic engineering designs for proclaimed provincial roads;
- To provide laboratory, survey, mapping, proclamation, and expropriation services; and
- To manage property rates payments.

Construction

- To construct and rehabilitate provincial proclaimed roads and related transport infrastructure;
- To assist local authorities and the City of Cape Town with subsidies for infrastructure projects; and
- To construct roads and related transport infrastructure through community-based projects.

Maintenance

- To maintain provincial proclaimed roads and related transport infrastructure;
- To render technical support including radio network services and training; and
- To maintain roads and related transport infrastructure through community-based projects.

Programme contribution to specific Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

This Programme contributed to Departmental Outcome 1: An infrastructure foundation and capability for development and Outcome 4: Catalysing innovation, private sector development and climate-sensitive infrastructure.

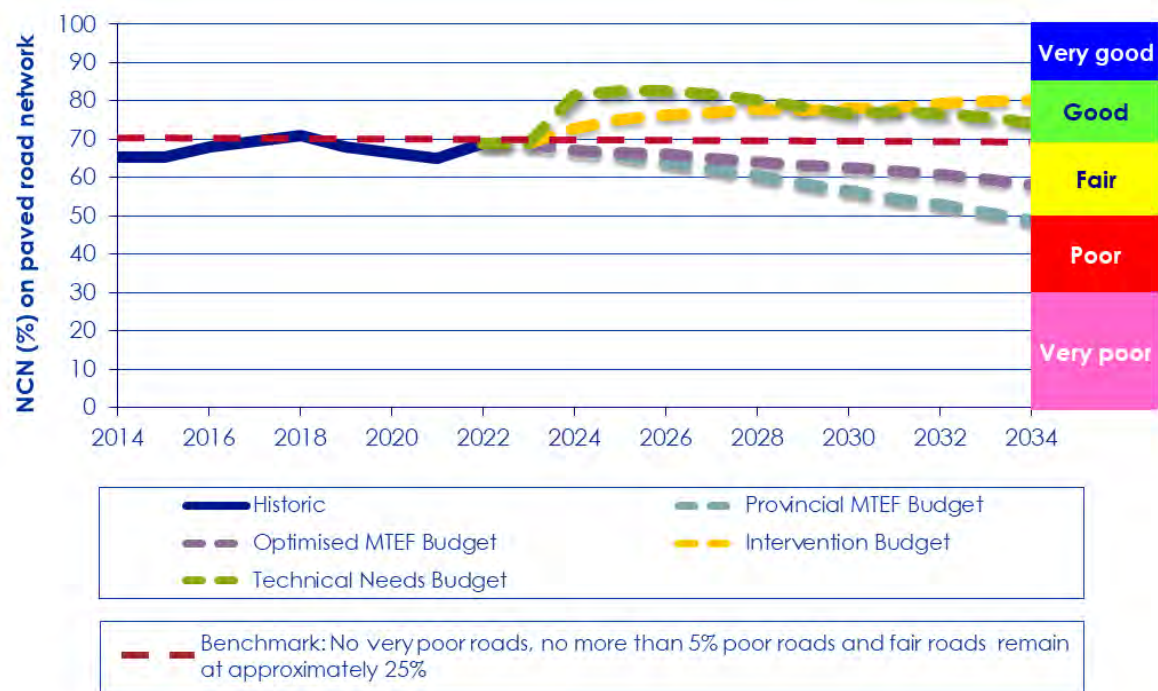
The Road Asset Management Plan (RAMP) 2025/26 to 2034/35 was completed during the year under review. The RAMP incorporated road pavement preservation information on the status of provincial roads and the effect of planned and current investment in roads on the future condition of the network.

In the absence of a fully optimised and integrated public transport and freight system, a well-maintained road network remains critical for supporting economic and social mobility and to link people with jobs, economic opportunities and education, health care and recreational facilities. Maintaining the existing road infrastructure at prescribed standards that optimise the efficient and safe realisation of these opportunities remains central to the long-term economic and social sustainability of the Western Cape.

Historic and current MTEF funding levels were insufficient to maintain these assets at the required standards. This placed this strategic provincial asset at risk. Given the nature of road infrastructure, delaying maintenance in the short term will add significant costs in the longer term. Poorer quality roads result in higher road user costs, adding strain to the residents of the Western Cape.

The figures below reflect the current state and projected state of the provincial road infrastructure given various budget scenarios and provide a visual representation of the serious risk to the provincial paved road network under the current MTEF trajectory, represented by the turquoise trend line. This trajectory does not provide sufficient resources to maintain the assets optimally and it is forecast that the road performance will be below the "fair" category in the next ten years. The paved road network is the backbone for transit and the transportation of goods and services in the Western Cape, and the poor condition forecast for paved roads will damage the potential for economic growth. (Figure 4).

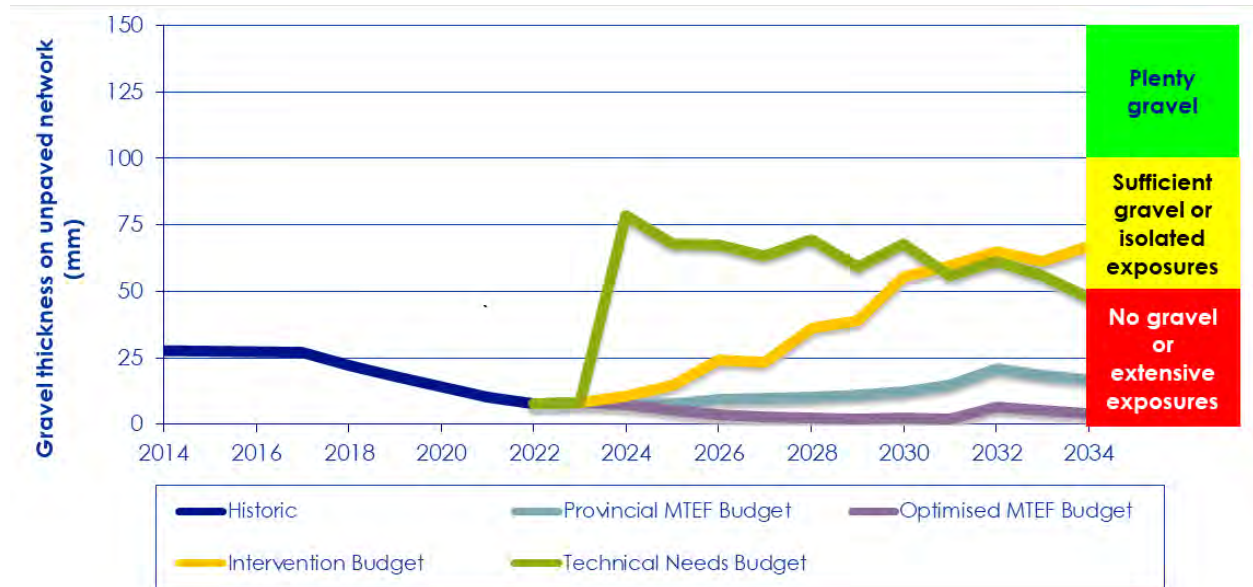
Figure 4: Network Condition Number on paved road network



Source: Road Asset Management Plan 2025/26–2034/35.

On the gravel network, the situation is even worse. The average thickness of the gravel surface has deteriorated to less than 25mm, far below the acceptable norm of 75mm (Figure 5). This puts the gravel network at significant risk of damage caused by severe weather events, undermining the role that this strategic network plays in the rural economy and as a potential enabler of increased agricultural production, particularly export-oriented production. This adds to the constrained household budgets of our residents by increasing the cost of transport.

Figure 5: Gravel thickness on unpaved road network



Source: Road Asset Management Plan 2025/26–2034/35.

The unpaved road network consists of collector and local class roads. This part of the network caters specifically for access to land as well as associated activities. The already limited budget of the 2024 MTEF clearly showed that investment in road infrastructure was insufficient for the unpaved road network to reach the minimum target thickness of 50mm.

The RAMP indicated that additional funding would be needed to keep the provincial roads asset base from deteriorating. Seventy-five per cent of provincial surfaced roads were beyond their 25-year design life. Any scenario where reductions must be absorbed will be disastrous for the programme over the medium to long term. The current maintenance backlog of the road infrastructure is approximately R32bn, taking into account the flood damage that affected the road network in the 2023/24 and 2024/25 financial years. This is projected to increase if the current reduction trajectory in the MTEF continues.

Projects to promote economic growth continued in various stages of implementation during the year under review. Road construction and maintenance investment projects were identified by continually improving asset management systems.

The development of the Western Cape Land Use and Transport Interaction Model continued over the medium term. This model was intended to be used by the DOI as a strategic planning tool for new road-based investment.

The key projects listed below were completed in 2024/25 and have contributed towards the Transport Infrastructure Branch achieving its service delivery targets for the year under review.

Contract	Description
C0802.05	Rehabilitation of MR533 between St Helena Bay and Stompneus Bay
C838.06	Resealing and rehabilitation of MR269 (Hemel-en-Aarde) and upgrading of drainage culvert on DR1257 near Tesselaarsdal

Contract	Description
C0975.05	Structural holding measures at Carinus bridge (82918) over Berg River at Velddrif
C1008	Upgrade of DR01688 and DR01699 – Calitzdorp/ Oudtshoorn
C1116.01	Periodic maintenance of TR22/1 (km 20.60 to km36.05), TR22/2 (km 3.55 to km 71.8) and MR316(km 0.0 to km 0.25) from Wolseley to Touwsrivier
C1125	Periodic maintenance of TR83/1, TR83/2, TR31/5 and MR365 between Riversdale and Ladismith
C1141	Periodic maintenance of TR03103, MR00295, MR00294, DR01356 & OP06046 – Montagu
C1143	Periodic maintenance of TR31/3, TR32/1, TR65/1, DR1352, DR1354, OP6074, OP6072 and OP6069 – Barrydale, Suurbraak and Swellendam
C1145	Periodic maintenance of DR01123 (km 0.00 to km 12.25), MR00174 (km 17.25 to km31.70) and TR02501 (km 37.00 to km 38.60 & km 39.20 to km 42.21
C1146	Periodic maintenance of MR351, MR355, DR1600, DT1615 and DR1627 – Knysna
C1147	Periodic maintenance of MR552, MR546 and DR220 near Lutzville
C1154	Periodic maintenance of TR33/2, MR344, DR1582 and OP6811 near Hartenbos
C1205	Resealing Bonnievale/ Ashton
C1213	Periodic maintenance of TR6/8 and TR6/9 between the Northern Cape Border and Murraysburg
C1214	Periodic maintenance of MR331 between Still Bay and Groot-Jongensfontein
C1230	Periodic maintenance of TR21/2, TR85/1, MR559 and OP7643 in the Saldanha Bay area

The key projects listed below continued and will contribute towards the Branch achieving its service delivery targets in 2025/26.

Contract	Description
C0851	Rondevlei upgrade DR1609
C0914	Rehabilitation of MR168 between Annandale Road and Polkadraai
C0964.02	Upgrade of TR33/1 at Beach Road Boulevard West and Garret Street
C0967	Malmesbury Bypass (Swartland)
C1000	Upgrade of TR02802 between Stanford and Gansbaai
C1038.02	Safety improvements N7 Potsdam – Melkbos – Van Schoorsdrif Interchange
C1105.01	Continuation of periodic maintenance of TR00902 – Du Toitskloof Pass from km 0.21 to km 21.25
C1203.01	Continuation of periodic maintenance of TR 30/2, TR31/1, DR1347, DR1379, DR1400 and DR1377 near Worcester
C1047.05	The completion of the widening of Bridge no.2221 over Maalgate River
C1049.03	Upgrading of Divisional Road 1098 (km5.47 to km8.79) and rehabilitation of Divisional Road 1098 (km8.79 to km14.24)
C1102.01	MR 201 (R301) between the N1 (Paarl) and the R45 (Wemmershoek)
C1142	Upgrade of DR1099, strengthening of MR205 and periodic maintenance of MR189, DR1090 and OP5215 near Klapmuts
C1216	Periodic maintenance of MR310, DR1458 and DR1487 between Ceres and Op-die-Berg

Important new projects that commenced during 2024/25 are listed below.

Contract	Description
C749.02	Upgrading of MR191 (km 0.0 to km 9.57) and periodic maintenance of MR191 (km9.57 to km41.95)

The Programme's Outcomes, Outputs, Output Indicators, Targets and Actual Achievements are presented in Table 21.

Table 21: Programme 3: Transport Infrastructure: Performance Information originally tabled

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
SUB-PROGRAMME 3.1 SUPPORT TRANSPORT INFRASTRUCTURE									
National Indicators									
3.1.1	1. An infrastructure foundation and capability for development.	Road Asset Management Plans	Number of consolidated infrastructure plans developed	1	1	1	1	0	n/a
3.1.2		Surfaced roads visually assessed	Number of kilometres of surfaced roads visually assessed as per the applicable Technical Methods for Highways (TMH) manual	7 170	7 149	7 146	7 177.87	31.87	At the time of setting the targets for this indicator, the Programme based its projections on the achievements of the previous financial year. The final list of roads used for planning the visual assessments was only confirmed in April 2024. As a result, the targets do not account for roads that were converted from gravel to surfaced roads during the previous year. In addition, the increase in inspections was the completion of construction projects on surfaced roads, which enabled the

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									Department to proceed with visual assessments on roads that had been inaccessible in the previous year. Between the 2023/24 visual assessment and the 2024/25 visual assessments, certain gravel roads had been upgraded to surfaced roads which increased the 2024/25 surfaced road totals.
3.1.3		Gravel roads visually assessed	Number of kilometres of gravel roads visually assessed as per the applicable TMH manual	10 344	10 532	10 531	10 511.16	(19.84)	At the time of setting the targets for this indicator, the Programme based its projections on the achievements of the previous financial year. The final list of gravel roads used for planning the visual assessments was only confirmed in April 2024. As a result, the targets do not account for roads that were converted from gravel to surfaced during the previous year. Between the 2023/24 visual assessments and the

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									2024/25 visual assessments gravel roads had been upgraded to surfaced roads which decreased the 2024/25 gravel road totals. These factors resulted in a decrease in the gravel road visual assessment total for 2024/25.
SUB-PROGRAMME 3.4: CONSTRUCTION									
National Indicators									
3.4.1	1. An infrastructure foundation and capability for development 2. Sustained delivery for maximum impact	Gravel roads upgraded to surfaced roads	Number of kilometres of gravel roads upgraded to surfaced roads	10	11.43	6.7	3.4	(3.3)	The target for this indicator was set at 6.7km, based on a single project – Contract C851. This project was temporarily suspended for environmental reasons. However, now that the necessary approvals have been obtained, its completion has been deferred to the next financial year. Notably, the 3.4km reported as having been achieved during this period was not part of the original 2024/25 target. This section was initially scheduled for

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									completion in 2025/26, but the implementing agent completed it ahead of schedule.
3.4.2		Work opportunities created	Number of work opportunities created	3 195	4 679	3 140	3 010	(130)	The underperformance is primarily linked to severe flooding during the first two quarters causing significant infrastructure damage, requiring Programme 3 to reprioritise its operational focus towards emergency response activities. This necessary shift impacted the implementation of planned initiatives, contributing to the variance between planned and achieved job opportunities.
3.4.3		Youth employed	Number of youths employed (18-35)	1 834	2 664	1 670	1 674	4	Target achieved.
3.4.4		Women employed	Number of women employed	1 008	1 666	830	1 137	307	The overperformance was attributed to more women that formed part of the EPWP work opportunity

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									beneficiaries during the reporting period.
3.4.5		Persons with disabilities employed	Number of persons with disabilities employed	4	6	4	6	2	The overperformance was attributed to more disabled persons that formed part of the EPWP work opportunity beneficiaries during the reporting period.
SUB-PROGRAMME 3.5: MAINTENANCE									
National Indicators									
3.5.1	1. An infrastructure foundation and capability for development 2. Sustained delivery for maximum impact	Surfaced roads rehabilitated	Number of square metres of surfaced roads rehabilitated	247 658	0	473 188	503 602	30 414	This overperformance is primarily attributed to the actual rehabilitated widths measured on site being greater than the uniform widths assumed during the planning phase.
3.5.2		Surfaced roads resealed	Number of square metres of surfaced roads resealed	2 514 352	2 751 858	4 191 748	4 378 209	186 461	The target was exceeded as the Department had to reprioritise resources in response to adverse weather conditions, resulting in additional surfaced roads being resealed.
3.5.3		Gravel roads re-gravelled	Number of kilometres of	96	69	60	63	3	The target slightly exceeded as site conditions allowed for continuous

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
			gravel roads re-gravelled						progress and the implementing team was able to optimise available resources, resulting in an additional 3km of road being regravelled within the planned timeframe and budget.
3.5.4		Surfaced roads blacktop patched	Number of square metres of blacktop patching	46 052	95 976	30 000	25 882	(4 118)	The underperformance (around 14% of the planned m ²) was attributed to severe flood damage, as work was reprioritised. The Department had to allocate resources to focus on emergency flood damage repairs.
3.5.5		Gravel roads bladed	Number of kilometres of gravel roads bladed	45 861	41 117	32 000	46 517	14 517	The overperformance was attributed to more roads that had to be bladed due to the flooding experienced in the Western Cape.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
3.5.6		Implementation of the National Contractor Development Programme (NCDP) in Road Infrastructure projects	Number of contractors participating in the National Contractor Development Programme (NCDP)	81	67	50	64	14	The overperformance was attributed to clarification and guidance received from the national sector department which allowed the Department to support more contractors during the reporting year than initially planned.

Linking performance to budgets

Sub-Programme expenditure

Table 22: Programme 3: Transport Infrastructure: Sub-programme expenditure

Sub-Programme		2024/25			2023/24		
		Final appropriation R'000	Actual expenditure R'000	(Over)/ under expenditure R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/ under expenditure R'000
3.1	Programme Support Transport Infrastructure	177 309	177 309	0	175 563	171 364	4 199
3.2	Infrastructure Planning	15 229	15 229	0	79 076	79 004	72
3.3	Infrastructure Design	144 488	144 488	0	169 607	169 607	0
3.4	Construction	2 090 995	2 079 321	11 674	1 480 853	1 466 501	14 352
3.5	Maintenance	3 250 811	2 681 719	569 092	2 425 273	2 421 677	3 596
Total		5 678 832	5 098 066	580 766	4 330 372	4 308 153	22 219

Strategies to overcome areas of under-performance

Several human capital strategies are being implemented to improve performance. Ongoing implementation of the reorganised Transport Infrastructure Branch organisational structure since 2020 will improve internal capacity and ensure streamlining of functions. Improving planning, project, contract and risk management.

Changes to planned targets

There were no changes to planned targets during the financial year.

Performance in relation to Standardised Outputs and Output Indicators for sectors with concurrent functions

All sector indicators have been incorporated into the Annual Performance Plan and reported on in the performance tables above. There was no exemption letter submitted to the National Department of Transport requesting exemption from sector indicators for the 2024/ 25 financial year.

4.4 Programme 4: Human Settlements

Purpose

The purpose of this Programme is to promote sustainable integrated human settlement development in the Western Cape.

Sub-programmes

- Programme Support Human Settlements;
- Human Settlements Needs, Research and Planning; and
- Human Settlements Development.

Purpose of Sub-programme

Programme Support Human Settlements

To provide operational support to the Programme for the Programme Manager, their support staff, and all related costs (including office accommodation).

Human Settlements Needs, Research and Planning

To facilitate and undertake housing delivery needs, research, and planning.

Human Settlements Development

To provide housing opportunities, including access to basic services, to beneficiaries in accordance with the Housing Code.

Human Settlements Asset Management

To provide for the strategic, effective, and efficient management, devolution and transfer of housing assets.

Programme contribution to specific Outcomes, Outputs, Output Indicators and Targets

This Programme contributes to three outcomes namely Outcome 1: An infrastructure foundation and capability for development, Outcome 3: Leveraging infrastructure portfolio to bring about fundamental spatial transformation, and Outcome 4: Catalyst for innovation, private sector development and climate-sensitive infrastructure.

By contributing to the realisation of Outcome 3: Leveraging infrastructure portfolio to bring about fundamental spatial transformation, the DOI facilitated the approval of five individual informal settlement upgrading plans aligned to the National Upgrading Support Programme. To ensure that the development of human settlements projects is guided properly, the DOI invested 49 per cent of its human settlement allocation to priority development areas. Furthermore, the Department endorsed four new social housing projects, namely, Victory Park (502 units), Arnold Wilhelm (180 units), Greenwood Mews (171 units) and Omega Close in George.

The DOI facilitated the delivery of 6 515 deeds across all categories against the target of 2 900. This achievement was realised as a result of improved efficiencies and processes in

the Department. The DOI will continue to improve its systems to ensure that current beneficiaries receive their title deeds timeously and the challenges encountered in addressing the backlog are dealt with expeditiously. The improved efficiencies were largely attributed to including extensive data analytics in the processing of title deed information across all projects and the finalisation of a policy framework to link project completion and core technical indicators to address outstanding transfers. Increased support was provided to local municipalities in order to facilitate the geo-spatial and land-legal constraints of the Title Deed Restoration Project within the greater context of providing secure tenure to qualifying families.

During the 2024/25 financial year, the DOI provided technical support to 26 local municipalities as well as the Garden Route District Municipality by commenting on the human settlement elements of their annual reviewed Integrated Development Plans (IDPs). These comments sought to align municipal human settlement plans with provincial strategies, to encourage locating planned human settlements in priority development areas, and that to include provincial commitments in municipal budgets.

While these interventions aimed to influence short- to medium-term housing plans, the DOI also influenced municipalities' long-term planning in terms of the Spatial Development Framework (SDF). This enabled affected municipalities to identify future areas for optimally locating housing opportunities, as well as identifying areas for other kinds of investment that can help create functional settlements. These departmental inputs have become incorporated into municipalities' housing pipelines for the forthcoming financial years. All the local municipalities received support from the DOI to develop their housing pipelines and to package project initiation documents for project planning committee meetings. Many of these projects are now included in the Provincial Business Plan.

The Programme's Strategic Objectives, Performance Indicators, Planned Targets and Actual Achievements are presented in Tables 23 and 24.

Table 23: Programme 4 Human Settlements: Performance Information prior to in-year changes

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25 (until date of re-tabling)	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the Outputs/ Output indicators/ Annual Targets
SUB-PROGRAMME 4.2: HUMAN SETTLEMENTS NEEDS, RESEARCH AND PLANNING										
National Indicators										
4.2.2	1. An infrastructure foundation and capability for development 3. Leveraging infrastructure portfolio to bring about fundamental spatial transformation	Land acquired during 2014-2019 within the PDAs rezoned	Percentage of land acquired during 2014-2019 within the PDAs rezoned	0%*	0	10%	0	(10%)	The deviation from planned target measures performance achieved at the mid-year against an annual target.	The department will be continuing to facilitate the process in respect of housing development, although the rezoning of landforms part of the municipal planning processes, as underpinned by LUPA**. Given the readiness of the process to rezone the pockets of land, it is anticipated that the rezoning will only be finalised in the financial year 2025/26; should they not be suspended or appealed upon. Similar to the initial targets that have experienced delays, the mitigators are also not full proof of delay risks. Due to the status of the targeted

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25 (until date of re-tableing)	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the Outputs/ Output indicators/ Annual Targets
										and mitigator projects, it has been requested that the target be adjusted down.
SUB-PROGRAMME: 4.3 HUMAN SETTLEMENTS DEVELOPMENT										
National Indicators										
4.3.4	1. An infrastructure foundation and capability for development	Informal settlements upgraded to Phase 3	Number of informal settlements upgraded to Phase 3 of the Upgrading of Informal Settlements Programme (UISP).	1*	3	2	0	(2)	The deviation from planned target measures performance achieved at the mid-year against an annual target.	The only informal settlement with convincing evidence is in Bonnievale Boekenhoutskloof. The other informal settlements are delivering serviced sites, but the beneficiary sourcing is not clear yet.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25 (until date of re-tabling)	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations	Reasons for revisions to the Outputs/ Output indicators/ Annual Targets
4.3.5		Investment of the total Human Settlements allocation in PDAs	Percentage of investment of the total Human Settlements allocation in PDAs	62%*	47%	45%	18%	(27%)	The deviation from planned target measures performance achieved at the mid-year against an annual target.	Mid-year adjustments to the HS Business Plans due to a shift in funding and targets have had a knock-on effect on the investment targeted in PDAs, so this target should be adjusted downward.
SUB-PROGRAMME: 4.4 HUMAN SETTLEMENTS ASSET MANAGEMENT										
National Indicators										
4.4.2	13. Leveraging infrastructure portfolio to bring about fundamental spatial transformation.	Title deeds registered post 1994	Number of post-1994 title deeds registered	1 880*	1 152	1 500	775	(725)	The deviation from planned target measures performance achieved at the mid-year against an annual target.	The poor showing against the target is mainly because of the funding for the Title Deeds Restoration Project has not been released. This placed financial constraints on the municipalities' ability to deliver

* These historical numbers are drawn from prior year audited information of the former provincial Department of Human Settlements Annual Report.

** LUPA = Western Cape Land Use Planning Act (Act 3 of 2014).

Table 24: Programme 4: Human Settlements: Performance Information including in-year changes

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
SUB-PROGRAMME 4.2: HUMAN SETTLEMENTS NEEDS, RESEARCH AND PLANNING									
National Indicators									
4.2.1	1. An infrastructure foundation and capability for development 3. Leveraging infrastructure portfolio to bring about fundamental spatial transformation	Integrated implementation programmes for priority development areas (PDAs)	Number of integrated implementation programmes for priority development areas completed per year	5*	4	5	5	n/a	n/a
4.2.2		Land acquired during 2014-2019 within the PDAs rezoned	Percentage of land acquired during 2014-2019 within the PDAs rezoned	0%*	0%	0%	0%	n/a	The annual target was reduced to 0% during the in-year change process.
4.2.3	3. Leveraging infrastructure portfolio to bring about fundamental spatial transformation	Social housing projects endorsed	Number of social housing projects endorsed for approval**	2*	5	3	4	1	The overperformance was attributed to; the Greenwood Mews project was developed by a private developer as an ODA. The project was "repackaged" to meet the SHRA's minimum investment criteria

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									and supported by the province. This project is an “over performance”. The project was not initially included as it did not meet the minimum investment criteria.
SUB-PROGRAMME: 4.3 HUMAN SETTLEMENTS DEVELOPMENT									
National Indicators									
4.3.1	1. An infrastructure foundation and capability for development	FLISP subsidies disbursed	Number of households that received subsidies through FLISP.	1 436*	1 079	1 000	1 330	330	The overperformance was attributed to the Department receiving a higher demand for FLISP subsidies than was anticipated during the first quarter of the financial year.
4.3.2		Breaking New Ground (BNG) houses	Number of Breaking New Ground (BNG) houses delivered.	3 672*	3 315	3 645	2 633	(1 012)	The underperformance was attributed to, underperformance of the contractor. Severe weather conditions in May–August led to decreased performance. Some

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									units are basically complete but electrical work is outstanding and they are not regarded as practically complete.
4.3.3		Serviced sites delivered	Number of serviced sites delivered.	1 230*	693	4 328	4 853	525	The overperformance was mainly due to over delivery on serviced sites in the West Coast: De Hoop Projects and Overberg: Destiny Farm Project.
4.3.4		Informal settlements upgraded to Phase 3	Number of informal settlements upgraded to Phase 3 of the Upgrading of Informal Settlements Programme (UISP).	1*	3	1	1	0	n/a

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
4.3.5		Investment of the total Human Settlements allocation in PDAs	Percentage of investment of the total Human Settlements allocation in PDAs.	62%*	47%	40%	49%	9%	The target was initially set based on project readiness at the beginning of the financial year, the in-year change request came as a result of the budget cut. Additional PDA projects reached readiness status after the mid-year adjustment period which resulted in overperformance.
4.3.6	1. An infrastructure foundation and capability for development	Individual (Non-Credit Linked) subsidies disbursed	Number of beneficiaries earning between R0–R3 500 per month provided with subsidies through the Individual Subsidy (Non-Credit Linked) Programme**	272*	243	100	537	437	An intervention by the Department to assist individuals with property in possession (PIP) with financial institutions has resulted in an increase on the approval and processing of these subsidies.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
4.3.7	1. An Infrastructure foundation and capability for development 3. Leveraging infrastructure portfolio to bring about fundamental spatial transformation	Developer driven units	Number of housing units delivered under the Developer Driven Individual Subsidy Programme (DDISP)	n/a	391	100	279	179	The developer has been involved on the project for more than 7 years, completing the first four phases. Due to the experience and lesson gained, projects were able to be fast tracked. To date more than 2 000 units have been completed.
4.3.8	1. An Infrastructure foundation and capability for development 3. Leveraging infrastructure portfolio to bring about fundamental spatial transformation	Percentage of the HSDG paid to contractors with women representation	Percentage of the amount spent on designated groups paid to contractors with women representation within the housing sector**	15.96%*	6%	10%	14.7%	4.7%	A larger percentage of women-led contractors were involved in construction work in the housing sector which led to overperformance.

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
SUB-PROGRAMME: 4.4 HUMAN SETTLEMENTS ASSET MANAGEMENT									
National Indicators									
4.4.1	3. Leveraging infrastructure portfolio to bring about fundamental spatial transformation	Title deeds registered pre-1994	Number of pre-1994 title deeds registered	331*	927	500	1 607	1 107	The overachievement for the target was as a result of the funding allocation matched with the formalisation of pre-1994 townships that opened the ability for deeds to be registered.
4.4.2		Title deeds registered post 1994	Number of post-1994 title deeds registered	1 880*	1 162	900	1 248	348	Additional resources allocated to the Title Deeds Restoration Project and collaboration with municipalities resulted in more transfers being concluded.
4.4.3		Title deeds registered post 2014	Number of post-2014 title deeds registered	973*	1 737	1 000	2 337	1 337	Additional resources allocated to the Title Deeds Restoration Project and collaboration with municipalities resulted in more

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from Planned Target to Actual Achievement 2024/25	Reasons for deviations
									transfers being concluded.
4.4.4		New title deeds registered	Number of new title deeds registered	543*	1 181	500	1 323	823	Additional resources allocated to the Title Deeds Restoration Project and collaboration with municipalities resulted in more transfers being concluded.

* These historical numbers are drawn from prior year audited information of the former provincial Department of Human Settlements Annual Report.

** The titles of the outputs and/or the output indicators differ slightly, the essence of what is measured and reported upon against these indicators is the same and is captured in more detail in the technical indicator descriptions in the Annual Performance Plan.

Linking performance to budgets

Sub-Programme expenditure

Table 25: Programme 4: Human Settlements: Sub-programme expenditure

Sub-Programme		2024/25			2023/24		
		Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000
4.1	Programme Support Human Settlements	32 808	32 808	0	29 909	29 909	0
4.2	Human Settlements Needs, Research and Planning	19 801	19 801	0	21 467	21 467	0
4.3	Human Settlements Development	2 155 036	1 860 177	294 859	2 331 153	1 853 696	477 457
4.4	Human Settlements Asset Management	108 447	97 572	10 875	96 058	84 619	11 439
Total		2 316 092	2 010 358	305 734	2 478 587	1 989 691	488 896

Strategies to overcome areas of under-performance

The Human Settlements Branch is reviewing the execution of evaluation studies after being incorporated into the new Department of Infrastructure on 1 April 2023.

The Branch will improve on its consultation process with relevant stakeholders to help ensure that it achieves its targets and mitigate the risk of under-performance through:

- Conducting regular technical meetings with municipalities to help ensure alignment of performance reporting as well as to address areas of concern;
- Conducting regular meetings with communities to address any issues they may have;
- Identifying projects that can be brought forward or accelerated to mitigate any in-year issues arising on projects with delivery challenges through the Business Plan process; and
- Exploring a hybrid delivery model which aims to provide a more agile approach to housing delivery.

Provincial title deed transfer performance has declined over the last few years.

- The main challenge in respect of all spheres of government is a lack of human resources to drive the eradication of the title deeds backlog. The DOI appointed a dedicated Title Deeds Project Manager who is focused on improving coordination between the DOI and municipalities, as well as driving the establishment of an improved policy environment.

- A due diligence exercise is required to understand the complexities around the title deeds backlog per project and per municipality. This will inform the appointment of suitable service providers to render targeted municipal and provincial support.
- A specific focus is needed on data gathering and data cleansing, which requires specific technical and information management skills in the form of appointing a data analyst and an information analyst.
- The information on the Human Settlements System (HSS) regarding title deeds is incomplete and therefore unreliable. A technical data and information solution would require correlating data across various systems (held by different organisations), data consolidation and cleaning, data reporting compilation, and data analysis.
- The Provincial Title Deeds Policy Framework must be updated with recommendations for necessary legislative and policy changes, as well as guidance for municipalities to enable them to develop focused policies around complicated matters (e.g., beneficiary regularisation).
- An analysis and audit of all property owned by the Branch: Human Settlements will be undertaken, clearly identifying those properties for which the Branch has title deeds.
- A plan will be developed for replacing title deeds where this may be necessary.

Changes to planned targets

Numerous changes to planned targets were approved in the in-year changes process which are captured in the tables above.

Performance in relation to Standardised Outputs and Output Indicators for sectors with concurrent functions

Funding for community residential units (CRUs) is generated through rental income. However, the low collection rate adversely affects the Department's ability to fulfil the CRU mandate. Additionally, the cost of delivering CRUs exceeds that of BNG units. As a result, the Department has excluded the number of community residential units (CRU) delivered and the number of rental social housing units from its Annual Performance Plan (APP).

4.5 Programme 5: Community Based Programmes/ Expanded Public Works Programme

Purpose

The purpose of this Programme is to manage the implementation of programmes and strategies that lead to the development and empowerment of communities and contractors, including the provincial management and coordination of the EPWP.

Sub-programmes

- Programme Support Community-Based/ EPWP;
- Innovation and Empowerment; and
- Coordination and Compliance Monitoring.

Purpose of Sub-programme

Programme Support Community-Based/ EPWP

To manage and support the programme.

Innovation and Empowerment

- To implement construction-related skills development programmes, including the National Youth Service and apprenticeships;
- To provide for contractor development in the construction industry, particularly focusing on emerging contractors;
- To provide for the optimisation of empowerment opportunities on departmental infrastructure projects; and
- To provide implementing bodies with support and advice on labour-based construction techniques.

Coordination and Compliance Monitoring

- To monitor and evaluate the performance of EPWP in the Province, ensuring compliance to programme prescripts and reporting on job creation development; and
- To provide government implementing bodies in the four different sectors (infrastructure, social, environment and culture, and non-state) with technical support to increase their contribution to the nationally set EPWP work opportunities targets.

Programme contribution to specific Outcomes, Outputs, Output Indicators and Targets

This Programme contributed to Departmental Outcome 1: An infrastructure foundation and capability for development.

The Contractor Development Programme continued to play an important role in assisting contractors by creating training opportunities, especially for previously disadvantaged and small-scale contractors. These programmes included skills and business training, information sessions, and mentoring. The Foundation and Advanced Training and

Mentoring Programme continued to support enterprise development of CIDB Grade 1–5 contractors. The aim was to help participating enterprises become compliant with construction industry norms and with legislative prescripts for entities wishing to tender for government contracts.

Skills development programmes in the year under review focused on apprenticeships and construction-related skills development programmes that form part of the National Youth Service programme. These youths were placed on a 12-month programme to acquire construction industry skills such as plumbing, electrical work and welding to enhance their ability to access economic opportunities. From its operational budget the DOI funds apprenticeships. During the reporting period, 32 electrical apprentices successfully completed their trade tests and received their Red Seal certification.

The Department continued to implement EMPIAs on DOI projects worth in excess of R10m to measure the impacts that construction projects could have on the local community where they are implemented. In the year under review, 13 EMPIAs were initiated in respect of planned DOI infrastructure projects. Twenty-three projects were monitored, and the results made available through empowerment target implementation reports. The Community-Based and EPWP Programme supported implementing DOI directorates and their client departments to undertake 23 community engagements during the year under review.

The DOI continued to coordinate the EPWP and provide support to implementing bodies in the Western Cape in order increase the total number of work opportunities created across all spheres of government and specifically targeting women participants, youth and people with disabilities. This support included the provision of technical support to improve the quality of EPWP data management and processing of EPWP performance data on the EPWP Reporting System by 12 institutional forums and approximately 39 public bodies.

The Programme's Outcomes, Outputs, Output Indicators, Targets and Actual Achievements are presented in Table 26.

Table 26: Community Based Programmes / Expanded Public Works Programme: Performance Information originally tabled

No	Outcome	Outputs	Output Indicators	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual target 2024/25	Actual achievement 2024/25	Deviation from planned target to actual achievement 2024/25	Reasons for deviations
SUB-PROGRAMME 5.3: INNOVATION AND EMPOWERMENT									
Provincial Indicators									
5.3.1	2. Sustained delivery for maximum impact	Training opportunities	Number of beneficiary empowerment Interventions	3	3	3	3	0	n/a
5.3.2		Contractor Development Programme participants	Number of beneficiaries participating in the Contractor Development Programme	95	90	120	120	0	n/a
SUB-PROGRAMME 5.4: COORDINATION AND COMPLIANCE MONITORING									
Provincial Indicators									
5.4.1	2. Sustained delivery for maximum impact	Participation of public bodies in EPWP	Number of public bodies reporting on EPWP targets within the province	39	38	38	39	1	The reason for overperformance is due to the Western Cape Mobility Department being added. The Department started reporting from the end of July 2024.

Linking performance to budgets

Sub-Programme expenditure

Table 27: Programme 5: Community-Based Programmes: Sub-programme expenditure

Sub-Programme Name		2024/25			2023/24		
		Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000	Final appropriation R'000	Actual expenditure R'000	(Over)/under expenditure R'000
5.1	Programme Support Community	6 091	6 091	0	6 108	6 108	0
5.2	Community Development	0	0	0	0	0	0
5.3	Innovation and Empowerment	53 372	53 372	0	52 403	52 403	0
5.4	Coordination and Compliance Monitoring	15 541	15 541	0	13 757	13 757	0
Total		75 004	75 004	0	72 268	72 268	0

Strategy to overcome areas of under-performance

No under-performance recorded for the Programme.

Changes to planned targets

No changes to planned targets were made during the period under review.

Performance in relation to Standardised Outputs and Output Indicators for Sectors with Concurrent Functions

All sector indicators have been incorporated into the Annual Performance Plan and reported on in the performance tables above.

5 Transfer payments

5.1 Transfer payments to public entities

No transfer payments were made to public entities.

5.2 Transfer payments to all organisations other than public entities

The tables below reflect the transfer payments made for the period 1 April 2024 to 31 March 2025 per Programme.

Programme 1: Administration

Programme 1: Transfer payments

No transfer payments made for 2024/25

Programme 2: Public Works Infrastructure

The transfer payments per municipality listed in Table 28 relate to the payment of property rates in respect of provincially owned and deemed-owned properties.

Table 28: Programme 2: Transfer payments in respect of property rates

Name of recipient	Amount transferred (R'000)
Beaufort West Local Municipality	6 017
Berg River Local Municipality	2 833
Bitou Local Municipality	1 580
Breedevale Local Municipality	15 858
Cape Agulhas Local Municipality	2 117
City of Cape Town	545 976
Cederberg Local Municipality	3 191
Drakenstein Local Municipality	19 536
George Local Municipality	17 888
Hessequa Local Municipality	1 881
Kannaland Local Municipality	4 470
Knysna Local Municipality	5 488
Laingsburg Local Municipality	533
Langeberg Local Municipality	3 692
Matzikama Local Municipality	2 863
Mossel Bay Local Municipality	1 171
Oudtshoorn Local Municipality	11 078
Overstrand Local Municipality	3 438
Prince Albert Local Municipality	318
Saldanha Bay Local Municipality	7 864
Stellenbosch Local Municipality	12 300
Swartland Local Municipality	5 653
Swellendam Local Municipality	2 003
Theewaterskloof Local Municipality	7 058

Name of recipient	Amount transferred (R'000)
Witzenberg Local Municipality	8 286
Total	693 092

Programme 3: Transport Infrastructure

Table 29: Programme 3: Transport Infrastructure transfer payments

Name of transferee	Purpose for which the funds were used	Compliance with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity
Bitou Local Municipality	To financially assist/ subsidise municipalities with the maintenance/ construction of proclaimed municipal main roads, where the municipality is the road authority (section 50 of Ordinance 19 of 1976).	Complied	15	15	-
Breede Valley Local Municipality		Complied	210	210	-
Drakenstein Local Municipality		Complied	9 875	9 875	-
George Local Municipality		Complied	450	450	-
Hessequa Local Municipality		Complied	195	195	-
Laingsburg Local Municipality		Complied	198	198	-
Langeberg Local Municipality		Complied	145	145	-
Matzikama Local Municipality		Complied	850	850	-
Mossel Bay Local Municipality		Complied	2 060	2 060	-
Oudtshoorn Local Municipality		Complied	990	990	-
Overstrand Local Municipality		Complied	7 440	7 440	-
Stellenbosch Local Municipality		Complied	380	380	-
Swartland Local Municipality		Complied	170	170	-
Swellendam Local Municipality		Complied	40	40	-
Witzenberg Local Municipality		Complied	5 489	5 489	-
Total			28 507	28 507	-

Transfer payments for Category B municipalities are only effected upon submission of claims for work done in terms of the service level agreements concluded with all the municipalities. The transfers are monitored through the In-Year Expenditure Monitoring and Reporting and Grant Framework reporting processes.

Table 30: Programme 4: Human Settlements transfer payments

Name of transferee	Purpose for which the funds were used	Compliance with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity
Bergrivier Local Municipality	Provincial contribution towards the acceleration of housing delivery	Complied	5 619	5 619	-
Drakenstein Local Municipality		Complied	5 137	5 137	-
Hessequa Local Municipality		Complied	14 662	14 662	-
Kannaland Local Municipality		Complied	4 800	4 800	-
Matzikama Local Municipality		Complied	6 271	6 271	-
Overstrand Local Municipality		Complied	1 742	1 742	-
Stellenbosch Local Municipality		Complied	6 400	6 400	-
Swellendam Local Municipality		Complied	24 441	24 441	-
Witzenberg Local Municipality		Complied	10 264	10 264	-
City of Cape Town District Municipality	Municipal Accreditation and Capacity Building Grant	Complied	5 000	5 000	-
Breede Valley Local Municipality		Complied	497	290	TPA only signed in Oct 2024.
Cape Agulhas Local Municipality		Complied	249	48	TPA only signed in Oct 2024.
Drakenstein Local Municipality		Complied	249	204	TPA only signed in Oct 2024.
George Local Municipality		Complied	497	290	TPA only signed in Oct 2024.
Mossel Bay Local Municipality		Complied	249	86	TPA only signed in Oct 2024.
Stellenbosch Local Municipality		Complied	249	170	TPA only signed in Oct 2024. Resignation of clerk in Feb 2025, awaiting new placement.
Swartland Local Municipality		Complied	249	104	TPA only signed in Oct 2024.
Witzenberg Local Municipality		Complied	249	41	TPA only signed in Oct 2024.
Garden Route District Municipality		Complied	3 491	3 491	-

Name of transferee	Purpose for which the funds were used	Compliance with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity (R'000)	Reasons for the funds unspent by the entity
City of Cape Town Metropolitan Municipality	Title Deeds Restoration Grant	Complied	7 007	1 999	Municipality aims to spend the balance by 30 June 2025
Cederberg Local Municipality		Complied	49	49	-
George Local Municipality		Complied	168	168	-
Overstrand Local Municipality		Complied	174	174	-
Stellenbosch Local Municipality		Complied	364	364	-
Garden Route District Municipality	Settlement assistance	Complied	-	-	-
City of Cape Town Municipality		Complied	-	-	-
Total			98 077	91 814	

Transfer payments for Category B municipalities are only effected upon submission of claims for work done in terms of the service level agreements concluded with all the municipalities. The transfers are monitored through the In-Year Expenditure Monitoring and Reporting and Grant Framework reporting processes. The only accredited municipality is the City of Cape Town where the full amount gazetted was transferred to the municipality.

5.3 Transfer payments budgeted for, but not made

Table 31 reflects the transfer payments which were budgeted for in the period 1 April 2024 to 31 March 2025, but no payments were made.

Programme 3: Transport Infrastructure

Table 31: Programme 3: Transfer payments budgeted

Name of recipient	Type of organisation	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Bergvliet Local Municipality	Municipality	To financially assist/ subsidise municipalities with the maintenance/ construction of proclaimed municipal main roads, where the municipality is the road authority	970	-	Subsidies are paid if proof of actual expenditure on subsidised road maintenance work can be provided to the DOI.
Cape Agulhas Local Municipality	Municipality		85	-	
Knysna Local Municipality	Municipality		80	-	
Prince Albert Local Municipality	Municipality		50	-	
Saldanha Bay Local Municipality	Municipality		125	-	

Name of recipient	Type of organisation	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Theewaterskloof Local Municipality	Municipality	(section 50 of Ordinance 19 of 1976).	6 435	-	
Total			7 745	-	

Table 32: Programme 4: Transfer payments budgeted for but not made

Name of recipient	Type of organisation	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Cederberg Local Municipality	Municipality	Provincial contribution towards the acceleration of housing delivery	4 517	-	Transfers are paid to non-accredited municipalities once proof of actual expenditure housing projects is provided to the DOI.
Beaufort West Local Municipality	Municipality	Title Deeds Restoration Grant	90	-	Transfers are paid to non-accredited municipalities once proof of actual expenditure housing projects is provided to the DOI.
Bergvriër Local Municipality	Municipality		327	-	
Breede Valley Local Municipality	Municipality		1 387	-	
Cape Agulhas Local Municipality	Municipality		43	-	
Drakenstein Local Municipality	Municipality		447	-	
Hessequa Local Municipality	Municipality		274	-	
Kannaland Local Municipality	Municipality		403	-	
Laingsburg Local Municipality	Municipality		287	-	
Langeberg Local Municipality	Municipality		230	-	
Mossel Bay Local Municipality	Municipality		546	-	
Oudtshoorn Local Municipality	Municipality		167	-	
Prince Albert Local Municipality	Municipality		60	-	

Name of recipient	Type of organisation	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
Saldanha Bay Local Municipality	Municipality		385	-	
Swartland Local Municipality	Municipality		30	-	
Theewaterskloof Local Municipality	Municipality		2 065	-	
Total			11 258	-	

6 Conditional grants

6.1 Conditional grants and earmarked funds paid

No conditional grants or earmarked funds are paid by the DOI.

6.2 Conditional grants and earmarked funds received

The tables below describe each of the conditional grants received by the DOI.

Conditional grant: EPWP Integrated Grant for Provinces

Department which transferred the grant	National Department of Public Works and Infrastructure
Purpose of the grant	To incentivise provincial departments to expand work creation efforts through the use of labour-intensive delivery methods in the following identified focus areas, in compliance with the EPWP guidelines: • Road maintenance and the maintenance of buildings; • Low traffic volume roads and rural roads; • Other economic and social infrastructure; • Tourism and cultural industries; • Sustainable land-based livelihoods; and • Waste management.
Expected outputs of the grant	Number of people employed and receiving income through the EPWP. Increased average duration of the work opportunities created.
Actual outputs achieved	1341 work opportunities created. 501 full-time equivalents (FTEs).
Amount per amended DORA (R'000)	R4 852
Amount received (R'000)	R4 852
Reasons if amount as per DORA was not received	n/a
Amount spent by the Department (R'000)	R4 852
Reasons for the funds unspent by the entity	n/a

Reasons for deviations on performance	n/a
Measures taken to improve performance	Timeous start of EPWP projects by the implementing unit and reporting on the EPWP Reporting System (EPWPRS)
Monitoring mechanism by the receiving Department	EPWP reporting through EPWP online reporting system. Monthly reporting through In-Year Monitoring (IYM) Reporting, Quarterly Reporting, Evaluation Reporting and Monthly Division of Revenue Act DORA (annual) Compliance Reporting.

Conditional grant: Provincial Roads Maintenance Grant

Department which transferred the grant	National Department of Transport		
Purpose of the grant	- To supplement provincial investments for road infrastructure maintenance (routine, periodic and special maintenance). - To ensure that all roads are classified as per the Road Infrastructure Strategic Framework for South Africa and the Technical Recommendations for Highways (TRH), and the Road Classification and Access Management (RCAM) guidelines. - To implement and maintain road asset management systems. - To supplement provincial projects for the repair of roads and bridges damaged by unforeseen incidents, including natural disasters. - To improve road safety with a special focus on pedestrian safety in rural areas.		
Expected outputs of the grant	- Final road asset management plan and tabled project list for the 2025/26 Medium Term Expenditure Framework in a table B5. - Network condition assessment and determination of priority projects list from the road asset management systems. - The following actual delivery related measures against 2024/25 targets defined in the final road asset management plan and Annual Performance Plan for each province: - number of m² of surfaced roads rehabilitated (quarterly); - number of m² of surfaced roads resurfaced (overlay or reseal); - number of m² of blacktop patching (including pothole repairs); - number of kilometres of gravel roads re-gravelled; - number of kilometres of gravel roads bladed; and - number of kilometres of gravel roads upgraded (funded from provincial equitable share). - The following performance, based on national job creation indicators: - number of jobs created - number of full-time equivalents created - number of youths employed (age 18–35) - number of women employed - number of people living with disabilities employed - Number of small, medium micro enterprises contracted on the provinces' contractor development programme. - Updated road condition data (paved and unpaved) including instrumental/automated road survey data, traffic data, safety audit report and bridge conditions. - Number of modular steel bridges completed under Welisizwe Rural Bridges programme - Number of m² of surfaced roads rehabilitated and gravel roads surfaced using refurbishment funds.		
Actual outputs achieved	All roads are classified as per Road Infrastructure Strategic Framework for South Africa and RCAM guidelines. Roads are being reclassified as they are constructed or upgraded. The Road Asset Management Plan was submitted. The Road Asset Management System (RAMS) is fully functional and complies with minimum requirements. Visual condition assessments were completed for the managed road network.		
	Indicator	Target value	Achieved value
	Kilometres of gravel roads upgraded	6.7	3.4
	Square metres of surfaced roads rehabilitated	473 188	503 602

	Square metres of surfaced roads resealed	4 191 748	4 378 209
	Kilometres of gravel roads re-gravelled	60	63
	Square metres of blacktop patching	30 000	25 882
	Kilometres bladed	32 000	46 517
	Number of bridges repaired	2	2
	Number of jobs created	3 140	3 010
	Number of FTEs created	785	1 074
	Number of youths employed (18-35)	1 670	1 674
	Number of women employed	830	1 137
	Number of people living with disabilities	4	6
	Number of SMMEs	50	64
Amount per amended DORA (R'000)	2 181 643		
Amount received (R'000)	2 181 643		
Reasons if amount as per DORA was not received	n/a		
Amount spent by the Department (R'000)	1 624 101		
Reasons for the funds unspent by the entity	n/a		
Reasons for deviations on performance	Underperformance of the target is due to project delays due to adverse weather and flooding in the Western Cape.		
Measures taken to improve performance	Complete the projects that were delayed. Maintain continual project management of infrastructure projects, particularly considering the impacts of adverse weather and flooding		
Monitoring mechanism by the receiving Department	Road Network Information System (RNIS), Basic Accounting System (BAS), Infrastructure Reporting Model (IRM), Quarterly Financial and Performance Reporting, Evaluation Reporting and Monthly DORA Compliance Reporting.		

Conditional Grant: Human Settlements Development Grant

Department which transferred the grant	National Department of Human Settlements
Purpose of the grant	The facilitation and provision of basic infrastructure, top structures and basic social and economic amenities that contribute to the establishment of sustainable human settlements.
Expected outputs of the grant	2 801 sites 4 845 units
Actual outputs achieved	3 181 sites 4 779 units
Amount per amended DORA (R'000)	R1 605 872
Amount received (R'000)	R1 405 872
Reasons if amount as per DORA was not received	Funds were reallocated by National Treasury.
Amount spent by the Department (R'000)	R1 405 872
Reasons for the funds unspent by the entity	Budget cut of R200m by the NDHS in the fourth quarter of the financial year.
Reasons for deviations on performance	Poor contractor performance, procurement delays, community unrests, lack of cooperation from key stakeholders and instances of extortion on projects resulted in the under-performance in some cases. The allocation reduction also contributed to the performance gap experienced.
Measures taken to improve performance	The Department will continue with its under-performance mitigation efforts through: • Conducting regular technical meetings with municipalities to ensure alignment of performance reporting as well as to address areas of concern; • Conducting regular meetings with communities to address any issues they may have; • Identifying projects that can be brought forward or accelerated to mitigate any in-year issues arising on projects with delivery challenges through the Business Plan process; and • Reviewing the delivery model to provide a more agile approach to housing delivery.
Monitoring mechanism by the receiving Department	The Department submits quarterly reports to the NDHS during the financial year to track performance. At the end of the year an evaluation report is submitted to monitor performance.

Conditional Grant: Informal Settlement Upgrading Partnership Grant

Department which transferred the grant	National Department of Human Settlement
Purpose of the grant	To provide funding to facilitate a programmatic and inclusive approach to upgrading informal settlements
Expected outputs of the grant	One informal settlement upgraded to Phase 3 of the Upgrading of Informal Settlements Programme
Actual outputs achieved	Number of informal settlements upgraded to Phase 3 of the UISP
Amount per amended DORA (R'000)	R382 315
Amount received (R'000)	R282 315
Reasons if amount as per DORA was not received	Funds were reallocated by National Treasury
Amount spent by the Department (R'000)	R282 315
Reasons for the funds unspent by the entity	Budget cut of R100m by the NDHS in the fourth quarter of the financial year
Reasons for deviations on performance	Poor contractor performance, procurement delays, community unrests, lack of cooperation from key stakeholders and instances of extortion on projects resulted in the under-performance. The allocation reduction also contributed to the performance gap experienced.
Measures taken to improve performance	The Department will continue with its under-performance mitigation efforts through: • Conducting regular technical meetings with municipalities to ensure alignment of performance reporting as well as to address areas of concern; • Conducting regular meetings with communities to address any issues they may have; • Identifying projects that can be brought forward or accelerated to mitigate any in-year issues arising on projects with delivery challenges through the Business Plan process; and • Reviewing the delivery model to provide a more agile approach to housing delivery.
Monitoring mechanism by the receiving Department	The DOI submits quarterly reports to the NDHS during the financial year to track performance. At the end of the year an evaluation report is submitted to monitor performance.

7 Donor funds

7.1 Donor funds received

The DOI did not receive any donor assistance in the year under review.

8 Capital investment

8.1 The capital investment, maintenance and asset management Plan

The capital investment, maintenance and asset management against final allocations for the Vote is tabled below.

Table 33: Capital investment

Infrastructure projects	2024/25			2023/24		
	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)
New and replacement assets	198 587	198 587	0	232 779	232 779	0
Existing infrastructure assets	5 780 553	5 218 783	561 769	4 344 623	4 344 448	175
Upgrades and additions	760 417	745 417	15 000	659 670	659 670	0
Rehabilitation, renovations and refurbishments	2 749 375	2 749 375	-	2 139 514	2 139 494	20
Maintenance and repairs	2 270 761	1 723 992	546 769	1 545 439	1 545 284	155
Infrastructure transfer	2 064 605	1 753 418	311 187	2 290 526	1 799 179	491 347
Current	4 000	3 188	812	128 018	56 191	71 827
Capital	2 060 605	1 750 230	310 375	2 162 508	1 742 988	419 520
Total	8 043 745	7 170 789	872 956	6 867 928	6 376 406	491 522

DOI spent 89.1 per cent of its annual allocation for infrastructure. Infrastructure capital transfers relating to Human Settlements for households constitute 24.1 per cent of the total expenditure. The main reasons for the underspending are the reduction of the Human Settlements conditional grants and the unspent disaster funding.

8.2 Provincial Public Works: Capital investment, maintenance and asset management

The capital investment, maintenance and asset management for Programme 2: Public Works Infrastructure against final allocations is tabled below.

Table 34: Programme 2: Capital investment, maintenance and asset management

Infrastructure projects	2024/25			2023/24		
	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)
New and replacement assets	0	0	0	0	0	0
Existing infrastructure assets	670 649	670 649	0	730 984	730 913	71

Infrastructure projects	2024/25			2023/24		
	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)
Upgrades and additions	0	0	0	0	0	0
Rehabilitation, renovations and refurbishments	192 846	192 846	0	196 768	196 748	20
Maintenance and repairs	477 803	477 803	0	534 216	534 165	51
Infrastructure transfer	0	0	0	0	0	0
Current	0	0	0	0	0	0
Capital	0	0	0	0	0	0
Total	670 649	670 649	0	730 984	730 913	71

Public Works Infrastructure spent 100 per cent of its infrastructure budget after final budget shifts. Although challenges were experienced throughout construction, over 40 infrastructure projects were completed, encompassing a diverse portfolio that included general building repairs, fire compliance upgrades, stormwater and sewerage improvements, and the replacement of aging roofing and fencing. Notable among these were the upgrades at the George Museum, the Vredelus CYCC, and the Tygerhoek Experimental Farm.

In 2024/25, 10 new immovable assets were acquired and added to the Provincial Immovable Asset Register.

A total of 183 land parcels were removed from the IAR. Sixteen land parcels were removed due to disposals and 167 land parcels were removed due to consolidations that were registered during the financial year under review.

The above movements on the IAR reflect ownership as confirmed by title deeds issued and portfolios of evidence were compiled to capture and verify data to ensure that updates were accurate and complete. During this financial year, the updates to the IAR were made on the e-Merge system via a three-step control process. The e-Merge system provides an audit trail of all changes made to the IAR.

As of February 2025, the Western Cape provincial Immovable Asset Portfolio, as reflected on the Immovable Asset Register, comprises 5 602 land parcels (farms and erven). A review of asset data that was conducted by the Department indicated that the estimated municipal value of approximately 2 109 state-owned facilities to be approximately R42bn.

GIAMA mandates an evaluation of the state-owned facilities at least once every five years. This assessment utilises existing data to gauge the condition of the facilities and their various components. These findings inform decisions related to managing the immovable asset portfolio, as well as assessing the need for refurbishment, renewal, and maintenance.

As part of an Asset Management practices improvement initiative, a life cycle-based maintenance assessment of the immovable asset portfolio is also undertaken. A two-stage approach is being adopted with the first being to inform portfolio planning (contained in the C-AMP) and the establishment of strategic briefs for maintenance projects (to ensure that the most critical building component groups are identified, assessed, and prioritised to maximise coverage across the various portfolios). The second stage is a more detailed level for project implementation once budgets are confirmed.

This 2025/26 C-AMP presents portfolio condition ratings based on data shared with user departments. This reflects a portfolio status based on FCAs conducted within the current five-year cycle and, where applicable, projects implemented subsequently that improved facility condition, and modelled deterioration in facilities where no interventions were conducted.

The ratings for the provincially owned and utilised portions of the portfolios are analysed in terms of the GIAMA performance standard index, which ranges from 1 (worst) to 5 (best) and are weighted based on current replacement cost (CRC). The weighted Condition Grade Index (CGI) reflect the portfolio condition status more accurately since they recognise the larger contribution of high-value facilities to the overall portfolio.

The overall ratings were as follows:

- Health Infrastructure portfolio: 3.1 (Fair) – with the 2023 CGI having been measured at 2.7, and the 2024 weighted CGI being 2.9, this represents an improvement in the owned portfolio condition over the last two years, based on the consistent measure of weighted CGI;
- General Infrastructure portfolio: 3.2 (Fair) – which represents no significant movement in 2024 but is a decline from the 2023 value of 3.4; and
- Education Infrastructure portfolio: 3.3 (Fair) – which is a marginal decrease from the 2023 and 2024 weighted value of 3.4.

The CGI ratings are all in the Fair category, with HI improving moderately, and no significant change to the GI portfolio and a slight worsening of the EI portfolio. The high level of deterioration is reflected in the large maintenance backlog, estimated to be R8.3bn across all portfolios, and is expected to grow as the rate of re-investment in renewal is not adequate to compensate for the ongoing rate of deterioration. Additional funding is therefore essential to improve the standards of service and mitigate growing risks. In a scenario of no significant increases in funding, it will be necessary to adopt a strategy that focuses on the application of at least the minimum portion of the available resources on health and safety risk mitigation. User departments must therefore strive to allocate sufficient funding to maintenance works to minimise the increase in the maintenance backlog.

As part of the asset management practice improvement initiative, the improved weighted CGI model will require continuous refinement, calibration, and integration with other relevant asset management models.

The need for greater insight into life cycle needs, and how to optimise response strategies has been emphasised by increasing constraints on budget. The Department is establishing asset management (AM) systems to ensure that interventions address the highest areas of

risk in a balanced and practical manner, and to ensure that these are implemented efficiently. The models embedded in these systems will undergo ongoing improvement, facilitated by analysis of data on actual costs and infrastructure performance. Close cooperation between the Department and the respective user departments regarding planning, implementation and reporting remains essential.

The set of core management processes to ensure that the value of the provincial immovable asset portfolio is optimised throughout its life cycle is illustrated in Figure 6.

Figure 6: Asset Management Life Cycle Model



Source: Infrastructure Delivery Management System (IDMS), adapted from the IAM's Conceptual Asset Management Model, 2014.

Throughout this cycle, service delivery objectives need to be linked to immovable asset management objectives to ensure the asset portfolio supports and meets the strategic objectives of the DOI in a cost-effective and sustainable manner, given available resources. An asset management framework is being developed and will be updated to effectively respond to the needs of DOI, in consultation with various Users.

Since the implementation of GIAMA and the establishment of national guidelines related to asset management plans, the C-AMP has improved every year. Significant and iterative progress has been made in developing a C-AMP based on asset data from relevant sources, including FCAs, project control systems and the asset register. A focused C-AMP Improvement initiative has been conceptualised with the objective of the DOI incrementally improving its custodian portfolio strategy and immovable asset management planning to respond effectively to the needs of users and maximise the service delivery potential of the portfolio over its lifecycle.

Elements of this initiative include the following:

- Refining and aligning the asset data and life cycle models for the HI, EI and GI portfolios to enable an improved level of planning, risk management and strategy development to leverage maximum value from available funding;
- Implementation of an asset register improvement programme to incrementally improve the accuracy and relevance of asset data for all stakeholders;
- Using the eMerge technology platform to create a robust information base, with property management and reporting systems that support effective management decision-making. This platform will need information generated by the Custodian but ultimately also the users, specifically WCGH&W and the WCED, given that DOI will no longer be the preferred implementer for these user departments. The automation of U-AMP and C-AMP data flows will be important, once the underlying business processes have been optimised and documented and
- Improved collaboration among DOI infrastructure components, IAM Directorates and Sub-directorates and user departments.

Underpinning this initiative is the imperative to build capacity and skills within the DOI so that new business processes and systems have internal ownership and can be deployed sustainably. In addition, a parallel change management initiative needs to be implemented in support.

In conclusion, the DOI is striving to leverage the benefits of rapidly evolving best practices in AM and technology advances, in a coordinated manner across the Provincial Public Works Branch, and at all levels within DOI. The development of the eMerge system over the past six years has established robust foundations to facilitate ongoing improvement. Driving efficiency and effectiveness gains in this way is essential given the significant downward pressure on available resources.

Table 35: Programme 2: Capital projects currently under construction

Capital projects in progress				
Region/ District	Municipality	Project name	Project description	Expected completion date
CoCT*	CoCT	Emergency Medical Services (EMS) Offices	Refurbishment of existing as office accommodation for EMS	28/08/2025
CoCT	CoCT	27 Wale – 6th floor & roof	Modernisation of office accommodation and roof upgrade	26/01/2026
CoCT	CoCT	Union House – Ground Floor & Enablement	Office modernisation	21/07/2025
CoCT	CoCT	9 Dorp St – 5th floor Enablement	Office Reconfiguration	15/05/2025

8.3 Transport Infrastructure: Capital investment, maintenance and asset management

The capital investment, maintenance and asset management for Programme 3: Transport Infrastructure against final allocations is tabled below.

Table 36: Programme 3: Capital investment, maintenance and asset management

Infrastructure projects	2024/25			2023/24		
	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)
New and replacement assets	198 587	198 587	0	232 779	232 779	0
Existing infrastructure assets	5 109 904	4 548 135	561 769	3 613 639	3 613 535	104
Upgrades and additions	760 417	745 417	15 000	659 670	659 670	0
Rehabilitation, renovations and refurbishments	2 556 529	2 556 529	0	1 942 746	1 942 746	0
Maintenance and repairs	1 792 958	1 246 189	546 769	1 011 223	1 011 119	104
Infrastructure transfer	47 293	28 507	18 786	28 391	28 391	0
Current	4 000	3 188	812	3 443	3 443	0
Capital	43 293	25 319	17 974	24 948	24 948	0
Total	5 355 784	4 775 229	580 555	3 874 809	3 874 705	104

The Branch: Transport Infrastructure spent 89.2 per cent of its infrastructure budget. The underspending in Transport Infrastructure as indicated in Table 36 relates to disaster funding received late in the financial year for repairs to flood damaged infrastructure. A rollover for these unspent funds has been requested to the 2025/26 financial year.

The Department has adopted an asset management approach for the management of road infrastructure assets in the Western Cape, which is in line with international standards.

During the year under review, the strategic framework for road investments focused on maximising asset preservation while minimising total transportation costs for road users. This approach prioritised roads with higher traffic volumes, thereby supporting economic growth and social development.

In terms of the overall asset management plan, capital and maintenance expenditure during 2024/25 continued to improve the condition of road infrastructure and contribute to the reduction of the infrastructure maintenance backlog. However, a portion of available funding was redirected towards the repair of flood-damaged infrastructure resulting from flooding events in 2023 and 2024. This reallocation, while necessary, has

placed additional pressure on an already constrained budget and further affects the condition of the road network.

The infrastructure maintenance backlog reduction plan is informed by an intervention-based budget scenario, which estimates that an additional R5.4bn per annum (in 2024 rand value) is required to sustain the value of the road network over the next ten years. This estimate is derived from the total extent of road infrastructure requiring rehabilitation, resealing, re-gravelling, or upgrading to surfaced standards.

As a direct result of the continual rise in construction costs, the unfunded backlog has grown to over R32bn (2025/26 calculations).

Table 37: Programme 3: Capital projects currently under construction

District	Local municipality	Project name	Detailed description	Commencement date	Estimated completion date	Project cost (R'000)
Garden Route	George	C0851 Rondevlei	Upgrade DR1609 - Rondevlei	2022-02-17	2025-06-09	105 219
Cape Winelands	Stellenbosch	C0914 Rehabilitation of MR168 between Annandale Road and Polkadraai	Rehabilitation of MR168 between Annandale Road and Polkadraai	2022-01-24	2025-05-28	277 106
Garden Route	Mossel Bay	C0964.02 Mossel Bay-Hartenbos AMP & upgrading Package 2	Upgrade of TR33/1 at Beach Boulevard West and Garret Street	2022-07-28	2026-07-13	259 564
West Coast	Swartland	C0967 Malmesbury Bypass	Malmesbury By-pass, Swartland	2023-05-08	2026-01-23	429 552
Overberg	Overstrand	C1000 Hermanus -Gansbaai	Upgrading of TR02802 between Stanford and Gansbaai	2022-08-16	2025-05-15	458 315
City of Cape Town	City of Cape Town	C1038.02 Safety Improvement N7 Potsdam - Melkbos - Van Schoorsdrift I/C	Safety improvement N7 Potsdam - Melkbos - Van Schoorsdrift Interchange	2024-03-01	2027-03-17	285 612
Garden Route	George	C1047.05 Completion contract Maalgate Bridge	Replacement contract for C1047.02 the widening of bridge No. 2221 on TR2/9	2024-06-03	2025-08-15	32 150
City of Cape Town	City of Cape Town	C1049.03 Rehabilitation/ upgrading Waarburgh/ Protea Rd	Upgrading and Rehabilitation of DR1098	2023-11-29	2025-09-23	95 130
Cape Winelands	Breede Valley	C1105.01 Du Toitskloof Pass	Periodic maintenance of TR00902 - Du Toitskloof Pass from km 0.21 to km 21.25	2025-01-15	2025-12-15	13 444
Cape Winelands	Drakenstein	C1142 Rehabilitate Simondium Reseal	The upgrading of DR1099, strengthening of MR205 and periodic maintenance of MR189, DR1090 and OP5215 near Klappmuts	2023-11-27	2025-09-05	117 973
Cape Winelands	Breede Valley	C1158.02 The replacement of Bridge B0495 and Emergency flood damage repairs of Bridges B6150 and B5983 near De Doorns	The replacement of Bridge B0495 and the Emergency Flood Damage Repairs of Bridges B6150 and B5983 near De Doorns	2023-09-14	2025-07-17	67 037

District	Local municipality	Project name	Detailed description	Commencement date	Estimated completion date	Project cost (R'000)
Cape Winelands	Breede Valley	C1203.01 Reseal trunk and divisional roads around Worcester	The periodic Maintenance of TR30/2, TR31/1, DR1347, DR1379, DR1400 and DR1377 near Worcester	2025-01-20	2026-05-19	32 516
Cape Winelands	Cederberg	C1216 Reseal/ rehabilitate Ceres-Op-die Berg-Citrusdal	The periodic maintenance of MR310, DR1458 and DR1487 between Ceres and Op-Die-Berg	2023-11-20	2026-10-29	335 134
Overberg	Cape Agulhas	C1270.03 Emergency Repairs to Elandsdrift Bridge B1388 on DR1205	Emergency Repairs to Elandsdrift Bridge B1388 on DR1205	2024-05-24	2025-06-09	9 115
Overberg	Theewaterskloof	C1270.05 Hartbeesrivier Causeway C12405 on OP4096	Emergency Flood Damage Repairs to Hartbeesrivier Causeway C12405 on OP4096	2024-06-10	2025-08-04	28 574
Cape Winelands	Breede Valley	C1271.10 Emergency Flood Damage Repair in the Worcester Area II	Emergency Flood Damage Repair in the Worcester Area II	2024-11-22	2024-05-23	12 207
Cape Winelands	Witzenberg	C1308 Repairs Uitkyk Pass	Emergency Flood Damage Repair of Uitkyk Pass (DR01487)	2023-11-27	2025-04-18	62 896
Overberg	Theewaterskloof	C1315 Emergency Repair Works on TR29/2 Bredasdorp to Arniston	Emergency Repair Works on TR29/2 Bredasdorp to Arniston	2024-12-02	2025-06-26	20 221

8.4 Human Settlements: Capital investment, maintenance and asset management

Table 38: Programme 4: Capital investment, maintenance and asset management

Infrastructure projects	2024/25			2023/24		
	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)	Final appropriation (R'000)	Actual expenditure (R'000)	(Over)/under expenditure (R'000)
New and replacement assets	0	0	0	0	0	0
Existing infrastructure assets	0	0	0	0	0	0
Upgrades and additions	0	0	0	0	0	0
Rehabilitation, renovations and refurbishments	0	0	0	0	0	0
Maintenance and repairs	0	0	0	0	0	0
Infrastructure transfer	2 017 312	1 724 911	292 401	2 262 135	1 770 788	491 347
Current	0	0	0	124 575	52 748	71 827
Capital	2 017 312	1 724 911	292 401	2 137 560	1 718 040	419 520
Total	2 017 312	1 724 911	292 401	2 262 135	1 770 788	491 347

The Branch: Human Settlements spent 85.5 per cent of its allocation. This significant underspending relates specifically to the reduction in national conditional grant allocations, comprising a R200m cut to the Human Settlements Development Grant and a R100m cut to the Informal Settlements Upgrading Partnership Grant. These reductions, announced on 3 March 2025 in Government Gazette no. 52207, restricted the Department's ability to deliver on its full mandate. Other challenges included community unrest, extortion, land invasions, and delays in procurement and contractor performance.

The Department provided 4 779 housing opportunities against the HSDG Business Plan target of 4 845 and serviced 3 181 sites against the HSDG Business Plan target of 2 801, despite the R200m reduction in allocation with a total spend of R1.405bn from the Human Settlements Development Grant.

The Department serviced 1 672 sites against the ISUPG Business Plan target of 1 527, with a total budget spent of R282.315m from the Informal Settlement Upgrading Partnership Grant.

Key programmes implemented in partnership with other public and private sector partners are described below.

Informal settlement upgrading

The Department's approach to informal settlement upgrading is anchored in a transversal and provincial-wide informal settlement upgrading strategy, which seeks to enhance, simplify and accelerate informal settlement upgrading interventions. In collaboration with informal settlement communities, it seeks to assist municipal officials in improving the quality of life of informal settlement dwellers by enabling access to public infrastructure, finance, land, tenure, economic opportunities and incremental housing opportunities through an innovative, people-centred and partnership-based approach.

A total of 43 projects were targeted for funding in the amount of R382.315m during the mid-year adjustment by the Department's 2024/25 ISUPG Business Plan before the budget cut. Some of these projects are complete, and others are all at various stages of project preparation, planning, or implementation. Implementation plans include installing or upgrading services, including access to clean water, sanitation, and electricity, and, in other cases, access to basic services on a shared ratio basis. Eleven of these projects were in the implementation stage and have projects have delivered 1 698 serviced sites. The rest of the projects are in the packaging stage for delivery over the MTEF period.

Claims for all work done before the end of the financial year that have not been paid, is to be incorporated and paid in the new financial year.

Affordable Housing Programme

Various key affordable housing initiatives have been implemented during this reporting period. The Department recognises the vital importance of accelerating the affordable housing initiatives and continues to focus on aligning and enhancing the primary instruments for delivering affordable housing. One of these instruments is the Social Housing Programme, which facilitates the development of affordable rental opportunities in designated restructuring zones. This has been a key focus for the Department with the continued implementation, and facilitation, of the programme. Over the 2024/25 financial year, the DOI in collaboration with the NDHS, SHRA, the City of Cape Town and other 7B municipalities, the National Association of Social Housing Organizations (NASHO), various SHIs and ODAs has developed an extensive project pipeline of new social housing projects for implementation within the 2025/26 financial year, and over the remainder of the 2024–2029 MTDP period.

The province has been advocating for the allocation of additional funds to the SHRA so that the pipeline can be implemented, as this is dependent on the requisite Consolidated Capital Grant funding being provided by the SHRA. In addition, the Department continues to harness its partnerships with the SHRA, which is demonstrated through the local municipalities of Drakenstein, Breede Valley, Stellenbosch, and George, as well as the Garden Route District Municipality receiving assistance through the Municipal Social Housing Support Programme and Institutional Investment Grants.

The Departmental Land Release Programme has delivered over 5 000 housing opportunities since 2009. The remaining four projects are at various stages of planning and implementation and have the potential to yield a further 2 700 housing opportunities. With respect to the devolution of property, discussions are at an advanced stage with the

Drakenstein Local Municipality and it is anticipated that a deed of alienation will be concluded in 2025/26 to devolve a block of flats to the municipality.

A photograph of a modern residential development. In the foreground, a paved courtyard with a brick pattern features a circular stone planter with a small bush. To the left, a building is under construction, showing its steel frame and scaffolding. In the background, a row of colorful, modern houses in shades of blue, yellow, and red stretches into the distance. Two people are standing near the blue building. The sky is clear and blue.

PART C

Governance

Part C: Governance

1 Introduction

The DOI is committed to maintaining the highest standards of governance, which is fundamental to the management of public finances and resources. Readers of this Annual Report require assurance that the DOI has sound governance structures in place to effectively, efficiently and economically utilise the state resources at its disposal which are funded by the taxpayer. One of the core values of the DOI is “accountability”. Promoting a strong governance environment gives effect to this value.

2 Risk management

2.1 Risk Management

The AO for the DOI takes responsibility for implementing enterprise risk management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF) and the Enterprise Risk Management in the Department of the Premier provides a centralised strategic support service to the Department. The Department established an Ethics and Enterprise Risk Management Committee (ERMCO) to assist the AO in executing her responsibilities relating to risk management.

2.2 Enterprise Risk Management Policy and Strategy

The Department adopted an ERM Policy on 19 May 2023 for the 2023/24 to 2024/25 financial years. This policy articulates the risk management philosophy and captures, on a high-level, the roles and responsibilities of the different role players. It provides the basis for the risk management process which is supplemented with the detail in the strategy.

The ERM strategy and implementation plan outlines how the Department will go about implementing the ERM Policy adopted by the AO. This ERM strategy is informed by the Provincial Enterprise Risk Management Policy and Strategy (PERMPS), specifically as it relates to appetite levels, as well as its own ERM Policy and risk profiles.

2.3 Ethics and Enterprise Risk Management Committee responsibility

ERMCO reports that it has complied with its responsibilities arising from Section 38 (1)(a)(i) of the Public Finance Management Act, Treasury Regulation 3.2.1 and Public Service Regulations of 2016, Chapter 2, Part 1, 2 and 3. The ERMCO also reports that it has adopted the appropriate formal Terms of Reference and regulated its affairs in compliance with this Terms of Reference and has discharged all its responsibilities as contained therein.

2.4 Ethics and Enterprise Risk Management Committee members

The ERMCO comprises of the AO, top management, and selected members of the Department's management team. During the year under review, three meetings

occurred. The associated table reflects the number of meetings attended by each member.

The table below provides information on ERMCO members.

Member	Position	Attended
Adv C Smith	Accounting Officer (Risk Champion and ERMCO Chairperson)	2
Ms S Andrews	CD: Financial Management	3
Adv G Kode	Acting DDG: Strategy, Planning, and Coordination	2
Mr R Maharaj	CD: Strategic Management and Operational Support	3
Mr C October	Acting DDG: Roads	3
Ms R Kok	Acting DDG: Provincial Public Works	2
Ms A Campbell	Acting DDG: Provincial Public Works	1
Ms L Schuurman	DDG: Human Settlements	3
Ms P van der Merwe	CD: SCM (Ethics Officer)	3
Mr B Rahim	Director: Financial Governance (Fraud Champion)	2
Mr R Janse van Rensburg	CD: PFS (DotP)	3
Ms A Haq	Director: ERM (DotP)	3
Ms A Gertze	Services Manager: Ce-I, DotP	3
Ms U Clayton	Secretariat	2

* There has always been representation of the unit when the members were unable to attend the meeting.

The following is an indication of other officials who attended the ERMCO meetings for the year under review:

Name	Position	Attended
Ms G Hartley	Deputy Director: Assurance Services	1
Ms S Webb	Deputy Director: Office of the HoD	1
Ms W Hansby	Director: PFS (DotP)	3
Mr D Micketts	Chief Risk Advisor: ERM (DotP)	3
Ms J Reed	Risk Advisor: ERM (DotP)	3
Mr S Malan	Director: Internal Audit (DotP)	3
Ms B Beukes	Deputy Director: Internal Audit (DotP)	3
Mr W Jacobs	Deputy Director: PFS (DotP)	2

2.5 ERMCO key activities

The AO is the chairperson of the ERMCO, and the Risk Champion of the Department. In executing its function, the ERMCO performed the following key activities during the year:

- Reviewed the department's ERM Strategy and Implementation Plan before recommendation by the Audit Committee and approval by the AO;
- Monitored and reviewed risks in set grouped categories of appetite ranges, reviewed and applied appropriate risk appetite and tolerances guided by the PERMPS adopted by Provincial Top Management;
- Reported to the AO any material changes to the risk profile of the Department;

- Confirmed the Department's citizen-centric strategic risks. This illustrates the Department's efforts to address the contributing factors and impacts that relate directly to the citizen;
- Determined the risk velocity for departmental strategic risks;
- Received and considered risk intelligence and trend reports;
- Identified emerging risks;
- Reviewed risks that are outside the tolerance levels for further action/ attention;
- Monitored the implementation of the Fraud and Corruption Prevention and Response Implementation Plan;
- Monitored the implementation of the departmental ERM Policy, Strategy and Implementation Plan;
- Evaluated the effectiveness and mitigating strategies to address the material, ethics and economic crime risks; and
- Provided oversight on ethics management in the Department.

2.6 Key risks considered and addressed during the year

Cognisance is taken of the risk management process being an iterative one and that certain risk response decisions are available to management. Attention is continually spent on the top risks which are listed below driven by, inter alia, Principle 7 of the Corporate Governance Framework for the Western Cape of 2018 "Management must instil and inculcate a culture of risk and opportunity management at all levels across the Department that supports defining core functions and to set and achieve strategic objectives". The following are keys risks for the Department and were regularly deliberated upon during the period under review:

1. Safety and security of DoI staff, movable-, immovable- and intangible assets is continually on the risk management radar. Contributing factors to the risk have much to do with people's behaviour and perceptions and the Department has little control over these matters. Camera monitoring and engagements with authorities responsible for community safety continue to ensure a collective approach to constrain the risk.
2. The risk "decay of the provincial immovable asset base to below the mandatory standards" arises from several contributing factors, including insufficient capital and maintenance budgets, uncertainty in budget allocations, and the practice of cutting infrastructure budgets when faced with financial constraints. These factors lead to insufficient and ineffective assets, and lack of maintenance resulting in the need for future rebuilding or rehabilitation.
3. Inability to stem fragmentation and erosion of infrastructure mandate. The withdrawal of PT Instruction 16B which applies to institutions engaged in the delivery and maintenance of infrastructure as clients, implementers, or custodians identified contributing factors, uncertainty on future custodian appointment, and failures in the Refresh organisational development exercise, coupled with the establishment being insufficient for requirements, impacts of staff loss and burnout, underscore the critical importance of addressing these factors to mitigate the risk.
4. The constrained ability to futureproof the immovable asset portfolio and meet growing demand and adapt to or mitigate climate impact stems from contributing

factors such as insufficient funding to adapt and mitigate asset decay, time pressures hindering effective post-disaster rebuilding, and a lack of specialist capacity to identify and address risks. Management is discussing current mitigation actions and potential future actions to constrain this risk.

5. Hampered operations and execution of projects due to extraordinary global, continental, or regional disruption. The potential delays in the procurement of ICT equipment have a direct impact on the Department's operations regarding equipment replacement, project execution, and new officials' ability to fulfil their roles. This risk, initially assessed at the tolerance level, remains significant on the strategic register due to uncertainties surrounding various unknown factors.

2.7 Key emerging risks for the following financial year

The department has implemented a robust ERM process to ensure that the risks associated with its restructuring are well-aligned and managed. This proactive approach aims to achieve a comprehensive understanding of the risks involved, and the Department is continually developing strategies to manage and mitigate these risks effectively.

2.8 Management of risks

Regular strategic and programme risk assessments are conducted to review current risks on the risk profile and to identify new and emerging risks due to changes in the internal and external environment. Each programme's risks were deliberated on and debated during the year, with updates being presented at the quarterly ERMCO meetings. Senior managers were required to provide feedback on progress with implementation of action plans to reduce the likelihood of risks and/ or the impact if they should materialise. ERMCO also referred risks that should be analysed more extensively back to the responsible programmes for recommended additional mitigation actions or actions to manage risks. Management takes ownership of risks and often discusses risk matters in various platforms as part of its culture to manage risks in a collaborative and innovative way. The Department's ERM Policy and Strategy are circulated to all officials on an annual basis for all levels of staff to stay abreast of enhancements that have been effected and as a means of embedding risk management throughout the Department. Bespoke and generic risk awareness sessions were conducted during the year under review to share benchmarking elements so that risk management can mature in the Department. Activities detailed in the implementation plan are continually monitored and periodically reported on, in the same way that APP deliverables are monitored, to detect potential risks and deviations from indicators and the achievement of outcomes and non-adherence to legislative and policy mandates.

The Jobs Cluster Audit Committee provided independent oversight of the Department's system of risk management. The Audit Committee was furnished with quarterly ERM progress reports and risk registers to execute their independent oversight role.

2.9 Conclusion

The agility and resilience of the DOI to deliver infrastructure with passion and steadfast commitment is underpinned, through ERMCO, by a moral and ethical code that forms the bedrock of all management decisions. This is further strengthened by bold and fearless

identification and interrogation of potential and/ or imminent risks, and mitigation measures to reduce potential impact, on a foundation of ethically and morally correct decision-making principles.



Accounting Officer
Department of Infrastructure

Date: 23/07/2025

3 Fraud and corruption

Fraud and corruption represent significant potential risks to the Department's assets and can negatively impact on service delivery efficiency and the Department's reputation.

The WCG adopted an Anti-Fraud and Corruption Strategy which confirms the province's zero-tolerance stance towards fraud, theft and corruption. In line with this strategy, the Department is committed to zero-tolerance with regard to corrupt, fraudulent or any other criminal activities, whether internal or external, and vigorously pursues by all legal means available any parties who engage in such practices or attempt to do so.

The Department has an approved Fraud and Corruption Prevention Plan and an accompanying Implementation Plan which gives effect to the Prevention Plan. The various channels for reporting allegations of fraud, theft and corruption are described in detail in the Provincial Anti-Fraud and Corruption Strategy, the WCG Whistle-blowing Policy, and the Departmental Fraud and Corruption Prevention Plan. Each allegation received by the Provincial Forensic Services is recorded in a Case Management System which is used as a management tool to report on progress made with cases relating to the Department and to generate statistics for the Department and the WCG.

Employees and workers who blow the whistle on suspicions of fraud, corruption and theft are protected if the disclosure is a protected disclosure (if it meets the statutory requirements of the Protected Disclosures Act (Act 26 of 2000), i.e., if the disclosure was made in good faith. The WCG Whistle-blowing Policy provides guidelines to employees and workers on how to raise concerns with the appropriate line management, specific designated persons in the WCG or external institutions, where they have reasonable grounds for believing that offences or improprieties have been, or are being, perpetrated in the WCG. The opportunity to remain anonymous is afforded to any person who would like to report acts of fraud, theft and corruption and, should they do so in person, their identities are kept confidential by the person to whom they are reporting.

If, after investigation, fraud, theft or corruption is confirmed, the employee who participated in such acts is subjected to a disciplinary hearing. The WCG representative initiating the disciplinary proceedings is required to recommend dismissal of the employee concerned. Where evidence of criminal conduct is detected, a criminal matter is reported to the South African Police Service (SAPS).

For the year under review, PFS issued a Case Movement Certificate for the Department noting the following:

Cases	Number of cases
Open cases as at 1 April 2024	6
New cases (2024/25)	5
Closed cases (2024/25)	(4)
Open cases as at 31 March 2025	7

The following table further analyses the closed cases indicated above:

Nature and investigation outcomes of cases closed
In 2 cases the allegations of fraud were substantiated (both these matters were reported to the SAPS).
In 1 case the allegation of non-compliance / irregularities was substantiated.
In 1 case the investigation was concluded with no adverse findings but with recommendations.

4 Minimising conflicts of interest

The DOI managed the following processes to minimise conflict of interest in the SCM domain:

- Fostering an organisational culture of ethics and good governance by ensuring regular communication and understanding of the Public Service Regulations (PSR) 2016.
- Conducting annual training and formal workshops on ethics.
- Ensuring that all SCM employees complete the annual Disclosure of Financial Interests (e-disclosure)
- Regularly creating awareness on as well as requiring that all employees who engage in remunerative work outside of the Public Service, apply for approval in advance (under the Other Remunerative Work directive), taking into account the Public Service Regulations, and requiring that DOI staff to comply with ethical standards.
- Implementing the Code of Conduct for SCM practitioners.
- Implementing the National Treasury's Code of Conduct for BAC.
- Implementing a process for managing conflicts of interest and the risks that could arise by accepting gratifications, hospitality and gifts and maintaining a gifts register.
- Requiring a Declaration of Interest form from everyone involved in the consideration, recommendation and/ or adjudication of bids.
- Identifying and verifying potential conflicts of interest of employees through the PT's Insights Report.
- Implementing bidder/ employee profile verification processes, which entail a comparison of employee information on PERSAL with supplier data on the WCSEB as well as the NT's Central Supplier Database. This serves as both a preventative and detective control measure to identify officials doing business with government.
- Implementing PT Instructions which require all suppliers and contractors intending to do business with the WCG to register on the WCSEB. This includes prerequisites such as:
 - o Verifying company registration and ownership information with the Companies and Intellectual Property Commission.
 - o Ensuring that all prospective bidders make a sworn declaration on the WCBD 4 form.
 - o Implementing NT Instruction 4A of 2016, which requires all suppliers intending to do business with government to register on the Central

Supplier Database. The following key information of prospective suppliers is verified on the CSD among others:

- Business registration, including details of directorship and membership;
 - Bank account holder information;
 - "In the service of the State" status;
 - Identity number;
 - BB-BEE status level; and
 - Tender defaulting and restriction status.
- Maintaining a formal vetting process prior to the appointment of any professional service providers.

5 Code of Conduct

The DOI fully supports the Public Sector Code of Conduct as per the Public Service Regulations issued in 2016, and all employees are expected to comply with its standards. The Public Sector Code of Conduct addresses employee behaviour in the workplace and contributes to the Department's drive to maintain the highest levels of ethics, the eradication of corruption, and the promotion of good governance. During their induction, new appointees were made aware of the Code of Conduct, and they received a copy of the Code. All new employees were informed in their letters of appointment that the Code of Conduct is available on the WCG website.

It is noted that the primary purpose of the Code of Conduct is a positive one, namely, to promote exemplary conduct. Notwithstanding this, an employee shall be guilty of misconduct and may be subject to disciplinary action if he or she contravenes any provision of the Code of Conduct.

There are a number of "profession-specific" codes of conduct, including the Code of Conduct for SCM Practitioners and the relevant practitioners/ professionals are required to acknowledge that they will abide by these codes.

Various codes of conduct (e.g., the Code of Conduct for the Public Service and the Code of Conduct for Supply Chain Practitioners) determine norms and standards to promote integrity and guide employees about the conduct that is expected of them.

Officials who need to access departmental information for study purposes are required to do so through a formal request to the office of the Head of Department and information about such request forms part of the Ethics Report to ERMCO.

6 Health, safety and environmental issues

The Occupational Health and Safety Act, 1993 (Act 85 of 1993) imposes a responsibility on the DOI to ensure the physical safeguarding of its infrastructure sites, as well as ensuring the physical health and safety of contractors and their employees. To this end, the minimum requirements relating to how this risk should be managed on infrastructure sites has been standardised and built into the Construction Tender Document suites prescribed

by the CIDB. In so far as it pertains to transport infrastructure, environmental impact assessments must be conducted.

The DOI has an operational Safety and Security Committee which includes representatives from the Department of Police Oversight and Community Safety.

In support of effective emergency evacuation, nine evacuation plans were reviewed and approved in the 2024/25 financial year. Due to the implementation of the Policy on Working from Home and/ or Remotely, five scheduled evacuation exercises were conducted during the reporting period. The Business Continuity Plan is currently being reviewed, and an additional energy and electricity disruption contingency plan is in draft form.

7 Standing and Ad hoc Committees on Infrastructure and Public Works

7.1 Standing Committee on Infrastructure

7.1.1 The Standing Committee's letter referenced 11/4/6 of 31 July 2024 and the DOI's response are tabled below.

Papers, reports, and information requested by the Committee	DOI's response
In its notice dated 31 July 2024, the Committee invited the Department to a briefing on 23 August 2024 on the Department's Annual Performance Plan (APP) for the 2024/25 financial year. The briefing to include the following: • Key programmes and projects that will be driven during the 2024/25 financial year; • Impact of the flood disasters in the Western Cape; • Strategies implemented to circumvent future flood disasters; • The costs associated with the repair of the flood disaster infrastructure; and • Legislation in the pipeline and within the Department's area of responsibility.	The Department attended the briefing on 23 August 2024 on the Annual Performance Plan (APP) for the 2024/25 financial year. The Department's presentation covered the following: • The Annual Performance Plan 2024/25; • Additional key points; • Key programmes and projects that will be driven in the 2024/25 financial year; • Impact of the flood disaster in the Western Cape; • Strategies implemented to circumvent future disaster; • The costs associated with the repair of the flood disaster infrastructure; and • Legislation in the pipeline and within the Department's areas of responsibility.

7.1.2 The Standing Committee's letter referenced 11/4/6 of 23 August 2024 and the DOI's response are tabled below.

Papers, reports, and information requested by the Committee	DOI's response
In its letter dated 23 August 2024, the Committee invited the Department to a virtual meeting on 10 September 2024 to brief the Committee on the longlist and shortlist of the candidates interviewed by the Western Cape Rental Housing Tribunal.	The Department attended the meeting on 10 September 2024 to brief the Committee on the longlisting and shortlisting of the candidates interviewed by the Western Cape Rental Housing Tribunal. The Department's presentation covered the following: • The purpose and vacancies in the Western Cape Rental Housing Tribunal; • Current Tribunal Members and their terms; • Process followed in the advertisement and interviews; • Advertisement/ notices; • Applications / nominations received; • Longlist scoring based on criteria; • Candidates invited for interviews; • Interview questions and practical assessment exercise; • Consideration of shortlist; • Interview scoring; and • Practical scoring and final combined scores.

7.1.3 The Standing Committee's letter referenced 11/4/6 of 4 September 2024 and the DOI's response are tabled below.

Papers, reports, and information requested by the Committee	DOI's response
In its letter dated 4 September 2024, the Committee invited the Department to a meeting on 9 October 2024 to brief the Committee on the department's Annual report and its entity, the Western Cape Rental Housing Tribunal for the 2023/24 financial year.	The Department attended the meeting on 9 October 2024 to brief the Committee on the department's Annual report and its entity, the Western Cape Rental Housing Tribunal for the 2023/24 financial year. The Department's presentation covered the following: • The key statistics per programme; • Department of Infrastructure- Annual Report 2023/24; and • Western Cape Rental Housing Tribunal - Annual Report 2023/24.

7.1.4 The Standing Committee's letter referenced 11/4/6 of 22 October 2024 and DOI's response are tabled below.

Papers, reports, and information requested by the Committee	DOI's response
In the email on 22 October 2024, the Committee invited the Department to a virtual meeting on 29 November 2024 to present its Adjustments Appropriations Bill.	The Department attended the virtual meeting on 29 November 2024 to present its Adjustments Appropriations Bill. The Department's infographic covered the following: • Departmental overview budget for 2024/25; • Rollover; • Section 31 (2) (e); • Re-alignment; and • Reprioritization of the adjusted budget.

7.1.5 The Standing Committee's letter referenced 11/4/6 of 30 January 2025 and the DOI's responses are tabled below.

Papers, reports, and information requested by the Committee	DOI's response
In its letter dated 30 January 2025, the Committee invited the Department to a virtual meeting on 14 February 2025 to brief the Committee on the department's Draft Annual Performance Plan for the 2025/26 financial year.	The meeting on the Draft Annual Performance Plan scheduled for 14 February 2025 was postponed and eventually cancelled.

7.1.6 The Standing Committee's letter referenced 11/4/6 of 10 December 2024 and the DOI's response are tabled below.

Papers, reports, and information requested by the Committee	DOI's response
In its letter dated 10 December 2024, the Committee invited the Department to a Service Delivery Cluster Visit Week in Beaufort West on 23- 26 February 2025. The Department was requested to brief the Western Cape Provincial Parliament, conduct an oversight visit to the Graceland Mountain View Housing project and provide an update on the following agenda items: • Rehabilitation of defective houses; • Removal of rubble heaps; • Implementation of alternative energy sources; and • Public and private partnerships. The Department and the Municipality were requested to accompany the Delegation on the walk-about of the Graceland Mountain View Housing project.	The Department attended the Service Delivery Cluster visit week on 25 February 2025 in Beaufort West. The visit included a briefing, and an oversight visit to the Graceland Mountain View Housing project.

7.1.7 The Standing Committee's letter referenced 11/4/6 of 11 March 2025 and the DOI's response are tabled below.

Papers, reports, and information requested by the Committee	DOI's response
In its letter dated 10 December 2024, the Committee invited the Department to a meeting and oversight visit to the Cape Town of the Industries Education and Training Institute (IETI) on 19 March 2025. Consequent to the briefing, the Committee will participate in a guided tour of the IETI and the tour agenda will cover the following: Briefing by the IETI on: • The infrastructure Student Skills Development Support Programme; • The training programme for infrastructure student, including current challenges faced; • Highlights of programme successes, with insights into future improvements and opportunities for collaboration. Briefing by the Department of Infrastructure on: • Financial mechanisms supporting the programme; • Key contributors and partnerships driving funding Allocation strategies to ensure equitable access and sustainability; • Achievements in integrating women and youth into infrastructure projects; an • Statistical highlights showcasing placement rates and success stories; and • Initiatives fostering inclusivity and long-term career growth.	The Department attended the meeting and oversight visit on 19 March 2025 to the Cape Town of the Industries Education and Training Institute (IETI). The Department's presentation covered the following: • Implementation of strategies to ensure access and sustainability. • Expanded Public Works Programmes Skills: Development Training Programme; • Expanded Public Works Programmes Skills: Development Training Programmes' admission requirements; • Financial mechanism supporting the programmes; • Achievements in integrating women and youth in infrastructure projects; • Statistical highlights showcase placement rate and success stories; • Outreach projects; and • Community service.

7.1.8 The Standing Committee's letter referenced 11/4/6 of 4 March 2025 and the DOI's response are tabled below.

Papers, reports, and information requested by the Committee	DOI's response
In its letter dated 4 March 2025, the Committee invited the Department to attend a meeting and brief the Committee on the consideration of Vote: 10, Infrastructure, in the Schedule to the Western Cape Appropriation Bill, 2025 on 2 April 2025.	The Department attended the meeting on 2 April 2025 to brief the Committee on considering Vote 10, Infrastructure, in the Schedule to the Western Cape Appropriation Bill, 2025 on 2 April 2025. The Department's presentation on the 2025/26 main budget overview covered the following: • Administration; • Public Works and its key projects; • Transport Infrastructure and its projects; • Human Settlements and their key project; • Community-Based Programmes; and • Department's budget and service risks.

8 Standing Committee on Public Accounts (SCOPA) Resolutions

8.1 Response to the report of the Public Accounts Committee (PAC) on the 2023/24 Annual Report dated 28 March 2024

Vote 10: Department of Infrastructure

"The Committee noted the audit opinion of the Auditor-General regarding the Annual Financial Statements of the Department for the 2023/24 financial year, having obtained an unqualified audit report with no findings on performance reporting nor compliance.

Audit Opinion

The Auditor-General of South Africa raised findings with the Department on performance reporting, which was subsequently corrected by management.

The Committee supports the key recommendations of the AGSA that:

- Senior management should design documented standard operating procedures to ensure that an understanding is created of the objective of indicators, the information required to be collected and the persons responsible to gather the information, and to review such information, including timelines and the process to be followed for such information to be reviewed. Documented standard operating procedures should be reviewed by programme heads and the accounting officer for implementation, and regular monitoring in line thereof;*
- Senior management should continue to enhance project management processes to ensure appropriate monitoring of projects by project managers and implement consequence management where project managers are not fulfilling their roles and responsibilities in overseeing project deliverables. Senior management should also report poor performance of contractors to the Accounting Officer on a quarterly basis, with the assessment of appropriate consequence management taken.*

Furthermore, the Committee notes the challenges the Department faced during the financial year under review, as follows:

- Shortcomings, within all programmes scoped in, were identified regarding effectively ensuring accurate reporting of actual achievements in the Annual Performance Report (APR), as a rigorous review of supporting evidence against listings was not performed on a regular basis to prevent inaccuracies, including identification of duplicate information; and*
- Some deficiencies within project management practices exist, which highlight a need for improved oversight and accountability. To address these issues and maintain the commitment to transparency, efficiency and effective service delivery, it is imperative that management further strengthen these controls, enhance monitoring procedures and implement robust mechanisms to hold contractors and project managers accountable. This might include the need for a relook on whether current contract stipulations are sufficient to ensure that appropriate accountability processes can be instituted where required.*

Financial management

During the financial year under review, the Department spent R9,113 billion of an appropriated budget of R9,627 billion, which resulted in an underspending of R514,013 million (94,6 per cent budget spend).

In addition, the total estimated departmental receipts budget of R78,135 million was over-collected by R180,325 million, which resulted in a departmental receipt of R258,460 million.

The revenue over- and under collections occurred under the following line items:

- Sale of goods and services other than capital assets (R104,180 million over-collection);
- Transfers received (R24,192 million over-collection);
- Interest, dividends and rent on land (R8,252 million under-collection);
- Sale of the Departmental capital assets (R24,435 million over-collection); and
- Transactions in financial assets liabilities (R35,770 million over-collection).

During the financial year under review, the Department recorded irregular expenditure of R311,140 million. Of these, R314,244 million was from the previous financial year, while R52 000 was recorded in the 2023/24 financial year and R3,155 million condoned. R114,174 million irregular expenditure was under assessment, determination, investigation. In addition, the audit found no fruitless and wasteful expenditure during the 2023/24 financial year.

8.2 Resolution

Resolutions	Due date	Response
Paragraph 4.2 – Page 3 General findings – Improve the lived realities of citizens The standing committees must review the APPs of their departments and entities in a timely manner before they are finalised by the respective departments, to effect the required changes and reviews, which must be formalized in a Report. The Executive authorities must ensure that the recommendations of the standing committees are implemented in the APPs of their departments and entities.		Noted. A letter in this regard was sent to the Head of Department on 23 January 2025 (Copy attached as Annexures A).
Paragraph 5 – Page 3 PAC transversal resolutions to all stakeholders During the discussions with the departments and entities of the WCG, the Committee resolved that it would Resolve on the following matters: <u>Resolution 5.1 – Payments of invoices after 30 days</u>	Briefing to be scheduled by the Public Accounts Committee.	Noted. A letter in this regard was sent to the Chief Director: Financial Management on 23 January 2025 (Copy attached as Annexures B). Attached an extract of the Departments 2023-24 Annual Report, reflecting the required information. (Annexure C).

Resolutions	Due date	Response
That the departments and entities provide detailed information (footnotes) when presenting their 30-day payments in their annual reports on how many days after the receipt of the invoice/s the department and/or entity paid such invoice; including providing reasons for the payments after 30 days. <u>Resolution 5.2 – Service delivery impact against predetermined objectives</u> That the Auditor-General of South Africa, including the Audit Committee of the WCG engage the Committee on the issue raised by the Committee in terms of its enquiry of service delivery impact of the departments and entities of the WCG against their predetermined objectives and how the non- or partial achievements of the predetermined objectives impact on service delivery of the WCG.		Noted. A letter in this regard was sent to the Director: Internal Audit – coordinator of the Audit Committee, on 8 January 2025 (Copy attached as Annexures D). A letter in this regard was sent to the Auditor General of South Africa on 8 January 2025 (Copy attached as Annexures E). The departmental audit committee and AGSA met with the PAC on 12 February 2025, during which the service delivery impact of the DOI against their predetermined objectives were discussed, including how the non- or partial achievement of the predetermined impact on service delivery.
Paragraph 12.3 – Page 24 Paragraph 25, page 237, of the Annual Report – Achievement of planned targets (Programme 2) <u>Resolution 12.3.1</u> The Department briefs the Committee on the challenges of it not meeting the annual target of Programme 2; including what mechanisms it has put in place to avoid a recurrence of such a finding by the AGSA.	Briefing to be scheduled by the Public Accounts Committee.	Noted. A letter in this regard was sent to the Head of Department, inclusive of the Deputy Director-General of Programme 2 and Chief Financial Officer, on 23 January 2025 (Copy attached as Annexures A).
Paragraph 12.3 – Page 24 Paragraph 25, page 238, of the Annual Report – Achievement of planned targets (Programme 4) <u>Resolution 12.3.2</u> The Department briefs the Committee on the challenges of it not meeting the annual target of Programme 4; including what mechanisms it has put in place to avoid a recurrence of such a finding by the AGSA.	Briefing to be scheduled by the Public Accounts Committee.	Noted. A letter in this regard was sent to the Head of Department, inclusive of the Deputy Director-General of Programme 4 and Chief Financial Officer, on 23 January 2025 (Copy attached as Annexures A).
Paragraph 12.3 – Page 25 Page 151 of the Annual Report – Decay of the provincial asset base to below the mandatory standards <u>Resolution 12.3.3:</u>	Briefing to be scheduled by the Public Accounts Committee.	Noted. A letter in this regard was sent to the Head of Department on 23 January 2025 (Copy attached as Annexures A).

Resolutions	Due date	Response
That the Department in conjunction with PT, briefs the Committee on the available business model used by the Department to fund infrastructure projects- especially new versus old maintenance. Furthermore, the Department should include in its briefing how it considers diversifying its funding of both its own governmental funding and/or crowdfunding from and with private sector (where and if) such exist.		

8.3 List of information required

- 8.3.1. A copy of the Road Maintenance Action Plan, as alluded to by the officials of the Department. (Information provided to the Committee Coordinator).
- 8.3.2. A Report which provides the reasons for the limited bidding through the Department's procurement by other means, as reflected on pages 223-232 of the Annual Report. (Information provided to the Committee Coordinator).
- 8.3.3. A Report to indicate the maintenance backlog that was identified and spent on, as reflected under Note 4.6 on page 279 of the Annual Report. (Information provided to the Committee Coordinator).
- 8.3.4. The AGSA to provide a written response on how their impact to service delivery assessment was done from Programmes 3, 4 & 5; including the conclusion reached on each, given the percentages non-achieved and variables that were taken to account on the value judgement provided by AGSA on each of the respective programmes as per slide 10 of their brief to PAC. (Information provided to the Committee Coordinator).
- 8.3.5. The Department, through the Office of the HoD, to share its 10-year maintenance backlog in the province; including the cost, budget and shortfall that was referred to- as highlighted on page 151 of the Annual Report (upon receipt of the Report the PAC may call the Department to brief it on the contents of the Report). (Information provided to the Committee Coordinator).

9 Prior modifications to Audit Reports

There were no modifications to the Audit Reports.

10 Internal Control units

10.1 Chief Directorate: Financial Management, Directorate: Financial Governance

The purpose of the Directorate: Financial Governance (FG) is to ensure sound financial governance practices. During the course of the financial year under review, the focus was on verifying compliance to approved delegations, compliance testing of expenditure vouchers, detecting and preventing irregular, fruitless and wasteful expenditure, conducting predetermined financial inspections as indicated on its operational plan, ad hoc investigations, and providing effective and efficient fraud and loss control management services.

Issues	Work performed
Financial delegations	Financial Delegations were reviewed in totality to provide a new set of Delegations for the Department of Infrastructure.
The development, review, and amendment of standard operating procedures (SOPs) and policies to enhance financial governance	The following financial instructions were issued during the 2024-2025 financial year: Finance Instruction 01 of 2024 – Transfer Payments Finance Instruction 02 of 2024 – Year end book closure 2023/2024 Finance Instruction 03 of 2024 – AFS reporting 2023-2024 Finance Instruction 04 of 2024 – Annual revision of subsistence and camping allowances Finance Instruction 06 of 2024 – IFS reporting June 2024 Finance Instruction 07 of 2024 – Declaration and acceptance of gifts by employees Finance Instruction 08 of 2024 – Attendance of external conferences Finance Instruction 10 of 2024 – IFS reporting 30 September 2024 Finance Instruction 12 of 2024 – Fraud Corruption Prevention and Response Plan Finance Instruction 13 of 2024 – IFS reporting 31 December 2024
PFS reports	Attended to investigation requests of the 4 reports received. The outcome of the 4 reports were as follows: 1 Case concluded with confirmed non-compliance and other irregularities 2 Cases concluded with confirmed fraud 1 Case confirmed with no adverse findings
External audit process	To ensure continuity with the prior year audit outcome, essential preparation work was performed prior to the commencement of the new audit cycle in January 2025.
Internal audit process	As at 31 March 2025, 4 new as well as 4 follow-up reports were received. Implementations of the recommendations were managed through the Departmental Corporate Governance Improvement Plan (DCGIP).

Issues	Work performed
Retention of financial information	During the 2024–2025 financial year, 21 915 BAS payment vouchers, 3 323 BAS journals and 4 593 receipts were verified against the monthly document control reports to ensure completeness and safeguarding of financial information.
Reporting	
PAC (Resolutions)	Annually
Public Service Commission (Financial Misconduct)	Quarterly and annually
Department of Public Service and Administration (Corruption and Fraud)	Quarterly
Top Management (DCGIP)	Monthly
Audit Committee (DCGIP)	Quarterly
Top Management (Irregular, fruitless and wasteful expenditure)	Monthly
Audit Committee (Irregular, fruitless and wasteful expenditure)	Quarterly
ERMCO (Fraud Prevention Strategy Implementation Plan & Fraud Risk Registers)	Quarterly
IYM (Irregular, fruitless and wasteful expenditure)	Monthly
DCGIP	The DCGIP was updated with findings from the AGSA Management reports, Internal Audit reports, PT gap analysis, PFS reports and PAC resolutions. At year-end, 18 projects were monitored in this regard.
Financial Manual on the Electronic Content Management system	Maintenance of the system and loading of governance documents on an ongoing basis.
Financial inspections	During the 2024/25 financial year, 14 Financial and Internal Control Inspections were conducted. 9 450 BAS payment vouchers were post audited. As part of the Inspectorate's Operational Plan, the accruals for the financial year are verified for validity, accuracy and completeness prior to submission into the AFS. In this regard, all BAS payments in Head Office and both BAS and Logistical Information System (LOGIS) payments at the Regional Offices for the months of April and May after year end are inspected to ensure the amount is fairly stated.

Issues	Work performed
Municipal inspections	During the 2024/25 financial year, all the payments in relation to municipalities formed part of the Post Audits. There is a total of 25 municipalities spread across 6 different districts within the Western Cape, namely: 1. Eden District – 7 municipalities 2. West Coast District – 5 municipalities 3. Central Karoo District – 3 municipalities 4. Cape Winelands District – 5 municipalities 5. Overberg District – 4 municipalities 6. Metro – City of Cape Town
Loss Control case files: Cases relate to claims against and by the state, damages to government motor vehicles and loss of moveable assets	Opening balance 1 April 2024: 545 Transferred to WCMD: (1) New cases registered: 374 Cases closed 31 March 2024: (374) Balance as at 31 March 2025: 544
Irregular, fruitless and wasteful case files	Opening balance 1 April 2024: 3
	New cases registered: 4
	Total cases investigated: 7
	Cases closed: (5)
	Balance as at 31 March 2025: 2

10.2 Chief Directorate: Supply Chain Management, Directorate: Governance and Demand Management

The mandate of the Directorate: Governance and Demand Management was to render a service with regards to monitoring, compliance, performance management, capacity building and demand management. During the financial year under review, the Directorate was involved in the implementation and application of the AO's SCM System, as well as enhancing its processes through the development, reviewing and amendment of procedures to address and prevent internal control deficiencies. The Directorate was also responsible for the management of SCM training programmes.

Issues	Work performed
SCM commentary	Provided comments on the following instructions (Consolidated comments provided via the PT): - Joint SCM forum Consultation on Concept Papers. - Public Procurement Act. - Draft Regulations in terms of section 23 of the State Information Technology Agency Act, 1998.
Public Accounts Committee	The Supply Chain Management Unit managed and performed preparation work to respond to request by the Standing Committee on Infrastructure.
The issuing, development, review, and amendment of SOPs and policies to enhance SCM	- SCM Instruction 01 of 2024/25: Government Motor Transport Handbook and revised forms - SCM Instruction 02 of 2024/25: Code of Conduct for SCM Practitioners - SCM Instruction 03 of 2024/25: Issuance of the revised template application for Limited Bids - SCM Instruction 04 of 2024/25: Procurement Plan for 2025/26 Financial Year in respect of the Procurement of Goods and Services in Excess of R100 000 and all Capital and Maintenance Work in Excess of R500 000 (All Applicable Taxes Included).

Capacity and skills programme implemented

The following training interventions were attended during the year:

April 2024 – December 2024	Advanced Diploma in Public Administration		External
24 April 2024	Corporate Governance and King IV Report	External	60
May 2024 - October 2024	Legal Services Training (various)	Internal	113
21-23 May 2024	Enlit Africa Indaba	External	40
May 2024 - March 2025	Ethics Training	External	434
10-13 June 2024	Smart Procurement World Indaba Western Cape	External	25
July 2024 - October 2024	New Engineering and Construction Contract Training	External	241
07 August 2024	Anti-Fraud Breakfast Seminar	External	34

Issues	Work performed						
Collaboration initiatives with line function	Monthly engagements with the line function on the implementation of the Accounting Officer's Supply Chain Management System. Monthly engagements with the line function regarding Supply Chain Management Programme Delivery. Demand management Stakeholder engagement sessions for Procurement planning						
Reporting Procurement Statistics Head of Department Chief Financial Officer PT National Treasury Auditor-General Monitoring of the Procurement Plan Awarded contracts CIDB register of contracts (I-Tender) Departmental Corporate Governance Improvement Plan Top Management Infrastructure Delivery Management Committee Public Accounts Committee Audit committee Standing Committee on Infrastructure and Public Works Ethics	Monthly Monthly Monthly Monthly Monthly Monthly Quarterly Monthly Monthly Monthly Monthly Monthly As required As required As required Quarterly						
Procurement through bidding processes	Formal bids: <table border="1"> <thead> <tr> <th colspan="2">2024–2025 financial year</th></tr> </thead> <tbody> <tr> <td>Number of contracts awarded</td><td>3 944</td></tr> <tr> <td>Value of contracts awarded</td><td>R 3,003,267,442.82</td></tr> </tbody> </table> * Including framework packages in the main focused on construction procurement.	2024–2025 financial year		Number of contracts awarded	3 944	Value of contracts awarded	R 3,003,267,442.82
2024–2025 financial year							
Number of contracts awarded	3 944						
Value of contracts awarded	R 3,003,267,442.82						

Issues	Work performed																																	
	Value per BB-BEE Level Contributor: <table><tr><th>BBBEE Level contributor</th><th>Contract value</th><th>Number of records</th></tr><tr><td>0</td><td>R544,704,844.89</td><td>701</td></tr><tr><td>1</td><td>R2,172,369,129.50</td><td>2 947</td></tr><tr><td>2</td><td>R 220,171,989.35</td><td>554</td></tr><tr><td>3</td><td>R 79,018,322.78</td><td>20</td></tr><tr><td>4</td><td>R 16,653,849.48</td><td>192</td></tr><tr><td>5</td><td>R 698,913.00</td><td>1</td></tr><tr><td>6</td><td>R 78,680.47</td><td>5</td></tr><tr><td>7</td><td>R 2,507.42</td><td>3</td></tr><tr><td></td><td></td><td></td></tr><tr><td>Total</td><td>R 3,033,698,236.89</td><td>4 423</td></tr></table> Informal bids: 2024-2025 financial year Number of contracts awarded 479 Value of contracts awarded R 30,430,794.07	BBBEE Level contributor	Contract value	Number of records	0	R544,704,844.89	701	1	R2,172,369,129.50	2 947	2	R 220,171,989.35	554	3	R 79,018,322.78	20	4	R 16,653,849.48	192	5	R 698,913.00	1	6	R 78,680.47	5	7	R 2,507.42	3				Total	R 3,033,698,236.89	4 423
BBBEE Level contributor	Contract value	Number of records																																
0	R544,704,844.89	701																																
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Total	R 3,033,698,236.89	4 423																																
SCM Compliance Assessments	Compliance inspections with the aim of improving compliance and assisting with the implementation of the SCM Accounting Officer's System and its accompanying delegations: (various Compliance Assessments were performed for the year under review) • Formal assessment with defined methodology; • Plan; • Engage;																																	

Issues	Work performed
	• Prepare; • Assess; • Report; • Monitoring and evaluation; • Identify weaknesses; • Mutual agreement to address weaknesses; and • Continuous one-on-one guidance.
Supply Chain Management Complaints Mechanism	Investigated complaints and report all instances where the possibility of fraud, corruption, bid rigging is evident. (64 incidents investigated: 46 Contractual and 18 Alleged abuse of SCM).
Bidder and Staff Verification	Quarterly Compliance/Insight Report obtained from PT to identify and verify the potential conflict of interest of employees. SCM Instruction 5 of 2013/14 – Bidder and staff verification standard operating procedure which facilitates the profiling of potential and current service providers as well as SCM practitioners in relation to private interest and the potential of conflict of interest between private interest and their obligation by public office. WCBD4 – combined SBD 4, 8 and 9 – Declaration of interest, bidder's past SCM practices and independent bid determination is applied. Declaration of interest by SCM practitioners is adhered to and the SCM Code of Conduct is applied. Declaration of interest of bid committee members.
Compulsory registration on the National Treasury Central Supplier Database, as well as the Western Cape Supplier Evidence Bank – which serves as a central depository of all governance documents for the Western Cape Government, as well as registration on the National Treasury Central Supplier Database.	Ongoing facilitation of registering suppliers on the Western Cape Supplier Evidence Bank and Central Supplier Database by participating in Contractor Development Programme with EPWP at construction information sessions, as well as supplier development sessions (in collaboration with various stakeholders which includes organs of state such municipalities, parastatals and other external stakeholders); mini workshops including services fairs are co-ordinated and facilitated inviting suppliers to assist with scrutinising compulsory registration documents for completeness and following-up on the status of submitted registration documents and improving the understanding of processes. Monitoring the WCSEB and CSD to ensure that suppliers are still active and compliant. Checklists that inform and enforce compliance with compulsory registration.

Issues	Work performed
Departmental Corporate Governance Improvement Plan	Address any findings emanating from the AGSA Management report, Internal Audit reports, PT Insights Report and Standing Committee on Public Accounts resolutions in respect of SCM to close control gaps, review inefficiencies in the process, provide for skills transfers where necessary or any other relevant consequence management.

11 Internal Audit and Audit Committees

11.1 Internal Audit Function (IAF)

- **Purpose and Mandate:** The IAF strengthens the WCG's ability to create, protect and sustain value by providing management and ultimately the Audit Committee with independent, risk-based, and objective assurance, advice, insight and foresight. Its mandate is derived from the PFMA, section 38, read in conjunction with NTR 3.2.
- **Vision and Strategy:** The Strategy for the IAF is aligned to the Strategic Framework of the Department of the Premier, which can be summarised as "Guide, Enable, Direct". The IAF's strategy, aligned to the Strategy of the Branch: Corporate Assurance, for the new 5-year term is "Transformed governance through proactive, agile and innovative assurance and advisory services anticipating needs of client departments and value to residents".
- **Charter, methodology and internal audit plans:** The IAF operates in line with a charter, aligned to the legislative prescripts and the International Professional Practices Framework (IPPF). The charter is reviewed every second year and the most recent review was approved by the Governance, Innovation and Culture Cluster Audit Committee, in terms of their mandate relating to transversal responsibilities, in December 2024. The IAF has an approved methodology that aligns to the charter and sets out the detail relating to the responsibilities of the IAF as per the IAF Charter and other relevant guidance.
 - o The rolling 3-year strategic internal audit plan and annual plan for the first year of the rolling 3-year strategic plan for the DOI were reviewed and approved by the Jobs Cluster Audit Committee on 05 April 2024.
- **Independence and objectivity:** To provide for the independence of the IAF, its personnel reports to the Chief Audit Executive (CAE), who reports functionally to the three Cluster Audit Committees of WCG, directly to the Accounting Officer on internal audit activities for the Department and administratively to the DDG: Corporate Assurance in the Department of the Premier. The CAE has confirmed the independence of the IAF for the reporting period to the Governance, Innovation and Culture Cluster Audit Committee (when dealing with transversal responsibilities) on 29 November 2024. All staff members of the IAF annually confirmed their objectivity through a declaration of compliance to the Institute of Internal Auditors' Code of Ethics as well as on an assignment level.
- **Modality:** The WCG IAF is a fully in-sourced function.
- **Staffing:** The approved establishment of the total IAF is 81 staff members and 43 of these posts are currently funded. Each Department has a dedicated team, and there are no funded vacancies in the team responsible for the Department. The current skills and competencies of the IAF staff are appropriate and a well-informed training and development programme is in place.
- **Quality Assurance and Improvement Program (QAIP):** A QAIP is in place and reporting on the implementation of this takes place at the Governance, Innovation and Culture Cluster Audit Committee, in terms of their mandate relating to transversal responsibilities, on a biannual basis. The last external assessment was

concluded in November 2024 and a "Generally Conform" rating was obtained. The issues arising from this are tracked and forms part of the QAIP reporting to the Governance, Innovation and Culture Cluster Audit Committee.

- **Stakeholder Relationships:** Good relationships are maintained with the senior and executive management team of the Department, and if there are any challenges, they are discussed, and interventions devised with the responsible departmental representative. In driving Combined Assurance within the WCG, ongoing relationships are maintained with the Internal Control Unit in the Department and the relevant AGSA Audit team.
- **Summary of work done by the IAF during the reporting period:**
 - o The approved Internal Audit plan for the Department had a total of 4 engagements, 3 assurance and 1 advisory engagements (refer to the Audit Committee report for the detail). All the engagements planned were completed;
 - o There were no roll-overs, no ad-hoc projects and no limitations that impeded the work of the IAF;
 - o 44 actions were due for implementation within this reporting period and of those 14 (32%) were implemented. The implementation rate of the previous year's follow ups was 44%; and
 - o The proactive nature of the Human Settlements Business Improvement Advisory Engagement contributed to the implementation and integration of Human Settlement business processes into the DOI. The results of the advisory will optimise the control environment to achieve the deliverables of the acceleration strategy and programme.

11.2 Audit Committee

Part 1: Audit Committee Reflections

- **Purpose and Mandate:** The Jobs Cluster Audit Committee is constituted as a statutory committee of the DOI to fulfil its statutory duties in terms of section 77 of the PFMA, Regulation 3.1 of the NTR and the duties assigned to it in terms of its Terms of Reference. The latest Terms of Reference for WCG Audit Committees was consulted with the Provincial Top Management and approved by Cabinet on 19 February 2025.
- **Independence:** The Jobs Cluster Audit Committee is totally independent from the Department. Any conflict or perceived conflict of interest is declared and dealt with accordingly in every meeting. An overall annual declaration process is also administered where all conflicts or perceived conflicts are followed up with the relevant member.
- **Protecting the independence of the IAF:** The Chairperson of the Jobs Cluster Audit Committee attended the meeting of the Governance, Innovation and Culture Cluster Audit Committee where it discharged its transversal responsibilities. During the meeting of 29 November 2024, the G, I & C Cluster Audit Committee reviewed the organisational positioning of the IAF and the independence declaration of the CAE. It was not necessary for the Jobs Audit Committee to intervene in any situation impacting the independence of the IAF during this reporting period.

- **Performance against statutory duties:** The Jobs Cluster Audit Committee is satisfied that it fulfilled its responsibilities as set out in the PFMA, Treasury Regulations, IPPF and the approved Audit Committee Terms of Reference.
- **Composition of the Audit Committee:** For this reporting period the Jobs Cluster Audit Committee had six (6) members and had an appropriate mix of skill required to execute its responsibilities. All members were external members. Refer to table for the detail on membership.
- **Meeting Attendance:** The Jobs Cluster Audit Committee convened 7 times during the period under review. All meetings were ordinary meetings, and no special meetings were required. Refer to table for the detail on meeting attendance.
- **Resolution of Audit Committee recommendations:** The Jobs Cluster Audit Committee is satisfied that its recommendations to the DOI received the necessary attention.
- **Audit Committee performance evaluation:** annual 360-degree assessments on audit committee performance are conducted. The Jobs Cluster Audit Committee received a report containing the results of the annual assessment process and during a meeting of all the Cluster Audit Committee chairpersons an approach was agreed on how to deal with the issues identified.
- **Audit Committee remuneration:** The WCG Audit Committees are remunerated at an approved hourly rate based on the SAICA rate, and only for attendance of meetings. Chairpersons received R2 835-00 per hour and members R2 126-00 per hour. The total expenditure relating to all three WCG Audit Committees was R3.118m for the reporting period, accounted for in the Department of the Premier. Audit Committee members working at an organ of state did not receive any remuneration when serving on a WCG Audit Committee.

Part 2: Audit Committee composition and Meeting Attendance

The table below discloses relevant information on the audit committee members:

Name and Surname	Qualifications	Professional Affiliation	Term of Office		No of meetings attended	Declared private and business interests in every meeting	Employed by an organ of state	No of other ACs the member served on during reporting period	No of other governance structures member served on during reporting period
			Start Date	End Date					
Mr Comfort Bunting (Chairperson)	ND: Internal Auditing MBA	Chartered Institute of Procurement & Supply	01 January 2022	31 March 2025	7	Yes	Yes	1	4
Ms Annelise Cilliers	CA (SA)	South African Institute of Chartered Accountants	01 January 2022	31 March 2025	7	Yes	No	2	1
Ms Louise Stevens	ND: Fin Info Systems CIA, CCSA, CRMA, PEQA	Institute of Internal Auditors	01 January 2022	31 March 2025	7	Yes	No	1	1
Mr Andrew Davids	B Com; Professional Post-Graduate Qualification: Company Secretarial and Governance Practice, ACG(CS)	Chartered Governance Institute of Southern Africa South African Institute of Business Accountants	01 January 2023	31 March 2026	7	Yes	No	1	2
Mr Ebrahim Abrahams	BCom (Accounting)	Institute of Accounting and Commerce	01 January 2022	31 March 2025	6	Yes	No	2	0

Name and Surname	Qualifications	Professional Affiliation	Term of Office		No of meetings attended	Declared private and business interests in every meeting	Employed by an organ of state	No of other ACs the member served on during reporting period	No of other governance structures member served on during reporting period
			Start Date	End Date					
Mr Sazi Ndwandwa	BCom; BCom Honours; CA (SA); MPhil	South African Institute of Chartered Accountants Institute of Directors South Africa Black Management Forum Association for the Advancement of Black Accountants of Southern Africa	01 January 2023	14 May 2024 (Resigned)	1	Yes	No	0	1

Part 3: Audit Committee Focus Areas

The following was reviewed during the year under review:

- **Effectiveness of internal control system and Combined Assurance**

The Department is required to develop and maintain systems of internal control that would improve the likelihood of achieving its objectives, to adapt to changes in the environment it operates in and to promote efficiency and effectiveness of operations, supports reliable reporting and compliance with laws and regulations. The WCG adopted a Combined Assurance Framework which identifies and integrates assurance providers. The first level of assurance is management assurance, requiring of line management to maintain effective internal controls and execute those procedures on a day-to-day basis by means of supervisory controls and taking remedial action where required. The second level of assurance is internal assurance provided by functions separate from direct line management, entrusted with assessing adherence to policies, procedures, norms, standards and frameworks. The third level of assurance is independent assurance providers that are guided by professional standards requiring the highest levels of independence.

A risk-based Combined Assurance Plan was developed for the Department, facilitated by Internal Audit, who is also an independent assurance provider. Internal Audit provides the Audit Committee and Management with reasonable assurance that the internal controls are adequate and effective. This is achieved by an approved risk-based internal audit plan, Internal Audit assessing the adequacy of controls mitigating the risks and the Audit Committee monitoring implementation of corrective actions.

The Audit Committee has reviewed the effectiveness of the internal control system and combined assurance and is satisfied that it has fulfilled its responsibilities in terms of its mandate.

- **Effectiveness of the internal audit function**

The audit committee monitored and reviewed the effectiveness of the internal audit function, including its compliance with the IPPF. Such monitoring and review were conducted through the Quality Assurance and Improvement Programme results presented to the audit committee on a bi-annual basis.

- **Activities of the internal audit function**

The following internal audit engagements were approved by the audit committee and completed by the IAF during the year under review:

- Assurance
 - o Emerge General Infrastructure Payment Solution;
 - o DPSA Directive on Public Administration and Management Delegations; and
 - o Transfer Payments and Conditional Grants.
- Advisory
 - o Human Settlements Business Process Improvement.

The areas for improvement, as noted by Internal Audit during performance of their work, were agreed to by management. The Audit Committee monitors the implementation of the agreed actions on a quarterly basis.

- **Effectiveness of risk management**

The AC has reviewed the risk management of the department and is satisfied that the audit committee has fulfilled its duties in accordance with its mandate.

- **Adequacy, reliability and accuracy of the financial and performance information**

The AC has reviewed the financial and performance information of the department and is satisfied that the audit committee has fulfilled its duties in accordance with its mandate.

- **Accounting and auditing concerns identified as a result of internal and external audits**

The audit committee has not identified any accounting and auditing concerns other than that reported in the AGSA report and the annual financial statements.

- **Evaluation of annual financial statements**

The Audit Committee has:

- o reviewed the Audited Annual Financial statements to be included in the Annual Report;
- o reviewed the AGSA's Management Report and Management response thereto; and
- o reviewed changes to accounting policies and practices as reported in the Annual Financial Statements.

- **External audit and Auditor-General's report**

The Audit Committee has on a quarterly basis reviewed the Department's implementation plan for audit issues raised in the prior year. The Audit Committee has met with the AGSA to ensure that there are no unresolved issues that emanated from the regulatory audit. Corrective actions on the detailed findings raised by the AGSA are monitored by the Audit Committee on a quarterly basis.

The Audit Committee concurs and accepts the AGSA's opinion regarding the Annual Financial Statements and proposes that these Audited Annual Financial Statements be accepted and read together with their report.

- **Any other issues**

None

Conclusion

The Audit Committee commends the Department for maintaining an unqualified audit opinion with no findings.

A handwritten signature in black ink, appearing to read 'Pieter Strauss', is positioned to the left of a vertical yellow line. Below the signature, there is a horizontal line.

Mr Pieter Strauss

Chairperson of the Jobs Cluster Audit Committee

Date: 08 August 2025

12 BB-BEE compliance performance information

The following table has been completed in accordance to comply with the BB-BEE requirements of the BB-BEE Act of 2013 and as determined by the Department of Trade, Industry and Competition.

Has the Department/ public entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1–8) with regards to the following:		
Criteria	Response Yes/ No	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	n/a	No licences, concessions or other authorisations in respect of economic activity.
Developing and implementing a preferential procurement policy?	Yes	- The Preferential Procurement Regulations, 2022 (PPR 2022) were promulgated on 4 November 2022 with an effective date of 16 January 2023. - Cabinet approved an interim strategy for WCG via Cabinet Minute 544 of 2022, noting that organs of state may develop their own preferential procurement policies in terms of section 5 of the Preferential Procurement Policy Framework Act (PPPFA), and providing executive guidance on the WCG's way forward in response to the PPR 2022: - In order to ensure stability in the current procurement system post 16 January 2023, the WCG will in the interim continue to utilise the preferential procurement goals contemplated in section 2(1)(d) of the PPPFA and the relevant BB-BEE scorecards will be accepted as supporting evidence to claim preference points, until the appropriate executive policy directives and technical reviews have been concluded; - A technical review will be undertaken on the current procurement system to define a legal way forward for the province that focuses on value for money, appropriate redress and reforming the current procurement system over time, informed by policy directives from executive; and - Cabinet be regularly kept abreast on any developments and progress on position papers and the review. This should include developments in municipal procurement policies as well as approaches to local content and localisation. - On 18 September 2024, cabinet minute 225 of 2024 was endorsed which confirmed the continuation of WCG's current procurement system until the technical review is completed and a clear, practical path forward is developed and presented to cabinet for concurrence. In addition, should any new

Has the Department/ public entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1–8) with regards to the following:		
Criteria	Response Yes/ No	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
		regulations or instructions necessitate a change in strategy, the PT will seek further guidance from the Executive.
Determining qualification criteria for the sale of state-owned enterprises?	n/a	This is not applicable as there has not been such a sale.
Developing criteria for entering into partnerships with the private sector?	n/a	No partnerships entered with the private sector.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	n/a	No incentives and investment schemes in support of Broad Based Black Economic Empowerment.

Management control element

Refer to Part D: Human Resource Management – Table 3.6.1.

Skills development element

Refer to Part D: Human Resource Management – Table 3.5.7.

Enterprise and supplier development element

Refer to Part C: SCM Governance and Demand Management – Procurement through bidding processes for the procurement spend on all suppliers.

Refer to Part B: Performance information, Table 26 for supplier and enterprise development.

Socio economic development element

Refer to Part B: Performance information, Table 19 and Table 21.



Human resource
management

Part D: Human Resource Management

1 Introduction

People remain at the heart of an effective government. This section outlines how the DOI has approached the management, development, and support of its workforce over the past financial year, with a focus on key indicators that reflect both progress and areas requiring continued attention.

The reporting period was shaped by ongoing fiscal pressure, operational complexity, and a rapidly evolving world of work. Challenges such as talent retention, succession planning, and equitable workforce representation continued to shape the people management agenda.

In parallel, there was growing emphasis on leveraging digital tools, workforce data, and strategic planning to drive more integrated, future-fit solutions. The Department's approach remained grounded in a commitment to building organisational capability while adapting to resource constraints.

This section presents a high-level view of people-related trends and developments, including workforce movement, recruitment activity, performance outcomes, and transformation indicators. It is intended to provide transparency on the state of the Department's human capital, while informing future planning and policy discussions across the provincial administration.

2 Status of people management at the Department

2.1 Departmental workforce planning priorities

The role of workforce planning is important to ensure that the Department has the required number of people with the requisite skills, knowledge and attitudes to perform the work. Through this process the Department annually assesses its workforce profile against current and future organisational needs.

The aim of this assessment is to identify to what extent the current workforce profile addresses the key people management outcomes that would guarantee service continuity and value.

The Workforce Plan 2023-2026 is therefore aligned to the vision and mission of the Department's Strategic Plan.

The assumptions on which this Workforce Plan was developed are still valid and the Action Plan was reviewed to ensure that the strategies (as per the listed priorities) would achieve its outcomes:

- Identifying and developing the required organisational capability;

- Values and competency-based recruitment practices (which includes the possibility of an online application and screening system to enhance the recruitment practices and attract the right candidates that are future and culture-fit);
- Diversifying the talent pool;
- Learning interventions to address the following:
 - o Talent and skills development for employees on new emerging skills (e.g. 4IR meta competencies/ functional and technical skills as well as behavioural skills) that are critically needed to support the future-fit organisation; and
 - o Prioritise training interventions to address Departmental Critical Competencies and Career Development Plan requirements (department-specific, aligned with Personal Development Plans, Workplace Skill Plans and generic/ transversal competencies per salary band);
- Development and implementation of the Future Fit Skills Strategy;
- Youth development programmes for assisting with creating talent pipelines (internships);
- Reconfiguration of the PTI into a provincial learning and innovation centre;
- Employment Equity priorities according to the departmental EE Plan to guide the Recruitment and Selection decisions of the Department;
- Provide Health and Wellness interventions/services in support of employee wellbeing; and
- Develop and implement the transition to a New Way of Work/WCG citizen-centric culture project.

2.2 Employee performance management

The purpose of performance management is to increase performance by encouraging individual commitment, accountability and motivation.

All employees are required to complete a performance agreement before 31 May each year. The agreement is in essence a contract between the employer and the employee containing the projects, programmes, activities, expectations and standards for the required delivery. In order to facilitate a standardised administration process, the WCG has devised an electronic system, namely the Performance Management Information System (PERMIS), that allows for the entire performance management process to be captured, monitored and managed.

The performance management process requires that a mid-year review and an annual assessment is conducted, but that the operational targets and achievements linked to the performance agreement be monitored and communicated on an ongoing basis. In instances where targets or performance expectations are not met, the gaps are addressed through the management of poor performance. In this context, a performance consulting unit has been established within the Department of the Premier (Chief Directorate: People Management Practices) to assist line managers (people managers) in dealing with poor performance. The process is developmental. In instances where individuals have been identified as poor performers in terms of the legislative framework, they are required to subject themselves to a developmental plan or alternatively to disciplinary action.

2.3 Employee wellness

The WCG's transversal Employee Health and Wellness Programme (EHWP) follows a holistic approach to employee well-being and is largely preventative in nature, offering both primary and secondary services.

The EHW Programme is monitored in the Department through monthly utilisation reports for primary services (24/7/365 telephonic counselling service, online e-Care service and reporting) and secondary services (face-to-face counselling, trauma and critical incidents, training and targeted intervention, executive coaching, and advocacy).

A quarterly report is prepared by the Directorate: Transversal People Capacity Enablement within the Department of the Premier that provides a trend analysis of utilisation, risk identification and its impact on productivity. Furthermore, on-going reporting to the Department of Public Service and Administration (DPSA) is a requirement and such reporting focuses on four areas namely, HIV/ AIDS, Health and Productivity, Wellness Management, and Safety Health Environment Risk and Quality.

2.4 People management monitoring

The Department, in collaboration with the Department of the Premier, monitors the implementation of a range of people management compliance indicators. The monthly Barometer Fact File that is developed by the Chief Directorate: People Management Practices in DotP, provides the Department with regular updates on the workforce profile and other relevant people management data to enable decision-making. The indicators include, inter alia, staff establishment information, headcount, people expenditure projections, sick leave patterns, the monetary value of annual leave credits, discipline cases, vacancy rates, staff movement, employment equity, etc.

3 People management oversight statistics

3.1 Personnel related expenditure

The following tables summarise final audited expenditure by programme (Table 3.1.1) and by salary bands (Table 3.1.2).

The figures in Table 3.1.1 are drawn from the Basic Accounting System (BAS) and the figures in Table 3.1.2 are drawn from the Personnel and Salary System (PERSAL). The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the total expenditure reflected on these systems.

The key in the table below is a description of the Programmes within the Department. Programmes will be referred to by their number from this point forward.

Programme	Programme Description
Programme 1	Administration
Programme 2	Public Works Infrastructure
Programme 3	Transport Infrastructure
Programme 4	Human Settlements

Programme	Programme Description
Programme 5	Community Based Programmes/ EPWP

Table 3.1.1: Personnel expenditure by Programme, 2024/25

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Goods and services (R'000)	Personnel expenditure as a % of total expenditure	Average personnel expenditure per employee (R'000)	Number of employees
1	333 299	172 913	27 046	110 408	51.9	495	349
2	2 386 648	278 464	37	1 205 766	11.7	537	519
3	5 098 066	291 157	2 273	1 132 654	5.7	352	826
4	2 010 358	148 889	8 214	80 760	7.4	579	257
5	75 004	45 562	12 132	27 969	60.7	633	72
Total	9 903 375	936 985	49 702	2 557 557	9.5	463	2 023

Note: The number of employees refers to all individuals remunerated during the reporting period, including interns (Premier's Advancement of Youth [PAY], matric, graduate etc.), but excluding the Provincial Minister. The number of employees is cumulative and not a snapshot as at a specific date.

Table 3.1.2: Personnel expenditure by salary band, 2024/25

Salary bands	Personnel expenditure (R'000)	% of total personnel expenditure	Average personnel expenditure per employee (R'000)	Number of employees remunerated
Interns	1 519	0,2	34	45
Lower skilled (Levels 1-2)	17 266	1,8	224	77
Skilled (Levels 3-5)	214 099	22,8	273	785
Highly skilled production (Levels 6-8)	250 442	26,7	458	547
Highly skilled supervision (Levels 9-12)	391 789	41,8	751	522
Senior management (Levels 13-16)	61 971	6,6	1 319	47
Total	937 086	100,0	463	2 023

Note: The number of employees refers to all individuals remunerated during the reporting period, including interns (PAY, matric, graduate etc.), but excluding the Provincial Minister. The number of employees is cumulative and not a snapshot as at a specific date.

Table 3.1.3: Salaries, overtime, housing allowance and medical assistance by programme, 2024/25

Programme	Salaries		Overtime		Housing allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing allowance as a % of personnel expenditure	Amount (R'000)	Medical assistance as a % of personnel expenditure
1	122 301	13,1	368	0,0	3 828	0,4	9 704	1,0
2	196 906	21,0	886	0,1	5 863	0,6	12 781	1,4
3	192 325	20,5	4 655	0,5	13 076	1,4	28 025	3,0

Programme	Salaries		Overtime		Housing allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing allowance as a % of personnel expenditure	Amount (R'000)	Medical assistance as a % of personnel expenditure
4	103 966	11,1	374	0,0	3 668	0,4	7 715	0,8
5	26 513	2,8	-	-	989	0,1	2 944	0,3
Total	642 012	68,5	6 283	0,7	27 423	2,9	61 169	6,5

Note: The figures in Table 3.1.3 and 3.1.4 are drawn from the PERSAL system and not BAS. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the expenditure reflected on these systems, e.g. Salaries, Overtime, Housing and Medical Assistance. The above expenditure reflects for all individuals remunerated during the reporting period, including interns (PAY, matric, graduate and student), but excluding the Provincial Minister.

Table 3.1.4: Salaries, overtime, housing allowance and medical assistance by salary band, 2024/25

Salary Bands	Salaries		Overtime		Housing allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing allowance as a % of personnel expenditure	Amount (R'000)	Medical assistance as a % of personnel expenditure
Interns	1 516	0,2	-	-	-	-	-	-
Lower skilled (Levels 1-2)	10 367	1,1	265	0,0	1 416	0,2	2 994	0,3
Skilled (Levels 3-5)	135 140	14,4	4 457	0,5	13 256	1,4	29 115	3,1
Highly skilled production (Levels 6-8)	178 574	19,1	1 047	0,1	8 259	0,9	19 238	2,1
Highly skilled supervision (Levels 9-12)	275 325	29,4	513	0,1	4 492	0,5	9 584	1,0
Senior management (Levels 13-16)	41 090	4,4	-	-	-	-	238	0,0
Total	642 012	68,5	6 283	0,7	27 423	2,9	61 169	6,5

Note: The figures in Table 3.1.3 and 3.1.4 are drawn from the PERSAL system and not BAS. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in the expenditure reflected on these systems, e.g. Salaries, Overtime, Housing and Medical Assistance. The above expenditure reflects for all individuals remunerated during the reporting period, including interns (PAY, matric, graduate and student), but excluding the Provincial Minister.

3.2 Employment and vacancies

The following tables summarise the number of active posts on the establishment, the number of employees (excluding interns and the Provincial Minister), and the percentage active vacant posts as at the end of the financial year. This information is presented in terms of three key variables, namely: Programme (Table 3.2.1), Salary Band (Table 3.2.2) and Critical Occupations (Table 3.2.3). All information in this section is provided as a snapshot as at the end of the financial year under review.

Table 3.2.1: Employment and vacancies by programme, as at 31 March 2025

Programme	Number of active posts	Number of posts filled	Vacancy rate %
1	358	286	20,1
2	543	465	14,4
3	1 004	764	23,9
4	247	231	6,5
5	69	65	5,8
Total	2 221	1 811	18,5

Note: The number of active posts refers to posts that can either be filled, in a recruitment process (funding approved) or vacant (linked to an acting appointment with remuneration).

Table 3.2.2: Employment and vacancies by salary band, as at 31 March 2025

Salary Band	Number of active posts	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	104	85	18,3
Skilled (Levels 3-5)	965	752	22,1
Highly skilled production (Levels 6-8)	591	492	16,8
Highly skilled supervision (Levels 9-12)	506	441	12,8
Senior management (Levels 13-16)	55	41	25,5
Total	2 221	1 811	18,5

Note: The number of active posts refers to posts that can either be filled, in a recruitment process (funding approved) or vacant (linked to an acting appointment with remuneration).

Table 3.2.3: Employment and vacancies by critical occupation, as at 31 March 2025

Critical occupations	Number of active posts	Number of posts filled	Vacancy rate %
Architect	49	45	8,2
Architectural Technician	7	7	-
Architectural Technologist	15	14	6,7
Construction Project Manager	12	11	8,3
Engineer	66	57	13,6
Engineering Technician	28	25	10,7
Engineering Technologist	8	8	-
Environmental Officer	-	-	-
GISc Professional	1	1	-
GISc Technician	4	4	-
GISc Technologist	1	1	-
Quantity Surveyor	28	26	7,1
Survey Technician	5	5	-
Town and Regional Planner	10	7	30,0
Total	234	211	9,8

Note: Critical occupations - refer to occupations that are critical for service delivery. If these occupations are not present in the DOI, the function/services will collapse. The number of active posts refers to posts that can either be filled, in a recruitment process (funding approved) or vacant (linked to an acting appointment with remuneration).

3.3 Job evaluation

Job evaluation was introduced as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executive authorities are required to evaluate each new post in his or her organisation or re-evaluate any post where the post mandate or content has significantly changed. This job evaluation process determines the grading and salary level of a post. It should be understood that job evaluation and staff performance management differ in the sense that job evaluation refers to the value/ weighting of the activities that are associated with the post and staff performance management refers to the review of an individual's performance.

Table 3.3.1 summarises the number of posts that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

Table 3.3.1: Job evaluation, 1 April 2024 to 31 March 2025

Salary Band	Total number of active posts as at 31 March 2025	Number of posts evaluated	% of posts evaluated	Posts upgraded		Posts downgraded	
				Number	Posts upgraded as a % of total posts	Number	Posts downgraded as a % of total posts
Lower skilled (Levels 1-2)	104	7	0,3	-	-	-	-
Skilled (Levels 3-5)	965	-	-	-	-	-	-
Highly skilled production (Levels 6-8)	591	22	1,0	3	0,1	-	-
Highly skilled supervision (Levels 9-12)	506	2	0,1	-	-	-	-
Senior Management Service Band A (Level 13)	36	-	-	-	-	-	-
Senior Management Service Band B (Level 14)	13	-	-	-	-	-	-
Senior Management Service Band C (Level 15)	5	-	-	-	-	-	-
Senior Management Service Band D (Level 16)	1	-	-	-	-	-	-
Total	2 221	31	1,4	3	0,1	-	-

Note: The "number of posts evaluated" per salary band reflects the final approved post level after job evaluation. The number of active posts refers to posts that can either be filled, in a recruitment process (funding approved) or vacant (linked to an acting appointment with remuneration).

Table 3.3.2: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2024 to 31 March 2025

Beneficiaries	African	Coloured	Indian	White	Total
Female	-	-	-	-	-
Male	-	-	-	1	1
Total	-	-	-	1	1
Employees with a disability					-

Note: The employee salary was upgraded as a result of job evaluation processes that took place previous years.

Table 3.3.3 summarises the number of cases where salary levels exceeded the grade determined by job evaluation or where higher notches awarded to employees within a particular grade. Reasons for the deviation are provided in each case.

Table 3.3.3: Employees who have been granted higher salaries than those determined by job evaluation per major occupation, 1 April 2024 to 31 March 2025

Major occupation	Number of employees	Job evaluation level	Remuneration on a higher salary level	Remuneration on a higher notch of the same salary level	Reason for deviation
None					

Table 3.3.4: Profile of employees who have been granted higher salaries than those determined by job evaluation, 1 April 2024 to 31 March 2025

Beneficiaries	African	Coloured	Indian	White	Total
None					

3.4 Employment changes

Turnover rates provide an indication of trends in the employment profile of the DOI during the year under review. The following tables provide a summary of turnover rates by salary band (Table 3.4.1) and by critical occupation (Table 3.4.2). This section does not include intern information.

Table 3.4.1: Annual turnover rates by salary band, 1 April 2024 to 31 March 2025

Salary Band	Number of employees as at 31 March 2024	Turnover rate 2023/24 %	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate 2024/25 %
Lower skilled) (Levels 1-2)	90	-	-	-	3	-	3,3
Skilled (Levels 3-5)	742	-	72	3	49	1	6,7
Highly skilled production (Levels 6-8)	502	-	41	5	57	5	12,4
Highly skilled supervision (Levels 9-12)	438	-	51	-	50	7	13,0

Salary Band	Number of employees as at 31 March 2024	Turnover rate 2023/24 %	Appoint-ments into the Depart-ment	Transfers into the Department	Termina-tions out of the Depart-ment	Transfers out of the Department	Turnover rate 2024/25 %
Senior Management Service Band A (Level 13)	30	-	2	1	5	-	16,7
Senior management Service Band B (Level 14)	10	-	-	-	1	-	10,0
Senior management Service Band C (Level 15)	3	-	-	-	1	-	33,3
Senior management Service Band D (Level 16)	-	-	-	-	-	-	-
Total	1 815	-	166	9	166	13	9,9
			175		179		

Note: Transfers refer to the lateral movement of employees from one public service department to another. The turnover rate is determined by calculating the total exits as a percentage of the baseline (number of employees as at 31 March 2024).

Table 3.4.2: Annual turnover rates by critical occupation, 1 April 2024 to 31 March 2025

Critical Occupation	Number of employees as at 31 March 2024	Turnover rate 2023/24 %	Appoint-ments into the Depart-ment	Transfers into the Department	Termina-tions out of the Depart-ment	Transfers out of the Department	Turnover rate 2024/25 %
Architect	45	-	3	-	3	-	6,7
Architectural Technician	7	-	-	-	-	-	-
Architectural Technologist	10	-	5	-	1	-	10,0
Construction Project Manager	13	-	-	-	-	1	7,7
Engineer	66	-	9	-	15	3	27,3
Engineering Technician	25	-	5	1	5	1	24,0
Engineering Technologist	9	-	-	-	1	-	11,1
Environmental Officer	-	-	-	-	-	-	-
GISc Professional	-	-	-	-	-	-	-
GISc Technician	4	-	-	-	-	-	-
GISc Technologist	3	-	-	-	1	-	33,3
Quantity Surveyor	25	-	5	-	4	-	16,0

Critical Occupation	Number of employees as at 31 March 2024	Turnover rate 2023/24 %	Appoint-ments into the Depart-ment	Transfers into the Department	Termina-tions out of the Depart-ment	Transfers out of the Department	Turnover rate 2024/25 %
Survey Technician	5	-	-	-	-	-	-
Town and Regional Planner	7	-	3	-	1	-	14,3
Total	219	-	30	1	31	5	16,4
			31		36		

Note: The turnover rate is determined by calculating the total exits as a percentage of the baseline (number of employees as at 31 March 2024).

Table 3.4.3: Staff leaving the employ of the DOI, 1 April 2024 to 31 March 2025

Exit category	Number	% of total exits	Number of exits as a % of total number of employees as at 31 March 2024
Death	6	3,4	0,3
Resignation *	91	50,8	5,0
Expiry of contract	13	7,3	0,7
Dismissal – operational changes	-	-	-
Dismissal – misconduct	3	1,7	0,2
Dismissal – inefficiency	-	-	-
Discharged due to ill-health	4	2,2	0,2
Retirement	49	27,4	2,7
Employee initiated severance package	-	-	-
Transfers to Statutory Body	-	-	-
Transfers to other Public Service departments	9	5,0	0,5
Promotion to another WCG Department	4	2,2	0,2
Total	179	100,0	9,9

Note: Table 3.4.3 identifies the different exit categories for those staff members who have left the employ of the DOI.

* Resignations are further discussed in tables 3.4.4 and 3.4.5.

Table 3.4.4: Reasons why staff resigned, 1 April 2024 to 31 March 2025

Resignation reasons	Number	% of total resignations
Balance Between Life and Work	1	1,1
Current Remuneration	14	15,4
Family/Personal Circumstances	6	6,6
Interpersonal Relationships	1	1,1
Lack of Promotional Opportunities	9	9,9
Need for Career Change	13	14,3
No Reason Provided	30	33,0
Other Occupation	6	6,6
Personal Health	5	5,5
Starting Own Business	1	1,1
Successful for a permanent position in another WCG Department	1	1,1
Successful for a permanent position within the Department	4	4,4

Resignation reasons	Number	% of total resignations
Total	91	100,0

Table 3.4.5: Different age groups of staff who resigned, 1 April 2024 to 31 March 2025

Age group	Number	% of total resignations
Ages <19	-	-
Ages 20 to 24	2	2,2
Ages 25 to 29	12	13,2
Ages 30 to 34	24	26,4
Ages 35 to 39	18	19,8
Ages 40 to 44	20	22,0
Ages 45 to 49	7	7,7
Ages 50 to 54	3	3,3
Ages 55 to 59	4	4,4
Ages 60 to 64	1	1,1
Ages 65 >	-	-
Total	91	100,0

Table 3.4.6: Employee initiated severance packages

Total number of employee-initiated severance packages offered in 2024/25	None
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Table 3.4.7: Promotions by salary band, 1 April 2024 to 31 March 2025

Salary Band	Employees as at 31 March 2024	Promotions to another salary level	Promotions as a % of total employees	Progressions to another notch within a salary band	Notch progressions as a % of total employees within a salary band
Lower skilled (Levels 1-2)	90	-	-	43	47,8
Skilled (Levels 3-5)	742	7	0,9	450	60,6
Highly skilled production (Levels 6-8)	502	16	3,2	290	57,8
Highly skilled supervision (Levels 9-12)	438	19	4,3	260	59,4
Senior management (Levels 13-16)	43	3	7,0	27	62,8
Total	1 815	45	2,5	1 070	59,0

Note: Employees who do not qualify for notch progressions are not included. Promotions refer to the total number of employees who have advanced to a higher post level within the DOI by applying and being successful for an advertised post through the recruitment and selection process.

Table 3.4.8: Promotions by critical occupation, 1 April 2024 to 31 March 2025

Critical occupation	Employees as at 31 March 2024	Promotions to another salary level	Promotions as a % of total employees in critical occupations	Progressions to another notch within a critical occupation	Notch progressions as a % of total employees within a critical occupation
Architect	45	2	4,4	25	55,6
Architectural Technician	7	-	-	4	57,1
Architectural Technologist	10	-	-	6	60,0
Construction Project Manager	13	-	-	8	61,5
Engineer	66	-	-	36	54,5
Engineering Technician	25	1	4,0	15	60,0
Engineering Technologist	9	-	-	6	66,7
Environmental Officer	-	-	-	-	-
GISc Professional	-	1	-	-	-
GISc Technician	4	-	-	4	100,0
GISc Technologist	3	-	-	1	33,3
Quantity Surveyor	25	1	4,0	15	60,0
Survey Technician	5	-	-	4	80,0
Town and Regional Planner	7	-	-	3	42,9
Total	219	5	2,3	127	58,0

Note: Employees who do not qualify for notch progressions are not included. Promotions refer to the total number of employees who have advanced to a higher post level within the DOI by applying and being successful for an advertised post through the recruitment and selection process.

3.5 Employment equity

Table 3.5.1: Total number of employees (including employees with disabilities) in each of the following occupational levels, as at 31 March 2025

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	-	-	-	-	-	2	-	-	-	-	2
Senior management (Levels 13-14)	4	8	2	5	4	9	-	7	-	-	39
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	39	129	13	92	48	80	11	43	6	7	468
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	77	114	4	11	119	159	3	23	1	-	511

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Semi-skilled and discretionary decision making (Levels 3-5)	165	342	-	13	80	118	-	4	-	-	722
Unskilled and defined decision making (Levels 1-2)	13	15	-	1	23	17	-	-	-	-	69
Total	298	608	19	122	274	385	14	77	7	7	1 811
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	298	608	19	122	274	385	14	77	7	7	1 811

A = African; C = Coloured; I = Indian; W = White.

Note: The figures reflected per occupational levels include all permanent, part-time and contract employees. Furthermore, the information is presented by salary level and not post level. For the number of employees with disabilities, refer to Table 3.5.2.

Table 3.5.2: Total number of employees (with disabilities only) in each of the following occupational levels, as at 31 March 2025

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	-	-	-	-	-	-	-	-	-	-	-
Senior management (Levels 13-14)	-	-	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	1	4	-	1	1	2	-	-	-	-	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	1	3	-	1	2	1	1	3	1	-	13
Semi-skilled and discretionary decision making (Levels 3-5)	-	5	-	-	1	-	-	2	-	-	8
Unskilled and defined decision making (Levels 1-2)	-	1	-	1	-	-	-	-	-	-	2
Total	2	13	-	3	4	3	1	5	1	-	32
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	2	13	-	3	4	3	1	5	1	-	32

A = African; C = Coloured; I = Indian; W = White.

Note: The figures reflected per occupational level include all permanent, part-time and contract employees. Furthermore, the information is presented by salary level and not post level.

Table 3.5.3: Recruitment, 1 April 2024 to 31 March 2025

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	-	-	-	-	-	-	-	-	-	-	-
Senior management (Levels 13-14)	1	1	-	-	-	1	-	-	-	-	3
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	8	12	1	6	9	8	3	1	2	1	51
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	16	7	3	1	9	9	-	1	-	-	46
Semi-skilled and discretionary decision making (Levels 3-5)	9	47	-	-	4	15	-	-	-	-	75

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Unskilled and defined decision making (Levels 1-2)	-	-	-	-	-	-	-	-	-	-	-
Total	34	67	4	7	22	33	3	2	2	1	175
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	34	67	4	7	22	33	3	2	2	1	175

A = African; C = Coloured; I = Indian; W = White.

Note: Recruitment refers to the appointment of new employees to the staff establishment of the Department. The totals include transfers from other government departments and / or institutions, as per Table 3.4.1.

Table 3.5.4: Promotions, 1 April 2024 to 31 March 2025

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	-	-	-	-	-	1	-	-	-	-	1
Senior management (Levels 13-14)	1	-	-	1	-	-	-	-	-	-	2
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	-	3	-	3	1	8	1	2	-	1	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	1	4	-	-	3	7	-	1	-	-	16
Semi-skilled and discretionary decision making (Levels 3-5)	-	4	-	1	2	-	-	-	-	-	7
Unskilled and defined decision making (Levels 1-2)	-	-	-	-	-	-	-	-	-	-	-
Total	2	11	-	5	6	16	1	3	-	1	45
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	2	11	-	5	6	16	1	3	-	1	45

A = African; C = Coloured; I = Indian; W = White.

Note: Promotions refer to the total number of employees who have advanced to a higher post level within the DOI by applying and being successful for an advertised post through the recruitment and selection process as per Table 3.4.7.

Table 3.5.5: Terminations, 1 April 2024 to 31 March 2025

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	-	-	-	1	-	-	-	-	-	-	1
Senior management (Levels 13-14)	-	-	-	3	1	-	1	1	-	-	6
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	5	11	1	17	7	7	1	7	-	1	57
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	9	10	1	6	12	17	-	7	-	-	62
Semi-skilled and discretionary decision making (Levels 3-5)	20	21	-	1	4	4	-	-	-	-	50
Unskilled and defined decision making (Levels 1-2)	-	1	-	-	-	2	-	-	-	-	3
Total	34	43	2	28	24	30	2	15	-	1	179
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand total	34	43	2	28	24	30	2	15	-	1	179

A = African; C = Coloured; I = Indian; W = White.

Note: Terminations refer to those employees who have left the employ of the DOI, including transfers to other departments, as per Table 3.4.1.

Table 3.5.6: Disciplinary actions, 1 April 2024 to 31 March 2025

Disciplinary actions	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Desertion (Dismissal)	-	-	-	-	-	1	-	-	-	-	1
Dismissal	-	2	-	-	-	-	-	-	-	-	2
Suspension without pay	-	-	-	-	1	-	-	-	-	-	1
Final Written Warning coupled with Suspension Without Pay	1	3	-	-	-	-	-	-	-	-	4
Not guilty	-	1	-	-	1	-	-	-	-	-	2
Total	1	6	-	-	2	1	-	-	-	-	10
Temporary employees	-	-	-	-	-	-	-	-	-	-	-
Grand Total	1	6	-	-	2	1	-	-	-	-	10

A = African; C = Coloured; I = Indian; W = White.

Note: The disciplinary actions total refers to formal outcomes only and not headcount. For further information on the outcomes of the disciplinary hearings and the types of misconduct addressed at disciplinary hearings, refer to Tables 3.12.2 and Table 3.12.3.

Table 3.5.7: Skills development, 1 April 2024 to 31 March 2025

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management (Levels 15-16)	-	-	-	-	-	1	-	-	1
Senior management (Levels 13-14)	1	4	2	3	4	6	1	8	29
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	28	83	7	57	35	48	4	29	291
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	47	60	-	9	71	95	4	14	300
Semi-skilled and discretionary decision making (Levels 3-5)	29	85	-	3	40	58	-	4	219
Unskilled and defined decision making (Levels 1-2)	12	16	-	1	12	3	-	-	44
Total	117	248	9	73	162	211	9	55	884
Temporary employees	-	-	-	-	-	-	-	-	-
Grand total	117	248	9	73	162	211	9	55	884

A = African; C = Coloured; I = Indian; W = White.

Note: The above table refers to the total number of employees who have received training during the period under review, and not the number of training interventions attended by individuals. For further information on the actual training provided, refer to Table 3.13.2.

3.6 Signing of performance agreements by SMS members

Table 3.6.1: Signing of performance agreements by SMS Members, as at 31 May 2024

SMS Level	Number of active SMS posts per level	Number of SMS members per level	Number of signed performance agreements per level	Signed performance agreements as % of SMS members per level
HOD	-	-	-	-
Salary Level 15	3	3	3	100,0
Salary Level 14	12	10	10	100,0

SMS Level	Number of active SMS posts per level	Number of SMS members per level	Number of signed performance agreements per level	Signed performance agreements as % of SMS members per level
Salary Level 13	31	30	30	100,0
Total	46	43	43	100,0

Note: This table refers to employees who are appointed as SMS members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded. Furthermore, the table reflects post salary details and not the individual salary level of employees. The allocation of performance-related rewards (cash bonus) for SMS members is dealt with later in the report. Refer to Table 3.8.5 in this regard. The number of active posts refers to posts that can either be filled, in a recruitment process (funding approved) or vacant (linked to an acting appointment with remuneration).

Table 3.6.2: Reasons for not having concluded performance agreements with all SMS members on 31 May 2024

Reasons for not concluding performance agreements with all SMS
None

Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 31 May 2024

Disciplinary steps taken against SMS members for not having concluded performance agreements
None required

3.7 Filling of SMS posts

Table 3.7.1: SMS posts information, as at 30 September 2024

SMS Level	Number of active SMS posts per level	Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	Per cent of SMS posts vacant per level
HOD	1	1	100,0	-	-
Salary Level 15	4	2	50,0	2	50,0
Salary Level 14	13	9	69,2	4	30,8
Salary Level 13	35	29	82,9	6	17,1
Total	53	41	77,4	12	22,6

Note: This table refers to employees who are appointed as Senior Management Service (SMS) members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded. The number of active posts refers to posts that can either be filled, in a recruitment process (funding approved) or vacant (linked to an acting appointment with remuneration).

Table 3.7.2: SMS posts information as at 31 March 2025

SMS Level	Number of active SMS posts per level	Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	Per cent of SMS posts vacant per level
HOD	1	1	100,0	-	-
Salary Level 15	5	1	20,0	4	80,0
Salary Level 14	13	9	69,2	4	30,8
Salary Level 13	36	30	83,3	6	16,7
Total	55	41	74,5	14	25,5

Note: This table refers to employees who are appointed as Senior Management Service (SMS) members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded. The number of active posts refers to posts that can either be filled, in a recruitment process (funding approved) or vacant (linked to an acting appointment with remuneration).

Table 3.7.3: Advertising and filling of SMS posts, as at 31 March 2025

SMS Level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months after becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
HOD	-	1	-
Salary Level 15	-	-	-
Salary Level 14	-	-	-
Salary Level 13	4	4	1
Total	4	5	1

Note: Five (5) of the SMS posts filled was advertised in the previous financial year, whilst one (1) post filled on Salary Level 13 was in the Office of the Provincial Minister.

Table 3.7.4: Reasons for not having complied with the filling of active vacant SMS posts – Advertised within 6 months and filled within 12 months after becoming vacant

SMS Level	Reasons for non-compliance
HOD	N/A
Salary Level 15	N/A
Salary Level 14	N/A
Salary Level 13	N/A

Table 3.7.5: Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts
None required

3.8 Employee performance

The following tables note the number of staff by salary band (Table 3.8.1) and staff within critical occupations (Table 3.8.2) who received a notch progression as a result of performance management. (i.e. qualifying employees who scored between 3 and 4 in their performance ratings).

Table 3.8.1: Notch progressions by salary band, 1 April 2024 to 31 March 2025

Salary Band	Employees as at 31 March 2024	Progressions to another notch within a salary band	Notch progressions as a % of total employees within a salary band
Lower skilled (Levels 1-2)	90	43	47,8
Skilled (Levels 3-5)	742	450	60,6
Highly skilled production (Levels 6-8)	502	290	57,8
Highly skilled supervision (Levels 9-12)	438	260	59,4
Senior management (Levels 13-16)	43	27	62,8
Total	1 815	1 070	59,0

Note: Employees who do not qualify for notch progressions are not included.

Table 3.8.2: Notch progressions by critical occupation, 1 April 2024 to 31 March 2025

Critical occupations	Employees as at 31 March 2024	Progressions to another notch within a critical occupation	Notch progressions as a % of total employees within a critical occupation
Architect	45	25	55,6
Architectural Technician	7	4	57,1
Architectural Technologist	10	6	60,0
Construction Project Manager	13	8	61,5
Engineer	66	36	54,5
Engineering Technician	25	15	60,0
Engineering Technologist	9	6	66,7
Environmental Officer	-	-	-
GISc Professional	-	-	-
GISc Technician	4	4	100,0
GISc Technologist	3	1	33,3
Quantity Surveyor	25	15	60,0
Survey Technician	5	4	80,0
Town and Regional Planner	7	3	42,9
Total	219	127	58,0

Note: Employees who do not qualify for notch progressions are not included.

In line with a WCG Provincial Top Management decision, approved by Cabinet, no performance rewards have been paid to employees since the 2019/20 financial year due to austerity measures implemented to address fiscal constraints. Subsequently, the DPSA issued a circular in line with the Incentive Policy Framework 2019, directing that 0.0 per cent of departmental budgets be allocated to performance rewards from the 2022/23 financial year onwards, reinforcing the suspension of such payments. Consequently, the tables in this section reflect "none" for performance rewards.

Despite the suspension of financial rewards, employee performance assessments have continued, with 69.5 per cent of employees rated as Fully Effective and 28.7 per cent as Highly Effective, while 1.6 per cent were Partially Effective and 0.2 per cent Not Effective for the 2023/24 performance cycle, which was finalised in the 2024/25 financial year, demonstrating sustained commitment to service delivery. The WCG is actively developing a policy for non-remunerative rewards to recognise employee contributions in a manner aligned with current fiscal realities, with implementation expected in future reporting periods.

Table 3.8.3: Performance rewards by race, gender, and disability, 1 April 2024 to 31 March 2025

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Total number of employees in group as at 31 March 2024	% of total within group	Cost (R'000)	Average cost per beneficiary (R)
None					

Table 3.8.4: Performance rewards (cash bonus), by salary bands for personnel below Senior Management Service level, 1 April 2024 to 31 March 2025

Salary Bands	Beneficiary profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2024	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of the total personnel expenditure
None						

Table 3.8.5: Performance rewards (cash bonus), by salary band, for Senior Management Service level, 1 April 2024 to 31 March 2025

Salary Bands	Beneficiary profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2024	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of the total personnel expenditure
None						

Table 3.8.6: Performance rewards (cash bonus) by critical occupation, 1 April 2024 to 31 March 2025

Critical occupation	Beneficiary profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2024	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of total personnel expenditure
None						

3.9 Foreign workers

The tables below summarise the employment of foreign nationals in the DOI in terms of salary bands and by major occupation. The tables also summarise changes in the total number of foreign workers in each salary band and by each major occupation.

Table 3.9.1: Foreign workers by salary band, 1 April 2024 to 31 March 2025

Salary Band	1 April 2024		31 March 2025		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	-	-	-	-	-	-
Skilled (Levels 3-5)	-	-	-	-	-	-

Salary Band	1 April 2024		31 March 2025		Change	
	Number	% of total	Number	% of total	Number	% change
Highly skilled production (Levels 6-8)	1	8,3	1	7,1	-	-
Highly skilled supervision (Levels 9-12)	11	91,7	13	92,9	2	18,2
Senior management (Levels 13-16)	-	-	-	-	-	-
Total	12	100,0	14	100,0	2	16,7

Note: The table above includes non- citizens with permanent residence in the Republic of South Africa.

Table 3.9.2: Foreign workers by major occupation, 1 April 2024 to 31 March 2025

Major occupation	1 April 2024		31 March 2025		Change	
	Number	% of total	Number	% of total	Number	% change
Chief Works Inspector	1	8,3	1	7,1	-	-
Architect	4	33,3	3	21,4	-1	-25,0
Chief Architect	3	25,0	3	21,4	-	-
Engineer	1	8,3	3	21,4	2	200,0
Chief Engineer	1	8,3	1	7,1	-	-
Quantity Surveyor	1	8,3	2	14,3	1	100,0
Chief Quantity Surveyor	1	8,3	1	7,1	-	-
Total	12	100,0	14	100,0	2	16,7

Note: The table above includes non-citizens with permanent residence in the Republic of South Africa.

3.10 Leave utilisation for the period 1 January 2024 to 31 December 2024

The following tables provide an indication of the use of sick leave (Table 3.10.1) and incapacity leave (Table 3.10.2). In both instances, the estimated cost of the leave is also provided. The total number of employees refer to all employees remunerated during the period under review.

Table 3.10.1: Sick leave, 1 January 2024 to 31 December 2024

Salary Band	Total days	% days with medical certification	Number of employees using sick leave	Total number of employees	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)
Interns	7	57,1	5	24	20,8	1	3
Lower skilled (Levels 1-2)	555	87,9	61	80	76,3	9	289
Skilled (Levels 3-5)	5 480	81,6	614	810	75,8	9	3 899
Highly skilled production (Levels 6-8)	2 565	84,0	344	558	61,6	7	3 563
Highly skilled supervision (Levels 9-12)	1 924	80,3	297	521	57,0	6	4 315

Salary Band	Total days	% days with medical certification	Number of employees using sick leave	Total number of employees	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)
Senior management (Levels 13-16)	114	78,1	24	46	52,2	5	403
Total	10 645	82,2	1 345	2 039	66,0	8	12 472

Note: The three-year sick leave cycle started in January 2022 and ended in December 2024. The information in each case reflects the totals excluding incapacity leave taken by employees. For an indication of incapacity leave taken, refer to Table 3.10.2.

Table 3.10.2: Incapacity leave, 1 January 2024 to 31 December 2024

Salary Band	Total days	% days with medical certification	Number of employees using incapacity leave	Total number of employees	% of total employees using incapacity leave	Average days per employee	Estimated cost (R'000)
Interns	-	-	-	24	-	-	-
Lower skilled (Levels 1-2)	222	100,0	15	80	18,8	15	127
Skilled (Levels 3-5)	1 360	100,0	73	810	9,0	19	959
Highly skilled production (Levels 6-8)	1 782	100,0	31	558	5,6	57	2 506
Highly skilled supervision (Levels 9-12)	478	100,0	13	521	2,5	37	1 092
Senior management (Levels 13-16)	12	100,0	1	46	2,2	12	43
Total	3 854	100,0	133	2 039	6,5	29	4 727

Note: The leave dispensation as determined in the "Leave Determination", read with the applicable collective agreements, provides for normal sick leave of 36 working days in a sick leave cycle of three years. If an employee has exhausted his or her normal sick leave, the employer must conduct an investigation into the nature and extent of the employee's incapacity. Such investigations must be carried out in accordance with item 10(1) of Schedule 8 of the LRA. Incapacity leave is not an unlimited amount of additional sick leave days at an employee's disposal. Incapacity leave is additional sick leave granted conditionally at the employer's discretion, as provided for in the Leave Determination and Policy on Incapacity Leave and Ill-Health Retirement (PILIR).

Table 3.10.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Coordinating Bargaining Council (PSCBC) in 2000 requires management of annual leave to prevent high levels of accrued leave having to be paid at the time of termination of service.

Table 3.10.3: Annual leave, 1 January 2024 to 31 December 2024

Salary Band	Total days taken	Total number employees using annual leave	Average number of days taken per employee
Interns	47	14	3
Lower skilled (Levels 1-2)	1 535	78	20
Skilled (Levels 3-5)	17 025	775	22
Highly skilled production (Levels 6-8)	10 168	511	20
Highly skilled supervision (Levels 9-12)	8 565	476	18

Salary Band	Total days taken	Total number employees using annual leave	Average number of days taken per employee
Senior management (Levels 13-16)	761	41	19
Total	38 101	1 895	20

Table 3.10.4: Capped leave, 1 January 2024 to 31 December 2024

Salary Band	Total capped leave available as at 31 Dec 2023	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 31 Dec 2024	Total capped leave available as at 31 Dec 2024
Lower skilled (Levels 1-2)	-	-	-	-	-	-
Skilled (Levels 3-5)	1 796,77	87,31	12	7,28	59	1 693,67
Highly skilled production (Levels 6-8)	1 908,77	599,13	16	37,45	45	1 193,01
Highly skilled supervision (Levels 9-12)	1 931,06	355,35	5	71,07	47	1 677,34
Senior management (Levels 13-16)	407,15	271,14	3	90,38	5	136,01
Total	6 043,75	1 312,93	36	36,47	156	4 700,03

Note: It is possible for the total number of capped leave days to increase as employees who were promoted or transferred into the DOI, retain their capped leave credits, which form part of that specific salary band and ultimately the departmental total. Furthermore, capped leave is only paid out in the event of retirement, ill-health retirement or death, therefore capped leave forfeited due to resignation and or dismissal is not reflected in the table above.

Table 3.10.5 summarises capped- and annual leave payments made to employees as a result of non-utilisation.

Table 3.10.5: Leave pay-outs, 1 April 2024 to 31 March 2025

Reason	Total Amount (R'000)	Number of incidents	Average payment per employee
Leave pay-outs due to non-utilisation of leave for the previous cycle	-	-	-
Capped leave pay-outs on termination of service	2 362	33	71 577
Current leave pay-outs on termination of service	3 988	126	31 653

3.11 Health promotion programmes, including HIV and AIDS

Table 3.11.1: Health promotion programmes, including HIV and AIDS, 1 April 2024 to 31 March 2025

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
The nature of the Department's work does not expose employees to increased risk of contracting HIV & AIDS. Despite the very low occupational risk, all employees have been targeted at all levels within the Department.	EHW Services are rendered to all employees in need and include the following: 24/7/365 Telephone counselling; • Face to face counselling (4 session model); • Trauma and critical incident counselling; • Advocacy on HIV&AIDS awareness, including online services; and • Training, coaching and targeted Interventions as required.

Table 3.11.2: Details of health promotion including HIV and AIDS Programmes, 1 April 2024 to 31 March 2025

Question	Yes	No	Details, if yes
Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2016? If so, provide her/his name and position.	✓		Ms Letitia Isaacs, Director: Transversal People Capacity Enablement (Department of the Premier)
Does the department have a dedicated unit, or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	✓		The Department of the Premier provides a transversal service the eleven (11) provincial client departments, including the DOI. A designated EHW unit within the Directorate Transversal People Capacity Enablement and the Chief Directorate Organisation Development serves to promote the health and well-being of employees in the eleven (11) client departments. The unit consists of a Deputy Director, three (3) Assistant Directors, and two (2) EHW Practitioners. Budget: R3.7m

Question	Yes	No	Details, if yes
Has the department introduced an Employee Assistance or Health Promotion Programme for employees? If so, indicate the key elements/services of this Programme.	✓		The Department of the Premier has entered into a service level agreement with Lyra Wellbeing (external service provider) to render an EHW Service to the eleven (11) provincial client departments. The services include: Counselling; Trauma debriefing and awareness; Managerial Consultations; Psycho-social development Interventions; Wellbeing Information, Communication and Education; Group Therapy; Reasonable Accommodation
Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2016? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	✓		The Provincial EHW Steering Committee has been established with members nominated by each department. The Department is represented by Glenville Naidoo and Jandre Bakker.
Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	✓		The Transversal Management Framework for EHW Programmes in the Western Cape Government is in effect and was adopted by the Co-ordinating Chamber of the PSCBC for the Western Cape Province in December 2016. These policies are in the first draft of review, stakeholders have been consulted. In this regard, all employment policies make provision for fair practices, regardless of the HIV status of staff or applicants. Workplace practices are constantly monitored to ensure policy compliance and fairness. Under the EHW banner, four EHW Policies were approved which includes HIV & AIDS and TB Management that responds to the prevention of discrimination against employees affected and infected by HIV & AIDS and TB in the workplace. Further to this, the Department of Health and Wellness, that is the lead department for HIV & AIDS, has approved the Transversal HIV and AIDS/STI Workplace Policy and Programme that is applicable to all departments of the Western Government. The document is in line with the four pillars of the EHW Strategic Framework (2017-2026). During the reporting period, the transversal EHW policies including the HIV, AIDS and TB Management Policy have been audited by DPSA against the DPSA policies as well as the National Strategic Plan for HIV, TB and STIs (2022-2027) which ensures inclusivity and elimination of discrimination and stigma against employees with HIV.

Question	Yes	No	Details, if yes
Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	✓		The Provincial Strategic Plan on HIV & AIDS, STIs and TB 2022 - 2027 has been implemented to mainstream HIV and TB and its gender and rights-based dimensions into the core mandates to reduce HIV-related stigma. The aim is to: • Reduce HIV and TB discrimination in the workplace. This included campaigns against unfair discrimination and empowerment of employees. • Reduce unfair discrimination in access to services. This included ensuring that the Directorate Employee Relations, within the Department of the Premier, addresses complaints or grievances relating to unfair discrimination and provides training to employees. The Department implemented one wellness day during March 2025 and information material distributed as follows: • Wellness screenings (blood pressure, glucose, cholesterol, TB, BMI); • HCT screenings; • Distributing posters and pamphlets; and • Condom distribution
Does the department encourage its employees to undergo HIV counselling and testing (HCT)? If so, list the results that you have achieved.	✓		The Department participated in one (1) HCT and Wellness screening session. 36 Employees were screened for noncommunicable diseases and counselled for HIV, Tuberculosis and Sexually Transmitted Infections (STI's).
Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	✓		The EHWP is monitored through Quarterly and Annual reporting and trend analysis can be derived through comparison of departmental utilisation and demographics i.e. age, gender, problem profiling, employee vs. manager utilisation, number of cases. Themes and trends also provide a picture of the risks and impact the EHW issues have on individual and the workplace

3.12 Labour relations

The following provincial collective agreements were entered into with trade unions for the period under review.

Table 3.12.1: Collective agreements, 1 April 2024 to 31 March 2025

Subject Matter	Date
PSCBC Resolution 2 of 2024: Amendment to Resolution 1 of 2017 - Negotiations Protocol Agreement: Wage Negotiations Process	09/07/2024
PSCBC Resolution 1 of 2025: Agreement on the payment of salary adjustments and improvements of conditions of service for the Financial Years 2025/26, 2026/2027 and 2027/2028	17/02/2025
PSCBC Resolution 2 of 2025: Agreement on matters referred to a further process for research, investigation and negotiations in the Financial Year 2025/2026	17/02/2025
GPSSBC Resolution 3 of 2024: Appointment of Full Time Shop Stewards and Release of Trade Union Office Bearers	24/05/2024
GPSSBC Resolution 4 of 2024: Agreement on the Amendment of resolution 7 of 2017 - Dispute Resolution Rules. Rules for conduct of proceedings before the GPSSBC	18/10/2024
GPSSBC Resolution 5 of 2024: Agreement on the 2024 National Macro Organisation of Government	05/12/2024

Table 3.12.2 summarises the outcome of disciplinary hearings conducted within the DOI for the period.

Table 3.12.2: Misconduct and disciplinary hearings finalised, 1 April 2024 to 31 March 2025

Outcomes of disciplinary hearings	Number of cases finalised	% of total
Desertion (Dismissal)	1	10,0
Dismissal	2	20,0
Suspension without pay	1	10,0
Final Written Warning coupled with Suspension Without Pay	4	40,0
Not guilty	2	20,0
Total	10	100,0
Percentage of total employment		0,5

Note: Outcomes of disciplinary hearings refer to formal cases only.

Table 3.12.3: Types of misconduct addressed at disciplinary hearings, 1 April 2024 to 31 March 2025

Type of misconduct	Number	% of total
Abscondment	1	10,0
Absent from Work Without Reason or Permission	4	40,0
Conduct Self in Improper/Unacceptable Manner	3	30,0
Fails to Carry out Order or Instruction	1	10,0
Possesses or Wrongfully uses Property of State	1	10,0
Total	10	100,0

Table 3.12.4: Grievances lodged, 1 April 2024 to 31 March 2025

Grievances lodged	Number	% of total
Number of grievances resolved	36	90,0
Number of grievances not resolved	4	10,0
Total number of grievances lodged	40	100,0

Note: Grievances lodged refer to cases that were finalised within the reporting period. Grievances not resolved refer to cases finalised, but where the outcome was not in favour of the aggrieved and found to be unsubstantiated.

Table 3.12.5: Disputes lodged with councils, 1 April 2024 to 31 March 2025

Disputes lodged with councils	Number	% of total
Number of disputes upheld	-	-
Number of disputes dismissed	4	100,0
Total number of disputes lodged	4	100,0

Note: Councils refer to the PSCBC and General Public Service Sector Bargaining Council. When a dispute is "upheld", it means that the Council rules in favour of the aggrieved. When a dispute is "dismissed", it means that the Council rules in favour of the Department.

Table 3.12.6: Strike actions, 1 April 2024 to 31 March 2025

Strike actions	Number
None	

Table 3.12.7: Precautionary suspensions, 1 April 2024 to 31 March 2025

Precautionary suspensions	Number
Number of people suspended	1
Number of people whose suspension exceeded 30 days	-
Average number of days suspended	19
Cost (R'000) of suspensions	7

Note: Precautionary suspensions refer to staff who were suspended with full pay, whilst the case was being investigated.

3.13 Skills development

Table 3.13.1: Training needs identified, 1 April 2024 to 31 March 2025

Occupational categories	Gender	Number of employees as at 1 April 2024	Training needs identified at start of reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers (Salary Band 13 – 16)	Female	24	-	39	-	39
	Male	19	-	30	-	30
Professionals (Salary Band 9 – 12)	Female	184	-	269	-	269
	Male	276	-	519	-	519

Technicians and associate professionals (Salary Band 6 – 8)	Female	298	-	350	-	350
	Male	197	-	378	-	378
Clerks (Salary Band 3 – 5)	Female	218	-	249	-	249
	Male	527	-	459	-	459
Elementary occupations (Salary Band 1 – 2)	Female	46	-	15	-	15
	Male	35	-	4	-	4
Sub Total	Female	770	-	922	-	922
	Male	1 054	-	1 390	-	1 390
Total		1 824	-	2 312	-	2 312
Employees with disabilities	Female	15	-	5	-	5
	Male	20	-	24	-	24

Note: The above table identifies the training needs at the start of the reporting period as per the Department's Workplace Skills Plan.

Table 3.13.2: Training provided, 1 April 2024 to 31 March 2025

Occupational categories	Gender	Number of employees as at 31 March 2025	Training provided during the reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers (Salary Band 13 – 16)	Female	22	-	56	-	56
	Male	19	-	22	-	22
Professionals (Salary Band 9 – 12)	Female	189	-	215	-	215
	Male	279	-	334	-	334
Technicians and associate professionals (Salary Band 6 – 8)	Female	304	-	298	-	298
	Male	207	-	199	-	199
Clerks (Salary Band 3 – 5)	Female	202	-	178	-	178
	Male	520	-	190	-	190
Elementary occupations (Salary Band 1 – 2)	Female	40	-	35	-	35
	Male	29	-	72	-	72
Sub Total	Female	757	-	782	-	782
	Male	1 054	-	817	-	817
Total		1 811	-	1 599	-	1 599
Employees with disabilities	Female	13	-	7	-	7
	Male	19	-	17	-	17

Note: The above table identifies the training courses attended by individuals during the period under review.

3.14 Injury on duty

Table 3.14.1 provides basic information on injuries sustained whilst being on official duty.

Table 3.14.1: Injury on duty, 1 April 2024 to 31 March 2025

Nature of injury on duty	Number	% of total
Required basic medical attention only	11	26,2
Temporary disablement	31	73,8

Nature of injury on duty	Number	% of total
Permanent disablement	-	-
Fatal	-	-
Total	42	100,0
Percentage of total employment		2,1

3.15 Utilisation of consultants

The following tables relates information on the utilisation of consultants in the DOI.

In terms of the Public Service Regulations "consultant" means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an ad hoc basis any of the following professional services to a department against remuneration received from any source:

- a) The rendering of expert advice;
- b) The drafting of proposals for the execution of specific tasks; and
- c) The execution of a specific task which is of a technical or intellectual nature but excludes an employee of a department.

Table 3.15.1: Report on consultant appointments using appropriated funds for the period 1 April 2024 and 31 March 2025

Programme	Directorate	Contract number	Project title	Total number of consultants that worked on the project	BB-BEE level	Duration	Contract value In rands
Programme 1	Strategy, Planning and Coordination	L157/23	Appointment of a Transaction Advisor to support the energy PPF	1	1	24 Months	24,168,248.00
		L016/24	Platform-as-a-service services to and for e-Merge.	1	1	36 Months	56,150,000.00
		L034/24	Professional services for evaluation of a gas feasibility report for the Western Cape to work towards creating a provincial gas strategy.	1	4	6 Months	755,869.69

Programme	Directorate	Contract number	Project title	Total number of consultants that worked on the project	BB-BEE level	Duration	Contract value In rands
Programme 2	Immovable Asset Management	L040/24	Provision of Multi-Disciplinary & Integrated Build Environment Professional Services to address compliance with built environment legislation within the context of Immovable Asset Management, Undertake in terms of the Government Immovable Asset Management Act and the Western Cape Land Administration Act.	1	2	12 Months	24,760,000.00
Programme 5	EPWP	L020/24	Appointment of a professional service provider to conduct an Empowerment Targets Implementation Report (ETIR) for the Weltevreden Community Day Centre.	1	1	1 Month	389,712.00
Total Number			5	-	5	79 Months	106,223,829.69

Table 3.15.2: Consultant appointments using donor funds for the period 1 April 2024 and 31 March 2025

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
None			



PART E

PFMA compliance
report

Part E: PFMA Compliance Report

1 Irregular, fruitless and wasteful, unauthorised expenditure and material losses

1.1 Irregular expenditure

a) Reconciliation of irregular expenditure

Description	2024/25	2023/24
	R'000	R'000
Opening balance	71 221	314 244
Adjustment to opening balance	-	-
Opening balance as restated	71 221	314 244
Add: Irregular expenditure confirmed	33	68 086
Less: Irregular expenditure condoned	-19 984	-3 155
Less: Irregular expenditure not condoned and removed	-	-307 954
Less: Irregular expenditure recoverable ¹	-	-
Less: Irregular expenditure not recovered and written off	-	-
Closing balance	51 270	71 221

Reconciling notes

Description	2024/25	2023/24 ²
	R'000	R'000
Irregular expenditure that was under assessment	-	-
Irregular expenditure that relates to the prior year and identified in the current year	-	68 034
Irregular expenditure for the current year	33	52
Total	33	68 086

b) Details of irregular expenditure (under assessment, determination, and investigation)

Description ³	2024/2025	2023/24
	R'000	R'000
Irregular expenditure under assessment	-	114 174
Irregular expenditure under determination	1 114	-
Irregular expenditure under investigation	-	-
Total	1 114	114 174

¹ Transfer to receivables

² Record amounts in the year in which it was incurred.

³ Group similar items

c) Details of irregular expenditure condoned

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure condoned	19 984	3 155
Total	19 984	3 155

d) Details of irregular expenditure removed - (not condoned)

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure NOT condoned and removed	-	307 954
Total	-	307 954

e) Details of irregular expenditure recoverable

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure recoverable	-	-
Total	-	-

f) Details of irregular expenditure written off (irrecoverable)

Description	2024/25	2023/24
	R'000	R'000
Irregular expenditure written off	-	-
Total	-	-

g) Details of non-compliance cases where an institution is involved in an inter-institutional arrangement (where such institution is *not* responsible for the non-compliance)

Description
None

h) Details of irregular expenditure cases where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)⁴

Description	2024/25 ⁵	2023/24
	R'000	R'000
	-	-
Total	-	-

⁴ Refer to paragraphs 3.12, 3.13 and 3.14 of Annexure A (PFMA compliance and Reporting Framework) to National Treasury Instruction No.4 of 2022/23

⁵ Amounts of irregular expenditure related to the current year must be disclosed in the annual financial statements

i) Details of disciplinary or criminal steps taken as a result of irregular expenditure

Disciplinary steps taken – 2024/25	Disciplinary steps taken - 2023/24
Progressive disciplinary action (1 case referred to Employee Relations)	Progressive disciplinary action (4 case referred to Employee Relations)
Cautionary letters issued to implicated officials (1 case)	No official was found to be responsible (4 cases)
No official was found to be responsible (4 cases)	

1.2 Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2024/25	2023/24
	R'000	R'000
Opening balance	-	-
Adjustment to opening balance	-	-
Opening balance as restated	-	-
Add: Fruitless and wasteful expenditure confirmed	-	-
Less: Fruitless and wasteful expenditure recoverable ⁶		
Less: Fruitless and wasteful expenditure not recoverable and written off		
Closing balance	-	-

Reconciling notes

Description	2024/25	2023/24 ⁷
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment	-	-
Fruitless and wasteful expenditure that relates to prior year and identified in the current year	-	-
Fruitless and wasteful expenditure for the current year	-	-
Total	-	-

b) Details of fruitless and wasteful expenditure (under assessment, determination, and investigation)

Description ⁸	2024/25	2023/24
	R'000	R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	-	-
Fruitless and wasteful expenditure under investigation	-	-
Total	-	-

⁶ Transfers to receivables

⁷ Record amounts in the year in which it was incurred

⁸ Group similar items.

c) Details of fruitless and wasteful expenditure recoverable

Description	2024/25	2023/24
	R'000	R'000
Fruitless and wasteful expenditure recoverable	-	-
Total	-	-

d) Details of fruitless and wasteful expenditure not recoverable and written off

Description	2024/25	2023/24
	R'000	R'000
Fruitless and wasteful expenditure written off	-	-
Total	-	-

e) Details of disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

Disciplinary steps taken
None

1.3 Unauthorised expenditure

a) Reconciliation of unauthorised expenditure

Description	2024/25	2023/24
	R'000	R'000
Opening balance	-	-
Adjustment to opening balance		
Opening balance as restated		
Add: unauthorised expenditure confirmed	-	-
Less: unauthorised expenditure approved with funding	-	-
Less: unauthorised expenditure approved without funding	-	-
Less: unauthorised expenditure recoverable ⁹	-	-
Less: unauthorised not recoverable and written off ¹⁰	-	-
Closing balance	-	-

Reconciling notes

Description	2024/25	2023/24 ¹¹
	R'000	R'000
Unauthorised expenditure that was under assessment	-	-
Unauthorised expenditure that relates to 2022/23 and identified in 2023/24	-	-
Unauthorised expenditure for the current year	-	-
Total	-	-

⁹ Transfer to receivables

¹⁰ This amount may only be written off against available savings

¹¹ Record amounts in the year in which it occurred

b) Details of unauthorised expenditure (under assessment, determination, and investigation)

Description ¹²	2024/25	2023/24
	R'000	R'000
Unauthorised expenditure under assessment	-	-
Unauthorised expenditure under determination	-	-
Unauthorised expenditure under investigation	-	-
Total	-	-

1.4 Additional disclosure relating to material losses in terms of PFMA Section 40(3)(b)(i) &(iii))¹³

a) Details of current and previous year material losses through criminal conduct

Material losses through criminal conduct	2024/25	2023/24
	R'000	R'000
Theft	-	-
Other material losses	-	-
Less: Recoverable	-	-
Less: Not recoverable and written off	-	-
Total	-	-

b) Details of other material losses

Nature of other material losses	2024/25	2023/24
	R'000	R'000
(Group major categories, but list material items)	-	-
Total	-	-

c) Other material losses recoverable

Nature of other material losses	2024/25	2023/24
	R'000	R'000
(Group major categories, but list material items)	-	-
Total	-	-

d) Other material losses written off

Nature of losses	2024/25	2023/24
	R'000	R'000
(Group major categories, but list material items)	-	-
Damages/Losses to GG Vehicles (24 cases)	71	89
Damages/Losses to Road construction and Maintenance Plant (85 cases)	1 264	1 087
Damages to rental vehicles (0 case)	-	-
Other (4 cases)	1	16
Damage to property (2 cases)	10	14

¹² Group similar items.

¹³ Information related to material losses must be disclosed in the Annual Financial Statements.

Nature of losses	2024/25	2023/24
	R'000	R'000
Damages to private vehicles (0 case)	45	-
Debt (1 case)	-	15
Total	1 391	1 221

2 Information on late and/ or non-payment of suppliers

The Accounting Officer maintained systems, processes and procedures that will enable the tracking of each invoice received by their institution from receipt up to a point of payment. The Accounting Officers recorded consolidated information¹⁴ at the end of the financial year on late payment of suppliers for the year under review in annual reports of DOI as indicated below:

Description	No. of invoices	Consolidated value
		R'000
Valid invoices received	34 754	9 101 482
Invoices paid within 30 days or agreed period	34 526	9 075 900
Invoices paid after 30 days or agreed period	228	25 582
Invoices older than 30 days or agreed period (unpaid and without dispute)	-	-
Invoices older than 30 days or agreed period (unpaid and in dispute)	-	-

The above late payments relate mainly to interface system errors, the cessation of claims in respect of Human Settlements Development Grant and Informal Settlements Upgrading Partnership Grant as funding was reallocated by National Department of Human Settlements and the policy of the province, which is administered by Provincial Treasury, being one payment run per week.

Ac¹⁴ A register of information relating to late or non-payments of suppliers may be kept for regular reporting to the accounting officer for purposes of consolidation at the end of each financial year.

3 Supply Chain Management

3.1 Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract Number	Value of contract R'000
Appointment of a contractor for the completion of Dal Josaphat Primary School	EMCON Western Cape (PTY) LTD	Limited bid	L115/23	85 651
Appointment of a principal agent on the Iraq Housing Project.	Nako Illsio (PTY) LTD	Limited bid	L156/23	701
Appointment of a transaction advisor to support the energy project preparation facility.	Deloitte & Touche	Limited bid	L157/23	24 168
Appointment of contractor for early pre-construction site preparation works to the iThemba Housing Project.	Power Construction	Limited bid	L158/23	16 253
Interim appointment for the provision of professional services for the ICT development, maintenance and related ICT support to the Department of Infrastructure (DOI).	Dimension Data (PTY) LTD	Limited bid	L167/23	29 760
Replacement of the 11 kv power factor correction equipment on the medium voltage reticulation network at Groote Schuur Hospital.	Genoplis and Associates (PTY) LTD	Limited bid	L168/23	9 329
Appointment of contractor for completion of the widening of bridge no. 2221 over Maalgate river.	Empa Structures (PTY) LTD	Limited bid	L001/24	38 847
Hiring of chemical ablution facilities for Welgemeend Ngk Primary School.	Bidvest Prestige	Limited bid	L002/24	20
The appointment of a professional service provider to assist the DOI in an adjudication matter.	Van Zyl and Associates (VZA)	Limited bid	L003/24	126
Venue hire for the 2024 Masak'hi 'isizwe bursary programme awards ceremony	Malibu High School	Limited bid	L004/24	10
Appointment of service provider to carry out urgent emergency works on a portion of Livingstone High School.	Shine The Way 1065	Limited bid	L006/24	289
Appointment of Neil Lyners & Associates PTY as lead electrical consulting engineers for bulk & internal work on the Transhex Housing Project.	Neil Lyner & Associates	Limited bid	L007/24	19 685
15th annual smart procurement world indaba at the wilderness hotel: 25 delegates.	Commerce edge South Africa	Limited bid	L008/24	230

Project description	Name of supplier	Type of procurement by other means	Contract Number	Value of contract R'000
Appointment of security service provider at 31 Upper Orange Street, Cape Town.	Princeton protection services (PTY) LTD	Limited bid	L009/24	397
Hiring of chemical ablution facilities for Welgemeend Ngk Primary school.	Bidvest Prestige	Limited bid	L010/24	73
Appointment of service provider for travel management services from 01 June - 30 September 2024.	Travel with flair	Limited bid	L012/24	As per contract and service fees
Appointment of security service provider at erf 2549, Onrusrivier.	Imvula Quality Protection (Africa)	Limited bid	L013/24	191
Appointment of a professional service provider for the provision. electrical and mechanical engineering services on current school projects.	De Villiers & Moore Consult	Limited bid	L015/24	1 870
Platform-as-a-service services to and for e-merge.	Tazanite Management Services (PTY) LTD	Limited bid	L016/24	56 150
Appointment of a service provider for emergency maintenance to floors 4,5 & 6 at the Western Cape Provincial Parliament building at 7 & 15 Wale street.	Shine The Way 1065	Limited bid	L017/24	3 672
Appointment of a service provider to dismantle temporary units in Wuppertal as part of an emergency project.	ASLA Construction	Limited bid	L018/24	780
Appointment of service provider for the installation of the pressure reduced zone valve and its chamber on the Delft Precincts 3, 5 and 7: hard and soft landscaping works project.	Absolute Infrastructure (PTY) LTD	Limited bid	L019/24	165
Appointment of a professional service provider to conduct an empowerment targets implementation report (ETIR) for the Weltevreden Community Day Centre (CDC).	C2C Consulting Engineers	Limited bid	L020/24	390
Anti-fraud seminar at the Southern Sun Cape Sun, Cape Town: 34 delegates.	Spectacular Training and Conferences	Limited bid	L022/24	102
Appointment of service provider for travel management services from 1 August 2024 to 31 November 2024.	Travel with Flair	Limited bid	L026/24	As per contract and service fees

Project description	Name of supplier	Type of procurement by other means	Contract Number	Value of contract R'000
Procurement of a multi-function printer machine.	Konica Minolta	Limited bid	L027/24	352
New mobile unit in line with specifications provided for DLA'S Beaufort West regional library.	LM Prefabricated Buildings	Limited bid	L028/24	813
Appointment of professional service provider for the 3rd of the phase construction of 196 BNG units on the mero grounds housing project in George.	Royal Hoskoning DHV (PTY) LTD	Limited bid	L029/24	2 029
Appointment of contractor for the 3rd of the phase construction of 196 BNG units on the mero grounds housing project in George.	Ruwacon (PTY) LTD	Limited bid	L030/24	56 160
Appointment of service providers for the supply and installation of furniture for the modernisation process within the Western Cape regions for a three-year period.	All Central Trading (PTY) LTD Space Id (PTY) LTD Cape Seating Manufacturers (PTY)LTD	Limited bid	L031/24	As per framework rates
Conference centre for the branch finance's strategic planning session: 155 delegates, from 28 - 29 August 2024.	Cape town lodge	Limited bid	L032/24	141
Appointment of a service provider to provide in person training on the new engineering contract (NEC 4 ECC) in Cape Town.	ECS Associates	Limited bid	L033/24	357
Professional services for evaluation of a gas feasibility report for the western cape to work towards creating a provincial gas strategy.	Dynamic Energy Consultants (PTY) LTD	Limited bid	L034/24	756
Hiring of chemical ablution facilities for Welgemeend NGK Primary school.	Bidvest prestige	Limited bid	L035/24	110
Catering services for NEC training: 62 delegates from 4 – 5 September & 16 – 17 September 2024.	Barroness Caters	Limited bid	L036/24	27
Appointment of contractor for the emergency reinstatement of Wit Water (OP4032).	Amandla GCF construction cc	Limited bid	L037/24	3 772
Appointment of contractor for the emergency response to flooding on TR00901(Sable Road).	Baseline civil contractors (PTY) LTD	Limited bid	L038/24	4 736

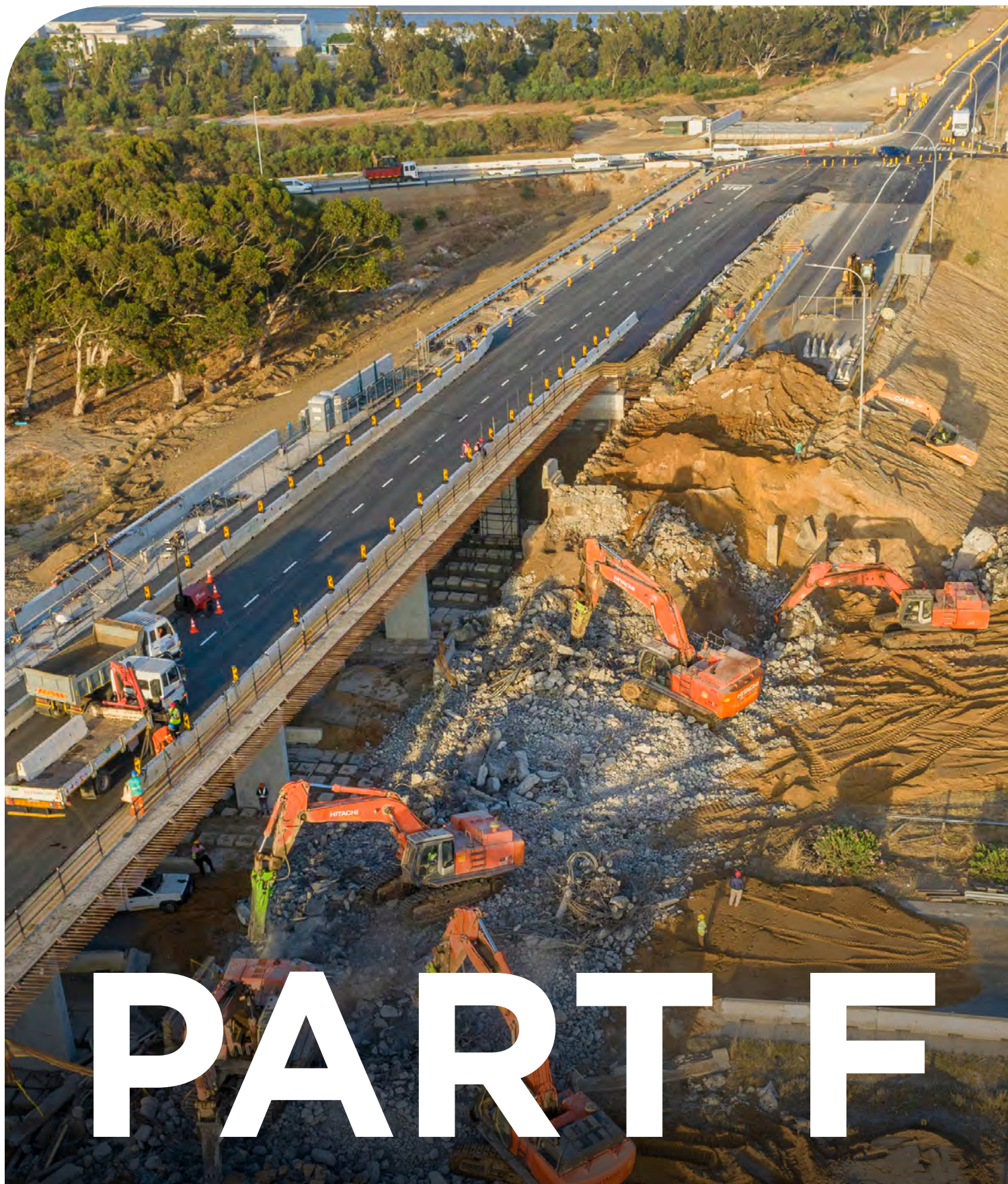
Project description	Name of supplier	Type of procurement by other means	Contract Number	Value of contract R'000
Appointment of contractor for the completion works for the periodic maintenance work of TR30/2; TR31/1, DR1347, DR1379, DR1400 & DR1377 near Worcester.	Roadmac surfacing CAPE (PTY) LTD	Limited bid	L039/24	208 693
Provision of multi-disciplinary & integrated build environment professional services to address compliance with built environment legislation within the context of immovable asset management, undertake in terms of the Government Immovable Asset Management Act and the Western Cape Land Administration Act.	Afroteq advisory	Limited bid	L040/24	24 760
Appointment of a professional service provider for the resettlement of +- 150 affected families in Malmesbury (Riverlands).	IQ vision (PTY) LTD	Limited bid	L041/24	As per SACPCMP gazette rates
Appointment a contractor for the completion works of periodic maintenance of Trunk Road TR00902 - Du Toitskloof pass from km 0.21 to km 21.25	Civils 2000 (PTY) LTD	Limited bid	L043/24	118 253
Appointment of service provider for travel management services for 16 September 2024 – 15 September 2025.	Travel with Flair	Limited bid	L044/24	As per contract and service fees
Hire of bowser trucks for water delivery – Riverlands.	Aquariva	Limited bid	L046/24	41
Appointment of service provider to provide training, venue and accommodation to conduct construction related training in Cape Town, Western Cape for twenty-five learners for four weeks extended over a four-month period.	Plum corporate events (PTY) LTD	Limited bid	L047/24	1 149
New engineering contract (NEC 4 ECC) electronic subscription.	ECS Associates	Limited bid	L048/24	1 639
Appointment of a service provider to deliver security services at Paarl house for a period of two months, commencing 1 January 2025 to 28 February 2025.	Kunye Security (PTY) LTD	Limited bid	L049/24	71
Appointment of a service provider to deliver security services at Bellville mechanical service, Bellville South for a period of two months, commencing 1 January 2025 to 28 February 2025.	Kunye Security (PTY) LTD	Limited bid	L050/24	557
Appointment of a contractor to retrofit solar geysers on 278 FLISP units in the Mountain View (Louis Fourie) Housing Project.	Ruwacon (PTY) LTD	Limited bid	L054/24	8 620
Appointment for the provision of project management services and acting as management consultant of all other professional service providers for the Ithemba Integrated Residential Development Project	Zutari (PTY) LTD	Limited bid	I055/24	75 495

Project description	Name of supplier	Type of procurement by other means	Contract Number	Value of contract R'000
Appointment of a professional service provider to assist the DOI in an adjudication matter.	Cd Binningtons	Limited bid	L059/24	104
Procurement of corporate gifts: 40 rectangular 2d hologram Perspex blocks.	Cast in glass	Limited bid	L070/24	17
Catering services for the department's consular corps engagement: 50 delegates on 31 March 2025 in Malmesbury.	Kings Catering	Limited bid	L071/24	39
Catering services for the department's consular corps engagement: 50 delegates on 31 March 2025 in Pinelands.	New destiny grace (PTY) LTD	Limited bid	L072/24	39
Total				

3.2 Contract variations and expansions

Description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value	Value of previous contract expansion/s or variation/s (if applicable)	Value of current contract expansion or variation
				R'000	R'000	R'000
n/a						
Total						

Note: No variations and expansions for the year under review



Financial
information

Part F: Financial Information

Report of the auditor-general to the Western Cape Provincial Parliament on vote no. 10: Western Cape Department of Infrastructure

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Western Cape Department of Infrastructure set out on pages 238 to 293, which comprise the appropriation statement, statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Western Cape Department of Infrastructure as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) prescribed by National Treasury and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Division of Revenue Act 24 of 2024 (Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the department in accordance with the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Underspending of conditional grants

7. As disclosed on the appropriation statement, page 248 note 36 of the annual financial statements, the department materially underspent the budget by R581 million on Programme 3 and R306 million on Programme 4. This related to the Provincial Roads Management Grant, Human Settlements Development Grant (HSDG) and the Informal Settlements Upgrading Partnership Grant (ISUPG). The reason for the underspending on Programme 4 was due to a reduction and reallocation of the HSDG (R200 million) and the ISUPG (R100 million) by the National Department of Human Settlements after the adjusted estimate process. These amounts were already committed as supported by material payables disclosed in note 19.2 of the financial statements. The reason for underspending on Programme 3 is due to the disaster relief funding of R571 million being received during the adjustment estimate process. Projects are committed in 2025-26.

Uncertainty relating to future outcome of claims against the department

8. With reference to note 17.1 to the financial statements, the department is the defendant in various ongoing litigation and claims. The ultimate outcome of these cases cannot presently be determined and no provision for any liability that may result has been made in the financial statements.

Non-adjusting events after the reporting date

9. We draw attention to note 28 in the financial statements, which deals with non-adjusting subsequent events and specifically the possible effects of the new provincial roads delivery model that is to be implemented

Restatement of corresponding figures

10. As disclosed in note 34 to the financial statements, the corresponding figures for 31 March 2024 were restated as a result of errors in the financial statements of the department at, and for the year ended, 31 March 2025.

Other matter

11. I draw attention to the matters below. My opinion is not modified in respect of this matter.

Unaudited supplementary schedule

12. The supplementary information set out on pages 294 to 307 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and accordingly, I do not express an opinion thereon.

Responsibilities of the accounting officer for the financial statements

13. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS and the requirements of the PFMA and Dora and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
14. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

15. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
16. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located on page 233, forms part of my auditor's report.

Report on the audit of the annual performance report

17. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programmes presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
18. I selected the following programmes presented in the annual performance report for the year ended 31 March 2025 for auditing. I selected programmes that measure the department's performance on its primary mandated functions and that are of significant national, community or public interest.

Programme	Page numbers	Purpose
Programme 2: Public Works Infrastructure	80 -93	To provide balanced provincial government building infrastructure that promotes integration, accessibility, sustainability, equity, environmental sensitivity, economic growth, and social empowerment
Programme 3: Transport Infrastructure	102 - 108	To deliver and maintain transport infrastructure that is sustainable, integrated, and environmentally sensitive, that supports and facilitates social empowerment and economic growth, and that promotes accessibility and the safe, affordable movement of people, goods and services
Programme 4: Human Settlements	112 - 121	To promote sustainable integrated human settlement development in the Western Cape.

19. I evaluated the reported performance information for the selected programmes against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the department's planning and delivery on its mandate and objectives.

20. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the department's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the department's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

21. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

22. I did not identify any material findings on the reported performance information for the selected programmes:

- Programme 2: Public works infrastructure
- Programme 3: Transport infrastructure
- Programme 4: Human settlements

Other matters

23. I draw attention to the matters below.

Achievement of planned targets

24. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under achievements.

25. The tables that follow provide information on the achievement of planned targets and list the key service delivery indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets are included in the annual performance report on pages 78 to 95, 96 to 109, and 110 to 123.

Programme 2: Public works infrastructure

Targets achieved: 78%		
Budget spent: 100%		
Key indicator not achieved	Planned target	Reported achievement
Number of planned maintenance projects (refurbished/renovated) completed: general infrastructure	25	24
Number of facilities provided (immovable asset management)	1 738	1 665

Programme 3: Transport infrastructure

Targets achieved: 71%		
Budget spent: 90%		
Key indicator not achieved	Planned target	Reported achievement
Number of kilometres of gravel roads visually assessed as per the applicable Technical Methods for Highways (TMH) manual	10 531	10511.16
Number of kilometres of gravel roads upgraded to surfaced roads	6.7	3.4
Number of work opportunities created	3 140	3 010
Number of square metres of blacktop patching	30 000	25 882

Programme 4: Human settlements

Targets achieved: 93%		
Budget spent 100%		
Key indicator not achieved	Planned target	Reported achievement
Number of breaking new ground (BNG) houses delivered	3 645	2 633

Material misstatements

26. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for programme 3: transport infrastructure and programme 4: human settlements. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

Report on compliance with legislation

27. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the department's compliance with legislation.
28. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
29. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the department, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
30. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

31. The accounting officer is responsible for the other information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.

32. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
33. We have received the annual report, but did not audit the other information, as the information is still in draft form and excludes the foreword by the provincial minister. The other information in the annual report will be assessed once the final annual report is made available to us by 31 August 2025. We will report this in the auditor's report and indicate that any material inconsistencies we identified when we receive it, and which are not corrected, might result in us retracting the auditor's report and reissuing an amended report. However, if it is corrected, this will not be necessary.
34. I have nothing to report in this regard.

Internal control deficiencies

35. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
36. I did not identify any significant deficiencies in internal control.

Auditor General

Cape Town

31 July 2025



**AUDITOR - GENERAL
SOUTH AFRICA**

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional skepticism

As part of an audit in accordance with the International Standards on Auditing (ISA), I exercise professional judgement and maintain professional skepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the department's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
 - conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the department to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause the department to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial

statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections, paragraphs or regulations
Public Finance Management Act 1 of 1999	Section 1 Section 38(1)(b); 38(1)(c)(i); 38(1)(c)(ii); 38(1)(d); 38(1)(f); 38(1)(h)(iii); 38(1)U Section 39(1)(a); 39(2)(a) Section 40(1)(a); 40(1)(b); 40(1)(c)(i) Section 43(1); 43(4) Section 44 Section 45(b)
Treasury Regulations, 2005	Regulation 4.1.1; 4.1.3 Regulation 5.1.1; 5.2.1; 5.2.3(a); 5.2.3(d); 5.3.1 Regulation 6.3.1(a); 6.3.1(b); 6.3.1(c); 6.3.1(d); 6.4.1(b) Regulation 7.2.1; Regulation 8.1.1 8.2.1; 8.2.3; 8.4.1 Regulation 9.1.1; 9.1.4; Regulation 10.1.1(a); 10.1.2 Regulation 11.4.1; 11.4.2; 11.5.1 Regulation 12.5.1 Regulation 15.10.1.2(c) Regulation 16A3.2; 16A3.2(a) Regulation 16A6.1; 16A6.2(a); 6A6.2(b); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A 6.3(e); 16A6.4; 16A6.5; 16A6.6

Legislation	Sections, paragraphs or regulations
	Regulation 16A7.1; 16A7.3; 16A7.6 Regulation 16A8.3; 16A8.4; Regulation 16A9.1(b)(ii); 16A 9.1(d); 16A 9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii) Regulation 17.1.1 Regulation 18.2
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17 Regulation 25(7A)
Division of Revenue Act 24 of 2024	Section 11(6)(a) Section 12(5) Section 16(1); 16(3); 16(3)(a)(i); 16(3)(a)(ii) (bb)
Second amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 2020/21	Paragraph 2
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9 Paragraph 5.3
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury Supply Chain Management (SCM) Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 3 of 2021/22	Paragraph 4.1; 4.2 (b); 4.3; 4.4(a); 4.7 Paragraph 7.2; 7.6
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1 Section 2.1(a); 2.1(b); 2.1(f)
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1 Regulation 5.3; 5.6; 5.7;

Legislation	Sections, paragraphs or regulations
	Regulation 6.1; 6.2; 6.3; 6.6; 6.8 Regulation 7.1; 7.2; 7.3; 7.6; 7.8; Regulation 8.2; 8.5 Regulation 9.1 Regulation 10.1; 10.2 Regulation 11.1; 11.2;
Preferential Procurement Regulation, 2022	Regulation 4.1; 4.2; 4.3; 4.4
	Regulation 5.1; 5.2; 5.3; 5.4
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)
State Information Technology Agency Act 88 of 1998	Section 7(3)
Public Service Regulations, 2016	Regulation 18(1); 18(2) Regulation 25(1)(e)(i); 25(1)(e)(i); 25(1)(e)(iii)

Annual Financial Statements for the year ended 31 March 2025

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**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
APPROPRIATION STATEMENT
for the year ended 31 March 2025**

Appropriation per programme									
2024/25								2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
1. Administration	318 515	-	16 645	335 160	333,299	1 861	99.4%	343 498	340 671
2. Public Works Infrastructure	2 391 556	-	(4 908)	2 386 648	2 386 648	-	100.0%	2 402 700	2 402 629
3. Transport Infrastructure	5 693 674	-	(14 842)	5 678 832	5 098 066	580 766	89.8%	4 330 372	4 308 153
4. Human Settlements	2 313 314	-	2 778	2 316 092	2 010 358	305 734	86.8%	2 478 587	1 989 691
5. Community Based Programmes/EPWP	74 677	-	327	75 004	75 004	-	100.0%	72 268	72 268
Total	10 791 736	-	-	10 791 736	9 903 375	888 361	91.8%	9 627 425	9 113 412

2024/25			2023/24	
	Final Budget	Actual Expenditure	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000
TOTAL (brought forward)				
Reconciliation with statement of financial performance				
ADD				
Departmental receipts	131 497		180 325	
Actual amounts per statement of financial performance (total revenue)	10 923 233		9 807 750	
Actual amounts per statement of financial performance (total expenditure)		9 903 375		9 113 412

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
APPROPRIATION STATEMENT
for the year ended 31 March 2025**

Appropriation per economic classification									
2024/25								2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Economic classification									
Current payments	4 187 467	(118 605)	(9 155)	4 059 707	3 494 542	565 165	86.1%	3 402 059	3 356 749
Compensation of employees	923 810	13 175	-	936 985	936 985	-	100.0%	940 959	940 783
Goods and services	3 263 657	(131 780)	(9 155)	3 122 722	2 557 557	565 165	81.9%	2 461 100	2 415 966
Transfers and subsidies	2 838 657	(1 962)	-	2 836 695	2 528 499	308 196	89.1%	2 948 556	2 485 494
Provinces and municipalities	873 580	1 427	(359)	874 648	833 838	40 810	95.3%	852 581	807 627
Departmental agencies and accounts	108	(48)	(16)	44	44	-	100.0%	434	434
Households	1 964 969	(3 341)	375	1 962 003	1 694 617	267 386	86.4%	2 095 541	1 677 433
Payments for capital assets	3 765 612	118 969	9 155	3 893 736	3 878 736	15 000	99.6%	3 275 590	3 269 949
Buildings and other fixed structures	3 589 966	130 355	(7 315)	3 713 006	3 698 006	15 000	99.6%	3 074 887	3 074 867
Machinery and equipment	132 696	(19 682)	217	113 231	113 231	-	100.0%	176 574	175 152
Land and sub-soil assets	17 950	(17 216)	-	734	734	-	100.0%	-	-
Intangible assets	25 000	25 512	16 253	66 765	66 765	-	100.0%	24 129	19 930
Payments for financial assets	-	1 598	-	1 598	1 598	-	100.0%	1 220	1 220
Total	10 791 736	-	-	10 791 736	9 903 375	888 361	91.8%	9 627 425	9 113 412

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
APPROPRIATION STATEMENT
for the year ended 31 March 2025**

Programme 1: Administration									
2024/25								2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Office of the MEC	8 440	866	-	9 306	9 306	-	100.0%	8 715	8 715
2. Management of the Department	3 657	123	-	3 780	3 780	-	100.0%	10 145	10 145
3. Corporate Support	203 472	1 307	17 998	222 777	222 777	-	100.0%	253 009	253 009
4. Departmental Strategy	102 946	(2 296)	(1 353)	99 297	97 436	1 861	98.1%	71 629	68 802
Total for sub programmes	318 515	-	16 645	335 160	333 299	1 861	99.4%	343 498	340 671
Economic classification									
Current payments	296 899	(10 364)	(1 353)	285 182	283 321	1 861	99.3%	295 722	292 895
Compensation of employees	170 087	2 826	-	172 913	172 913	-	100.0%	197 640	197 640
Goods and services	126 812	(13 190)	(1 353)	112 269	110 408	1 861	98.3%	98 082	95 255
Transfers and subsidies	16 520	764	1 745	19 029	19 029	-	100.0%	19 685	19 685
Departmental agencies and accounts	36	(14)	-	22	22	-	100.0%	20	20
Households	16 484	778	1 745	19 007	19 007	-	100.0%	19 665	19 665
Payments for capital assets	5 096	9 366	16 253	30 715	30 715	-	100.0%	28 076	28 076
Machinery and equipment	5 096	3 947	-	9 043	9 043	-	100.0%	10 614	10 614
Intangible assets	-	5 419	16 253	21 672	21 672	-	100.0%	17 462	17 462
Payments for financial assets	-	234	-	234	234	-	100.0%	15	15
Total	318 515	-	16 645	335 160	333 299	1 861	99.4%	343 498	340 671

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
APPROPRIATION STATEMENT
for the year ended 31 March 2025**

Programme 2: Public Works Infrastructure									
2024/25								2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Programme Support	404 667	12 760	1 162	418 589	418 589	-	100.0%	394 495	394 495
2. Planning	78 899	46	1 245	80 190	80 190	-	100.0%	91 172	91 172
3. Construction	213 485	(8 993)	(7 315)	197 177	197 177	-	100.0%	199 772	199 752
4. Maintenance	271 275	(13 317)	-	257 958	257 958	-	100.0%	312 416	312 365
5. Immovable Asset Management	1 195 673	17 216	-	1 212 889	1 212 889	-	100.0%	1 183 045	1 183 045
6. Facility Operations	227 557	(7 712)	-	219 845	219 845	-	100.0%	221 800	221 800
Total for sub programmes	2 391 556	-	(4 908)	2 386 648	2 386 648	-	100.0%	2 402 700	2 402 629
Economic classification									
Current payments	1 479 872	1 951	2 407	1 484 230	1 484 230	-	100.0%	1 494 587	1 494 536
Compensation of employees	271 989	5 313	1 162	278 464	278 464	-	100.0%	273 496	273 496
Goods and services	1 207 883	(3 362)	1 245	1 205 766	1 205 766	-	100.0%	1 221 091	1 221 040
Transfers and subsidies	693 904	945	-	694 849	694 849	-	100.0%	660 222	660 222
Provinces and municipalities	692 872	222	-	693 094	693 094	-	100.0%	655 690	655 690
Departmental agencies and accounts	3	(3)	-	-	-	-	-	-	-
Households	1 029	726	-	1 755	1 755	-	100.0%	4 532	4 532
Payments for capital assets	217 780	(2 970)	(7 315)	207 495	207 495	-	100.0%	247 806	247 786
Buildings and other fixed structures	211 571	(6 784)	(7 315)	197 472	197 472	-	100.0%	239 693	239 673
Machinery and equipment	6 209	2 234	-	8 443	8 443	-	100.0%	8 113	8 113
Land and sub-soil assets	-	734	-	734	734	-	100.0%	-	-

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Software	-	846	-	846	846	-	100.0%	-	-
Payments for financial assets	-	74	-	74	74	-	100.0%	85	85
Total	2 391 556	-	(4 908)	2 386 648	2 386 648	-	100.0%	2 402 700	2 402 629

Programme 3: Transport Infrastructure

	2024/25							2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Programme Support Infrastructure	168 468	8 841	-	177 309	177 309	-	100.0%	175 563	171 364
2. Infrastructure Planning	33 828	(9 838)	(8 761)	15 229	15 229	-	100.0%	79 076	79 004
3. Infrastructure Design	181 372	(36 884)	-	144 488	144 488	-	100.0%	169 607	169 607
4. Construction	1 984 200	106 795	-	2 090 995	2 079 321	11 674	99.4%	1 480 853	1 466 501
5. Maintenance	3 325 806	(68 914)	(6 081)	3 250 811	2 681 719	569 092	82.5%	2 425 273	2 421 677
Total for sub programmes	5 693 674	-	(14 842)	5 678 832	5 098 066	580 766	89.8%	4 330 372	4 308 153
Economic Classification									
Current payments	2 091 677	(109 470)	(11 627)	1 970 580	1 423 811	546 769	72.3%	1 278 819	1 278 643
Compensation of employees	287 339	3 818	-	291 157	291 157	-	100.0%	276 773	276 597
Goods and services	1 804 338	(113 288)	(11 627)	1 679 423	1 132 654	546 769	67.4%	1 002 046	1 002 046
Transfers and subsidies	64 366	(3 818)	(3 215)	57 333	38 336	18 997	66.9%	55 170	38 748
Provinces and municipalities	54 819	-	(359)	54 460	35 463	18 997	65.1%	50 835	34 413
Departmental agencies and accounts	68	(30)	(16)	22	22	-	100.0%	414	414
Households	9 479	(3 788)	(2 840)	2 851	2 851	-	100.0%	3 921	3 921
Payments for capital assets	3 537 631	112 014	-	3 649 645	3 634 645	15 000	99.6%	2 995 270	2 989 649
Buildings and other fixed structures	3 378 395	137 139	-	3 515 534	3 500 534	15 000	99.6%	2 835 194	2 835 194
Machinery and equipment	116 286	(26 422)	-	89 864	89 864	-	100.0%	153 501	152 079
Land and sub-soil assets	17 950	(17 950)	-	-	-	-	-	-	-

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
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for the year ended 31 March 2025**

Intangible assets	25 000	19 247	-	44 247	44 247	-	100.0%	6 575	2 376
Payments for financial assets	-	1 274	-	1 274	1 274	-	100.0%	1 113	1 113
Total	5 693 674	-	(14 842)	5 678 832	5 098 066	580 766	89.8%	4 330 372	4 308 153

Programme 4: Human Settlements

	2024/25							2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Programme Support Human Settlements	30 012	1 163	1 633	32 808	32 808	-	100.0%	29 909	29 909
2. Human Settlements Needs, Research and Planning	19 279	(561)	1 083	19 801	19 801	-	100.0%	21 467	21 467
3. Human Settlements Development	2 156 357	(1 321)	-	2 155 036	1 860 177	294 859	86.3%	2 331 153	1 853 696
4. Human Settlements Management	107 666	719	62	108 447	97 572	10 875	90.0%	96 058	84 619
Total for sub programmes	2 313 314	-	2 778	2 316 092	2 010 358	305 734	86.8%	2 478 587	1 989 691
Economic classification							%		
Current payments	245 598	(722)	1 308	246 184	229 649	16 535	93.3%	261 655	219 399
Compensation of employees	147 671	1 218	-	148 889	148 889	-	100.0%	148 136	148 136
Goods and services	97 927	(1 940)	1 308	97 295	80 760	16 535	83.0%	113 519	71 263
Transfers and subsidies	2 063 866	147	1 470	2 065 483	1 776 284	289 199	86.0%	2 213 211	1 766 571
Provinces and municipalities	125 889	1 205	-	127 094	105 281	21 813	82.8%	146 056	117 524
Households	1 937 977	(1 058)	1 470	1 938 389	1 671 003	267 386	86.2%	2 067 155	1 649 047
Payments for capital assets	3 850	563	-	4 413	4 413	-	100.0%	3 720	3 720
Machinery and equipment	3 850	563	-	4 413	4 413	-	100.0%	3 628	3 628
Intangible assets	-	-	-	-	-	-	%	92	92

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for the year ended 31 March 2025**

Payments for financial assets	-	12	-	12	12	-	100.0%	1	1
Total	2 313 314	-	2 778	2 316 092	2 010 358	305 734	86.8%	2 478 587	1 989 691

Programme 5: Community Based Programmes/EPWP									
2024/25								2023/24	
	Approved Budget	Shifting of Funds	Virement	Final Budget	Actual Expenditure	Variance	Expenditure as % of final budget	Final Budget	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Sub programme									
1. Programme Support Community Based/EPWP	5 537	519	35	6 091	6 091	-	100.0%	6 108	6 108
2. Innovation and Empowerment	54 245	(1 053)	180	53 372	53 372	-	100.0%	52 403	52 403
3. EPWP co-ordination and Compliance Monitoring	14 895	534	112	15 541	15 541	-	100.0%	13 757	13 757
Total for sub programmes	74 677	-	327	75 004	75 004	-	100.0%	72 268	72 268
Economic classification									
Current payments	73 421	-	110	73 531	73 531	-	100.0%	71 276	71 276
Compensation of employees	46 724	-	(1 162)	45 562	45 562	-	100.0%	44 914	44 914
Goods and services	26 697	-	1 272	27 969	27 969	-	100.0%	26 362	26 362
Transfers and subsidies	1	-	-	1	1	-	100.0%	268	268
Departmental agencies and accounts	1	(1)	-	-	-	-	%	-	-
Households	-	1	-	1	1	-	100.0%	268	268
Payments for capital assets	1 255	(4)	217	1 468	1 468	-	100.0%	718	718
Machinery and equipment	1 255	(4)	217	1 468	1 468	-	100.0%	718	718

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
APPROPRIATION STATEMENT
for the year ended 31 March 2025**

Payments for financial assets	-	4	-	4	4	-	100.0%	6	6
Total	74 677	-	327	75 004	75 004	-	100.0%	72 268	72 268

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2025**

1. Detail of transfers and subsidies as per Appropriation Act (after Virement)

Detail of these transactions can be viewed in the note on Transfers and Subsidies, and Annexure 1A-C of the Annual Financial Statements.

2. Detail of specifically and exclusively appropriated amounts voted (after Virement)

Detail of these transactions can be viewed in the note on Annual Appropriation to the Annual Financial Statements.

3. Detail on payments for financial assets

Detail of these transactions can be viewed in the note on Payments for financial assets to the Annual Financial Statements.

4. Explanations of material variances from Amounts Voted (after Virement):

4.1 Per programme

Programme	Final Budget	Actual	Variance as a	
	R'000	Expenditure	Variance	% of Final Budget
	R'000	R'000	R'000	%
3. Transport Infrastructure	5 678 832	5 098 066	580 766	10.2%
4. Human Settlements	2 316 092	2 010 358	305 734	13.2%
Total	7 994 924	7 108 424	886 500	23.4%

Underspending: Disaster relief funding of R571 million received during the Adjusted Estimate process. Balance of R557 million to be rolled over. A reduction and reallocation of the Human Settlements Development Grant (R200 million) and the Informal Settlements Upgrading Partnership Grant (R100 million) by National Department of Human Settlements after the Adjusted Estimate process.

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2025**

4.2 Per economic classification

		Actual		Variance as a
	Final Budget	Expenditure	Variance	% of Final
Economic classification	R'000	R'000	R'000	Budget
				%
Current payments				
Goods and services	3 122 722	2 557 557	565 165	18.1%
Transfers and subsidies				
Households	1 962 003	1 694 617	267 386	13.6%
Payments for capital assets				
Total	5 084 725	4 252 174	832 551	16.4%

4.3 Per conditional grant

		Actual		Variance as a
	Final Budget	Expenditure	Variance	% of Final
Conditional Grant	R'000	R'000	R'000	Budget
				%
Human Settlements Development Grant (Pr 4)	1 605 872	1 405 872	200 000	12.52%
Informal Settlements Upgrading Partnership Grant (Pr 4)	382 315	282 315	100 000	26.2%
Provincial Roads Maintenance Grant (Pr 3)	2 181 643	1 624 101	557 542	25.6%
Total	4 169 830	3 312 288	857 542	20.6%

Underspending: A reduction and reallocation of the Human Settlements Development Grant (R200 million) and the Informal Settlements Upgrading Partnership Grant (R100 million) by National Department of Human Settlements after the Adjusted Estimate process. Disaster relief funding of R571 million received during the Adjustment Estimate process. Projects are committed in 2025/26.

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2025**

	Note	2024/25 R'000	2023/24 R'000
REVENUE			
Annual appropriation	1	10 791 736	9 627 425
Departmental revenue	2	131 497	180 325
TOTAL REVENUE		10 923 233	9 807 750
EXPENDITURE			
Current expenditure			
Compensation of employees	3	936 985	940 783
Goods and services	4	2 557 557	2 415 966
Total current expenditure		3 494 542	3 356 749
Transfers and subsidies			
Transfers and subsidies	6	2 528 499	2 485 494
Total transfers and subsidies		2 528 499	2 485 494
Expenditure for capital assets			
Tangible assets	7	3 811 971	3 250 019
Intangible assets	7	66 765	19 930
Total expenditure for capital assets		3 878 736	3 269 949
Payments for financial assets	5	1 598	1 220
TOTAL EXPENDITURE		9 903 375	9 113 412
SURPLUS/(DEFICIT) FOR THE YEAR		1 019 858	694 338
Reconciliation of Net Surplus/(Deficit) for the year			
Voted funds		888 361	514 013
Annual appropriation		30 819	41 617
Conditional grants		857 542	472 396
Departmental revenue	13	131 497	180 325
SURPLUS/(DEFICIT) FOR THE YEAR		1 019 858	694 338

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
STATEMENT OF FINANCIAL POSITION
for the year ended 31 March 2025**

	Note	2024/25 R'000	2023/24 R'000
ASSETS			
Current assets		1 088 575	711 799
Cash and cash equivalents	8	592 585	216 582
Prepayments and advances	10	110 629	143 425
Receivables	11	385 361	351 792
Non-current assets		2 158	3 088
Receivables	11	489	2 881
Other financial assets	9	1 669	207
TOTAL ASSETS		1 090 733	714 887
LIABILITIES			
Current liabilities		1 047 270	674 237
Voted funds to be surrendered to the Revenue Fund	12	888 361	514 013
Departmental revenue to be surrendered to the Revenue Fund	13	14 427	16 758
Payables	14	144 482	143 466
TOTAL LIABILITIES		1 047 270	674 237
NET ASSETS		43 463	40 650
Represented by:			
Recoverable revenue		43 463	40 650
TOTAL		43 463	40 650

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
STATEMENT OF CHANGES IN NET ASSETS
as at 31 March 2025**

		2024/25 R'000	2023/24 R'000
	Note		
Recoverable revenue			
Opening balance		40 650	
Transfers:		2 813	40 650
Recoverable revenue written off	5.2	(81)	-
Debts revised		(206)	(540)
Debts recovered (included in departmental revenue)		(1 954)	(1 450)
Debts raised		5 054	42 640
Closing balance		43 463	40 650
TOTAL		43 463	40 650

**WESTERN CAPE GOVERNMENT
INFRASTRUCTURE
VOTE 10
CASH FLOW STATEMENT
as at 31 March 2025**

	Note	2024/25 R'000	2023/24 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		11 015 125	9 861 445
Annual appropriation funds received	1.1	10 791 736	9 627 425
Departmental revenue received	2	223 142	232 372
Interest received	2.2	247	1 648
Net (increase)/decrease in net working capital		2 635	(354 632)
Surrendered to Revenue Fund		(749 805)	(241 702)
Current payments		(3 494 542)	(3 356 749)
Payments for financial assets	5	(1 598)	(1 220)
Transfers and subsidies paid		(2 528 499)	(2 485 494)
Net cash flow available from operating activities	15	4 243 316	3 421 648
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	7	(3 878 736)	(3 269 949)
Proceeds from sale of capital assets	2.3	10 072	24 440
(Increase)/decrease in other financial assets	9	(1 462)	(207)
(Increase)/decrease in non-current receivables	11		
Net cash flow available from investing activities		(3 870 126)	(3 245 716)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/(decrease) in net assets		2 813	40 650
Net cash flows from financing activities		2 813	40 650
Net increase/(decrease) in cash and cash equivalents		376 003	216 582
Cash and cash equivalents at beginning of period		216 582	-
Cash and cash equivalents at end of period	16	592 585	216 582

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PART A: ACCOUNTING POLICIES

Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

1 Basis of preparation

The financial statements have been prepared in accordance with the Modified Cash Standard.

2 Going concern

The financial statements have been prepared on a going concern basis.

3 Presentation currency

Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

4 Rounding

Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).

5 Foreign currency translation

Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment / receipt.

6 Comparative information

6.1 Prior period comparative information

Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

6.2 Current year comparison with budget

A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.

7 Revenue

7.1 Appropriated funds

Appropriated funds comprise of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation).

Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjusted budget process are recognised in the statement of financial performance on the date the adjustments become effective.

Appropriated funds are measured at the amount's receivable.

The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.

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7.2 Departmental revenue

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.

Departmental revenue is measured at the cash amount received.

In-kind donations received are recorded in the notes to the financial statements on the date of receipt and are measured at fair value.

Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.

7.3 Accrued departmental revenue

Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and
- the amount of revenue can be measured reliably.

The accrued revenue is measured at the fair value of the consideration receivable.

Write-offs are made according to the departments write-off policy.

8 Expenditure

8.1 Compensation of employees

8.1.1 Salaries and wages

Salaries and wages are recognised in the statement of financial performance on the date of payment.

8.1.2 Social contributions

Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.

Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.

8.2 Other expenditure

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

Donations made in kind are recorded in the notes to the financial statements on the date of transfer and are measured at cost or fair value.

8.3 Accruals and payables not recognised

Accruals and payables not recognised are recorded in the notes to the financial statements at cost or fair value at the reporting date.

8.4 Leases

8.4.1 Operating leases

Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. Operating lease payments received are recognised as departmental revenue.

The operating lease commitments are recorded in the notes to the financial statements.

8.4.2 Finance leases

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment. Finance lease payments received are recognised as departmental revenue.

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The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

At commencement of the finance lease term, finance lease assets acquired are recorded and measured at: the fair value of the leased asset; or if lower, the present value of the minimum lease payments.

Finance lease assets acquired prior to 1 April 2024, are recorded and measured at the present value of the minimum lease payments.

9 Cash and cash equivalents

Cash and cash equivalents are stated at cost in the statement of financial position.

Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

10 Prepayments and advances

Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash. Prepayments and advances are initially and subsequently measured at cost. Prepayments and advances expensed before 1 April 2024 are recorded until the goods, services, or capital assets are received, or the funds are utilised in accordance with the contractual agreement.

11 Loans and receivables

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

12 Financial assets

12.1 Financial assets (not covered elsewhere)

A financial asset is recognised initially at its cost-plus transaction costs that are directly attributable to the acquisition or issue of the financial asset.

At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

12.2 Impairment of financial assets

Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.

13 Payables

Payables recognised in the statement of financial position are recognised at cost.

14 Capital Assets

14.1 Immovable capital assets

Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.

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14.2 Movable capital assets

Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.

14.3 Intangible assets

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.

Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.

14.4 Project Costs: Work-in-progress

Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid.

Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register.

Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.

15 Provisions and contingents

15.1 Provisions

Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

15.2 Contingent liabilities

Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

15.3 Contingent assets

Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.

15.4 Capital Commitments

Capital commitments are recorded at cost in the notes to the financial statements.

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16 Unauthorised expenditure

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

Unauthorised expenditure is recognised in the statement of changes net assets until such time as the expenditure is either:

- approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
- approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or
- transferred to receivables for recovery.

Unauthorised expenditure recorded in the notes to the financial statements comprise of:

- unauthorised expenditure that was under assessment in the previous financial year;
- unauthorised expenditure relating to previous financial year and identified in the current year; and
- Unauthorised incurred in the current year.

17 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure receivables are recognised in the statement of financial position when recoverable. The receivables are measured at the amount that is expected to be recoverable and is de-recognised when settled or subsequently written-off as irrecoverable.

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when and at amounts confirmed, and comprises of:

- fruitless and wasteful expenditure that was under assessment in the previous financial year;
- fruitless and wasteful expenditure relating to previous financial year and identified in the current year; and
- fruitless and wasteful expenditure incurred in the current year.

18 Irregular expenditure

Losses emanating from irregular expenditure are recognised as a receivable in the statement of financial position when recoverable. The receivable is measured at the amount that is expected to be recovered and is de-recognised when settled or subsequently written-off as irrecoverable.

Irregular expenditure is recorded in the notes to the financial statements when and at amounts confirmed and comprises of:

- irregular expenditure that was under assessment in the previous financial year;
- irregular expenditure relating to previous financial year and identified in the current year; and
- irregular expenditure incurred in the current year.

19 Changes in accounting policies, estimates and errors

Changes in estimates are applied in accordance with MCS requirements.

Changes in accounting estimates are applied prospectively in accordance with MCS requirements.

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

20 Events after the reporting date

Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.

21 Principal-Agent arrangements

The department is acting as a principal when it has the power to exercise beneficial control over an activity. The department has beneficial control when it has both the power to direct the activity, and the ability to benefit from that power. In the public

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sector, "benefits" can consist of economic benefits, service potential or both. Activities, in this context, would consist of events, tasks or processes that give rise to a flow of economic benefits or service potential between the department and other parties.

Where the department acts as a principal it discloses as part of the primary financial information, the following in the notes to the financial statements, the total payments made to its agents (where applicable) during the period; and an explanation about the nature, circumstances and terms relating to the arrangements.

Where a department is acting as an agent for another department or public sector entity it shall disclose as part of the primary financial information, the following in the notes to the financial statements; a reconciliation between total agency funds received and disbursements made in executing the agency services; an explanation of differences between amounts spent on behalf of the other party, and any reimbursements received in the reporting period; any revenue earned from rendering the agency service, and the amount of revenue recognised based on cash receipts during the reporting period; a narrative description and explanation of assets belonging to other entities that are held in the custody of the department; and an explanation about the nature, circumstances and terms relating to the arrangements.

22 Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

23 Related party transactions

Related party transactions within the Minister/MEC's portfolio are recorded in the notes to the financial statements when the transaction is not at arm's length.

The full compensation of key management personnel is recorded in the notes to the financial statements.

24 Inventories (Effective from date determined by the Accountant-General)

At the date of acquisition, inventories are recognised at cost in the statement of financial performance.

Where inventories are acquired as part of a non-exchange transaction, the inventories are measured at fair value as at the date of acquisition.

Inventories are subsequently measured at the lower of cost and net realisable value or where intended for distribution (or consumed in the production of goods for distribution) at no or a nominal charge, the lower of cost and current replacement value.

The cost of inventories is assigned by using the weighted average cost basis.

25 Public-Private Partnerships

Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies.

A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the department are recorded in the notes to the financial statements.

26 Employee benefits

The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.

Accruals and payables not recognised for employee benefits are measured at cost or fair value at the reporting date.

The provision for employee benefits is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

27 Transfer of functions

Transfer of functions are accounted for by the acquirer by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of transfer.

Transfer of functions are accounted for by the transferor by derecognising or removing assets and liabilities at their carrying amounts at the date of transfer.

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28 Mergers

Mergers are accounted for by the combined department by recognising or recording assets acquired and liabilities assumed at their carrying amounts at the date of the merger.

Mergers are accounted for by the combining departments by derecognising or removing assets and liabilities at their carrying amounts at the date of the merger.

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PART B: EXPLANATORY NOTES

1. Annual Appropriation

1.1 Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for National Departments (Voted funds) and Provincial Departments:

		2024/25			2023/24	
	Final	Actual	Funds not	Final	Appropriation	Funds not
	Budget	Funds	requested/ not received	Budget	Received	requested/ not received
Programmes	R'000	R'000	R'000	R'000	R'000	R'000
1.Administration	335 160	335 160	-	343 498	343 498	-
2.Public Works Infrastructure	2 386 648	2 386 648	-	2 402 700	2 402 700	-
3.Transport Infrastructure	5 678 832	5 678 832	-	4 330 372	4 330 372	-
4.Human Settlements	2 316 092	2 316 092	-	2 478 587	2 478 587	-
5. Community Based Programmes / EPWP	75 004	75 004	-	72 268	72 268	-
Total	10 791 736	10 791 736	-	9 627 425	9 627 425	-

1.2 Conditional grants

	Note	2024/25 R'000	2023/24 R'000
Total grants received	35	3 874 682	3 277 894

National Department of Human Settlements re-allocated funds amounting to R200 million in respect of the Human Settlements Development Grant and R100 million in respect of Informal Settlements Upgrading Partnership Grant.

2. Departmental revenue

	Note	2024/25 R'000	2023/24 R'000
Sales of goods and services other than capital assets	2.1	192 883	172 410
Interest, dividends and rent on land	2.2	247	1 648
Sales of capital assets	2.3	10 072	24 440
Transactions in financial assets and liabilities	2.4	30 259	35 770
Transfers received	2.5	-	24 192
Total revenue collected		233 461	258 460
Less: Own revenue included in appropriation	13	(101 964)	(78 135)
Total		131 497	180 325

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2.1 Sales of goods and services other than capital assets

	Note	2024/25 R'000	2023/24 R'000
Sales of goods and services produced by the department		192 855	172 292
*Sales by market establishment		192 487	171 927
Administrative fees		3	3
Other sales		365	362
Sales of scrap, waste and other used current goods		28	118
Total	2	192 883	172 410

Increase is primarily attributable to an increase in the number of First Home Finance units sold and higher rentals recoveries.

2.2 Interest, dividends and rent on land

	Note	2024/25 R'000	2023/24 R'000
Interest		247	1 648
Total	2	247	1 648

2.3 Sales of capital assets

	Note	2024/25 R'000	2023/24 R'000
Tangible capital assets			
Buildings and other fixed structures		3 000	1 659
Machinery and equipment		-	13 117
Land and subsoil assets		7 072	9 664
Total	2	10 072	24 440

2.4 Transactions in financial assets and liabilities

	Note	2024/25 R'000	2023/24 R'000
Receivables		2 150	1 535
Other Receipts including Recoverable Revenue		28 109	34 235
Total	2	30 259	35 770

2.5 Transfers received

	Note	2024/25 R'000	2023/24 R'000
Public corporations and private enterprises		-	24 192
Total	2	-	24 192

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3. Compensation of employees

3.1 Salaries and wages

	2024/25	2023/24
	R'000	R'000
Basic salary	642 098	646 760
Performance bonus	-	33
Service based	520	443
Compensative/circumstantial	13 931	17 997
Periodic payments	7 313	7 311
Other non-pensionable allowances	131 919	133 145
Total	795 781	805 689

During the 2023/24 financial year the salaries for the management arrangement for the first 6 months were included in this Department and the latter part was expensed in Department of Mobility's accounts.

3.2 Social contributions

	2024/25	2023/24
	R'000	R'000
Employer contributions		
Pension	79 309	78 803
Medical	61 034	55 588
Bargaining council	220	220
Insurance	641	483
Total	141 204	135 094
Total compensation of employees	936 985	940 783
Average number of employees	1 843	1 896

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4. Goods and services

	Note	2024/25 R'000	2023/24 R'000
Administrative fees		879	1 240
Advertising		848	2 198
Minor assets	4.1	3 250	4 721
Bursaries (employees)		3 236	3 139
Catering		3 094	2 361
Communication		4 813	5 462
Computer services	4.2	27 230	85 370
*Consultants: Business and advisory services		350 795	342 171
**Infrastructure and planning services		102 669	58 466
Laboratory services		29	8
Legal services		12 420	18 052
***Contractors		826 782	659 513
Agency and support / outsourced services		37 944	35 013
Entertainment		43	32
Audit cost – external	4.3	13 885	19 874
Fleet services		49 960	46 284
Inventories	4.4	67	1 380
Consumables	4.5	57 254	61 051
Operating leases		227 469	225 798
Property payments	4.6	775 015	789 509
Rental and hiring		845	14
Transport provided as part of the departmental activities		-	30
Travel and subsistence	4.7	23 914	24 442
Venues and facilities		881	1 373
Training and development		30 738	26 505
Other operating expenditure	4.8	3 497	1 960
Total		2 557 557	2 415 966

*Increase in consultants due to increase spending on energy projects.

**Increase in infrastructure and planning services mainly as a result of scheduled and operational maintenance on buildings and road maintenance projects.

***Increase in contractors spending due to additional and specifically the flood damage projects implemented.

4.1 Minor assets

	Note	2024/25 R'000	2023/24 R'000
Tangible capital assets			
Machinery and equipment		3 250	4 721
Total	4	3 250	4 721

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4.2 Computer services

	Note	2024/25 R'000	2023/24 R'000
SITA computer services		2 117	3 038
External computer service providers		25 113	82 332
Total	4	27 230	85 370

Decrease in external computer service providers mainly due to reduced spending on the Freeway Management System (FMS).

4.3 Audit cost – External

	Note	2024/25 R'000	2023/24 R'000
Regularity audits		12 233	19 498
Investigations		1 299	77
Computer audits		353	299
Total	4	13 885	19 874

Regularity audits in the previous financial year relates to both former Department of Transport and Public Works and Department of Human Settlements. As the audit budgets were consolidated during the merge process.

4.4 Inventories

	Note	2024/25 R'000	2023/24 R'000
Other supplies	4.4.1	67	1 380
Total		67	1 380

4.4.1 Other supplies

	Note	2024/25 R'000	2023/24 R'000
Assets for distribution			
Other assets for distribution		67	1 380
Total	4.4	67	1 380

4.5 Consumables

	Note	2024/25 R'000	2023/24 R'000
Consumable supplies		54 576	56 506
Uniform and clothing		4 450	4 640
Household supplies		3 014	2 609
Building material and supplies		44 680	34 441
Communication accessories		-	2
IT consumables		718	940
Other consumables		1 714	13 874
Stationery, printing and office supplies		2 678	4 545
Total	4	57 254	61 051

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4.6 Property payments

	Note	2024/25 R'000	2023/24 R'000
Municipal services		174 104	176 227
Property management fees		11 424	12 589
Property maintenance and repairs		358 726	395 195
Other		230 761	205 498
Total	4	775 015	789 509

4.7 Travel and subsistence

	Note	2024/25 R'000	2023/24 R'000
Local		22 913	23 700
Foreign		1 001	742
Total	4	23 914	24 442

4.8 Other operating expenditure

	Note	2024/25 R'000	2023/24 R'000
Professional bodies, membership and subscription fees		1 899	216
Resettlement costs		256	307
Other		1 342	1 437
Total	4	3 497	1 960

5. Payments for financial assets

	Note	2024/25 R'000	2023/24 R'000
Other material losses written off	5.1	1 392	1 205
Debt written off	5.2	206	15
Total		1 598	1 220

5.1 Other material losses written off

Nature of losses	Note	2024/25 R'000	2023/24 R'000
Damages and losses to Government Motor Transport Vehicles (16 cases)		72	88
Damages and losses to Road Construction and Maintenance Plant Equipment (87 cases)		1 264	1 087
*Other Losses (2 cases)		1	16
Damage to property (1 case)		10	14
Damage to private vehicle (1 case)		45	-
Total	5	1 392	1 205

*Other mainly relates to loss of vehicle consumables.

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5.2 Debts written off

	Note	2024/25 R'000	2023/24 R'000
Nature of debts written off			
Recoverable Revenue written off			
Debt-Ex-employee (7 cases)		77	-
Debt- Other (3 cases)		4	-
		81	-
Other debt written off			
Debt: Theft of diesel		-	15
Debt: Ex-employee debt (15 cases)		125	
		125	15
Total debt written off	5	206	15

6. Transfers and subsidies

	Note	2024/25 R'000	2023/24 R'000
Provinces and municipalities	Annex 1A	833 838	807 627
Departmental agencies and accounts	Annex 1B	44	434
Households	Annex 1C	1 694 617	1 677 433
Total		2 528 499	2 485 494

7. Expenditure for capital assets

	2024/25 R'000	2023/24 R'000
Tangible capital assets	3 811 971	3 250 019
Buildings and other fixed structures	3 698 006	3 074 867
Machinery and equipment	113 231	175 152
Land and subsoil assets	734	-
Intangible capital assets	66 765	19 930
Software	66 765	19 930
Total	3 878 736	3 269 949

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7.1 Analysis of funds utilised to acquire capital assets – Current year

	2024/25		
	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible capital assets	3 811 971	-	3 811 971
Buildings and other fixed structures	3 698 006		3 698 006
Machinery and equipment	113 231		113 231
Land and subsoil assets	734		734
Intangible capital assets	66 765	-	66 765
Software	66 765		66 765
Total	3 878 736		3 878 736

7.2 Analysis of funds utilised to acquire capital assets – Prior year

	2023/24		
	Voted funds	Aid assistance	Total
	R'000	R'000	R'000
Tangible capital assets	3 250 019	-	3 250 019
Buildings and other fixed structures	3 074 867	-	3 074 867
Machinery and equipment	175 152	-	175 152
Intangible capital assets	19 930	-	19 930
Software	19 930	-	19 930
Total	3 269 949	-	3 269 949

7.3 Finance lease expenditure included in Expenditure for capital assets

	2024/25	2023/24
	R'000	R'000
Tangible capital assets		
Machinery and equipment	12 510	11 548
Total	12 510	11 548

8. Cash and cash equivalents

	2024/25	2023/24
	R'000	R'000
Consolidated Paymaster General Account	592 582	216 470
Cash receipts	-	109
Cash on hand	3	3
Total	592 585	216 582

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9. Other financial assets

	2024/25 R'000	2023/24 R'000
Non – current		
Local		
Deposits Municipal accounts	1 314	182
Deposits Private Enterprises	355	25
Total Non-current other financial assets	1 669	207

10. Prepayments and advances

	2024/25 R'000	2023/24 R'000
	Note	
Travel and subsistence	4	453
Advances paid (Not expensed)	10.1	142 972
Total	110 629	143 425
Analysis of Total Prepayments and advances		
Current Prepayments and advances	110 629	143 425
Total	110 629	143 425

10.1 Advances paid (not expensed)

2024/25					
	Amount as at 31 March 2024	Less: Amounts expensed in current year	Add / Less: Other	Add: Current year advances	Amount as at 31 March 2025
	Note				
District Municipalities	142 972	(136 432)		104 085	110 625
Total	10	142 972	(136 432)	104 085	110 625

Advances paid to District Municipalities as per the agreements for continuous maintenance and construction performed on proclaimed provincial roads.

10.2 Advances paid (not expensed)

2023/24					
	Amount as at 1 April 2023 R'000	Less: Amounts expensed in current year R'000	Add / Less: Other R'000	Add: Current year advances R'000	Amount as at 31 March 2024 R'000
	Note				
District Municipalities		-	-	142 972	142 972
Total	10	-	-	142 972	142 972

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11. Receivables

	Note	2024/25			2023/24		
		Current	Non-current	Total	Current	Non-current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	11.1	7 703		7 703	13 908	-	13 908
Recoverable expenditure	11.2	9 068		9 068	25 502	-	25 502
Staff debt	11.3	2 594	489	3 083	1 712	315	2 027
Other receivables	11.4	365 996		365 996	310 670	2 566	313 236
Total		385 361	489	385 850	351 792	2 881	354 673

11.1 Claims recoverable

	Note	2024/25 R'000	2023/24 R'000
National departments	Annex 3	1 637	1 637
Provincial departments	Annex 3	4 151	10 149
Local governments	Annex 3	1 915	2 122
Total	11	7 703	13 908

11.2 Recoverable expenditure

	Note	2024/25 R'000	2023/24 R'000
Disallowance: Damages and Losses		8 781	7 790
Disallowance: Miscellaneous		287	17 712
Total	11	9 068	25 502

11.3 Staff Debt

	Note	2024/25 R'000	2023/24 R'000
Staff Debt/Ex-employees/Bursary Debt		3 063	2 007
Salary Medical Aid		20	20
Total	11	3 083	2 027

11.4 Other receivables

	Note	2024/25 R'000	2023/24 R'000
Supplier Debt		65 996	63 236
*Funds: National Human Settlements		300 000	250 000
Total	11	365 996	313 236

National Human Settlements re-allocated funds amounting to R200 million in respect of the Human Settlements Development Grant and R100 million in respect of Informal Settlements Upgrading Partnership Grant. This amount was not received by the Department as this was only adjusted on a National level. This amount will not be received by the Department as it was re-allocated.

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11.5 Impairment of receivables

	2024/25 R'000	2023/24 R'000
Estimate of impairment of receivables	66 992	63 810
*Other Receivables	300 000	250 000
Total	366 992	313 810

Impairment is based on debtors that were handed over to the State Attorney and Legal Services for recovery and/or long outstanding debt the department has assessed that may not be recoverable.

*Other Receivables impairment is due to Divisions of Revenue Act (DORA) adjustment as per Government Gazette dated 3 March 2025. The Human Settlements Development Grant and Informal Settlements Upgrading Partnerships Grant reallocation of R200 million and R100 million respectively, will not be received by the Province.

12. Voted funds to be surrendered to the Revenue Fund

	2024/25 R'000	2023/24 R'000
Opening balance	514 013	
Transferred from statement of financial performance	888 361	514 013
Paid during the year	(514 013)	-
Closing balance	888 361	514 013

National Human Settlements re-allocated funds amounting to R200 million in respect of the Human Settlements Development Grant and R100 million in respect of Informal Settlements Upgrading Partnership Grant. This amount will not be received by the department as this was only adjusted on a national level. Cash surplus for current period payable is R588,361 million.

12.1 Reconciliation on unspent conditional grants

	Note	2024/25 R'000	2023/24 R'000
Opening balance		222 396	
Total conditional grants received	1.2	3 874 682	3 277 894
Total conditional grants spent		(3 317 140)	(3 055 498)
Unspent conditional grants to be surrendered		779 938	222 396
Less: Paid to the Provincial Revenue Fund by Provincial department		(222 396)	
Approved for rollover		(222 396)	
*Not approved for rollover			
Closing balance		557 542	222 396

13. Departmental revenue and PRF Receipts to be surrendered to the Revenue Fund

	2024/25 R'000	2023/24 R'000
Opening balance	16 758	
Transfer from Statement of financial performance	131 497	180 325
Own revenue included in appropriation	101 964	78 135
Paid during the year	(235 792)	(241 702)
Closing balance	14 427	16 758

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14. Payables – current

		2024/25	2023/24
	Note	R'000	R'000
Advances received	14.1	141 265	123 444
Clearing accounts	14.2	507	1 292
Other payables	14.3	2 710	18 730
Total		144 482	143 466

14.1 Advances received

		2024/25	2023/24
	Note	R'000	R'000
Local Government: City of Cape Town	Annex 7B	141 265	123 444
Total	14	141 265	123 444

Advances received are in respect of Urban Settlement Development Grant (USDG) and Informal Settlements Upgrading Partnership Grant (ISUPG) Funds received from the City of Cape Town for the provision of bulk infrastructure by the Department.

14.2 Clearing accounts

		2024/25	2023/24
	Note	R'000	R'000
Salary: ACB recalls			1
Salary: Government Employees Housing Scheme refunds		507	1 142
Salary: Income Tax			113
Salary Pension Fund			36
Total	14	507	1 292

14.3 Other payables

		2024/25	2023/24
	Note	R'000	R'000
Disallowance Miscellaneous		71	49
Contractor Guarantees		2 639	18 681
Total	14	2 710	18 730

15. Net cash flow available from operating activities

	2024/25	2023/24
	R'000	R'000
Net surplus/(deficit) as per Statement of Financial Performance	1 019 858	694 338
Add back non-cash/cash movements not deemed operating activities	3 223 458	2 727 310
Increase in receivables	(31 177)	(354 673)
Increase in prepayments and advances	32 796	(143 425)
Increase in payables – current	1 016	143 466
Proceeds from sale of capital assets	(10 072)	(24 440)
Expenditure on capital assets	3 878 736	3 269 949
Surrenders to Revenue Fund	(749 805)	(241 702)
Own revenue included in appropriation	101 964	78 135
Net cash flow generated by operating activities	4 243 316	3 421 648

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In accordance with the revised reporting template issued by the National Treasury for the 2024/25 financial year, the classification of movements in non - current receivables has been amended. Amounts previously presented under cash flows from investing activities are now disclosed under cash flows from operating activities, in line with updated guidance clarifying the nature of these receivables as operational in substance. This reclassification has no impact on the net cash flow position but enhances alignment with the Modified Cash Standard.

16. Reconciliation of cash and cash equivalents for cash flow purposes

	2024/25	2023/24
	R'000	R'000
Consolidated Paymaster General account	592 582	216 470
Cash receipts		109
Cash on hand	3	3
Total	592 585	216 582

17. Contingent liabilities and contingent assets

17.1 Contingent liabilities

Liable to	Nature	Note	2024/25	2023/24
			R'000	R'000
*Other guarantees	Borrow Pits	Annex 2A	13 886	13 943
**Private individuals	Claims against the department	Annex 2B	263 335	268 142
***Various Departments	Intergovernmental payables	Annex 4	1 534	1 467
Total			278 755	283 552

*Other guarantees represent the guarantees provided by the department for the rehabilitation of the borrow pits only if the department defaults on the contract.

**All cases which were submitted to Legal Services and State Attorney have been included as contingent liabilities as the outcome of all the open cases are uncertain.

***All unconfirmed intergovernmental payable balances have been included in the account as the department is not in agreement with outstanding balances at year end.

17.2 Contingent assets

	2024/25	2023/24
	R'000	R'000
Claims by the department	16 488	13 484
Total	16 488	13 484

All cases which were submitted to Legal Services and State Attorney have been included as contingent assets as the outcome of all the open cases are uncertain. There are 14 PILIR cases under investigation which was not yet finalised by the Department of the Premier as at 31 March 2025. At this stage the Department is not able to reliably measure the contingent asset in terms of the Government Employees Housing Scheme of the Individually Linked Saving Facility (ILSF), relating to resignations and termination of service. Adjustment made to comparative amount for contingent assets as a result of Merger adjustment and prior period error.

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18. Capital Commitments

	Note	2024/25 R'000	2023/24 R'000
Buildings and other fixed structures		2 129 449	3 971 437
Machinery and equipment		18 145	3 377
Total		2 147 594	3 974 814

These commitments relate to open contracts for construction work to be performed on roads infrastructure and public works buildings.

19. Accruals and payables not recognised

19.1 Accruals

	2024/25			2023/24
	30 Days	30+ Days	Total	Total
Listed by economic classification	R'000	R'000	R'000	R'000
Goods and services	76 609		76 609	50 087
Transfers and subsidies	62 489		62 489	25 158
Capital assets	229 618		229 618	129 803
Total	368 716		368 716	205 048

	2024/25 R'000	2023/24 R'000
Listed by programme level		
Programme 1: Administration	7 613	13 550
Programme 2: Public Works Infrastructure	40 300	23 737
Programme 3: Transport Infrastructure	256 901	144 918
Programme 4: Human Settlements	62 768	21 077
Programme 5: Community Based Programmes/EPWP	1 134	1 766
Total	368 716	205 048

19.2 Payables not recognised

	2024/25			2023/24
	30 Days	30+ Days	Total	Total
Listed by economic classification	R'000	R'000	R'000	R'000
Goods and services	57 109	6 921	64 030	18 377
Transfers and subsidies	87 579	13 101	100 680	3 085
Capital assets	174 496	156	174 652	4 748
Total	319 184	20 178	339 362	26 210

	2024/25 R'000	2023/24 R'000
Listed by programme level		
Programme 1: Administration	3 983	128
Programme 2: Public Works Infrastructure	35 043	20 847
Programme 3: Transport Infrastructure	191 328	1 852
Programme 4: Human Settlements	108 553	3 273
Programme 5: Community Based Programmes/EPWP	455	110
Total	339 362	26 210

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Material payables relates to National Department of Human Settlements re-allocated funds amounting to R200 million in respect of the Human Settlements Development Grant and R100 million in respect of Informal Settlements Upgrading Partnership Grant. The balance of outstanding invoices also relates to construction related work performed during March 2025.

Included in the above totals are the following:

		2024/25 R'000	2023/24 R'000
Confirmed balances with Departments	Annex 5	474	
Confirmed balance with other Government Entities	Annex 5	3 032	
Total		3 506	

20. Employee benefits

	2024/25 R'000	2023/24 R'000
*Leave entitlement	51 464	47 227
Service bonus	19 747	18 782
Capped leave	7 894	9 501
**Other	2 695	2 187
Total	81 800	77 697

*Negative leave amounts of R0.845 million is included in the leave entitlement provision.

**Included in Other:

Long service awards: At this stage the department is not able to reliably measure the long-term portion of the long service awards: R0,636 million.

Accruals: Represents accruals in respect of compensation of employees R2,059 million.

21. Lease commitments

21.1 Operating leases

	2024/25		
	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000
Not later than 1 year	192 138	3 182	195 320
Later than 1 year and not later than 5 years	124 084	2 880	126 964
Later than five years	312		312
Total lease commitments	316 534	6 062	322 596

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Operating leases

	2023/24		Total R'000
	Buildings and other fixed structures R'000	Machinery and equipment R'000	
Not later than 1 year	171 489	2 136	173 625
Later than 1 year and not later than 5 years	219 430	2 026	221 456
Later than five years	5 002	-	5 002
Total lease commitments	395 921	4 162	400 083

Property lease commitments are calculated based on a contractual obligation between the department and the lessors. The leases have an annual escalation of between 0% and 10%. The commitment amount would fluctuate based on the period remaining on the respective leases.

21.2 Finance leases

	2024/25	
	Machinery and equipment R'000	Total R'000
Not later than 1 year	12 635	12 635
Later than 1 year and not later than 5 years	31 992	31 992
Total lease commitments	44 627	44 627

Finance leases

	2023/24	
	Machinery and equipment R'000	Total R'000
Not later than 1 year	12 463	12 463
Later than 1 year and not later than 5 years	28 949	28 949
Total lease commitments	41 412	41 412

The Western Cape Department of Infrastructure leased 139 vehicles from GMT as at 31 March 2025. Daily tariffs are payable on a monthly basis, covering the operational costs, capital costs of replacement of vehicles, and the implicit finance costs in this type of arrangement.

The implicit Interest is based on Provincial Treasury's approved tariffs for GMT. The department uses the vehicle for most of the useful life of the vehicle. The agreement does not provide for contingent lease payments, and at the end of the useful life as determined by the lessor, the vehicles are returned where it is sold on auction for the benefit of the lessor.

21.3 Operating lease future revenue

	2024/25	
	Buildings and other fixed structures R'000	Total R'000
Not later than 1 year	68 629	68 629
Later than 1 year and not later than 5 years	46 689	46 689
Later than five years	109 370	109 370
Total operating lease revenue receivable	224 688	224 688

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Operating lease future revenue

	2023/24 Buildings and other fixed structures	Total
	R'000	R'000
Not later than 1 year	42 561	42 561
Later than 1 year and not later than 5 years	79 054	79 054
Later than five years	120 219	120 219
Total operating lease revenue receivable	241 834	241 834

The lease commitments are calculated based on a contractual obligation between the department and the lessee and shows the amount of revenue that is expected to be received. The leases have an annual escalation of between 0% and 10%. The commitment amount would fluctuate based on the period remaining on the respective leases. Adjustment made to comparative amount for operating lease future revenue as a result of Merger adjustment and prior period error.

22. Accrued departmental revenue

	2024/25 R'000	2023/24 R'000
Sales of goods and services other than capital assets	131 309	137 917
Total	131 309	137 917

It should further be noted that the not signing of lease agreements of un-lawful occupants of government properties could result that the department is at risk of losing R1,490 million rental income per year. Credit balances to the value of R20,492 million were excluded when calculating the outstanding debt.

22.1 Analysis of accrued departmental revenue

	2024/25 R'000	2023/24 R'000
Opening balance	137 917	
Less: amounts received	(104 411)	(90 671)
Add: amounts recorded	116 416	228 588
Less: amounts written off	(18 613)	
Closing balance	131 309	137 917

22.2 Impairment of accrued departmental revenue

	2024/25 R'000	2023/24 R'000
Estimate of impairment of accrued departmental revenue	53 397	66 589
Total	53 397	66 589

Impairment is based on debtors that were handed over to the State Attorney and Legal Services for recovery and/or long outstanding debt the department has assessed that may not be recoverable.

Human Settlements - The test for impairment was done per individual debtor, as well as per the different classes of debtors. Further consideration was given to all outstanding accounts on which there was little or no movement for more than three (3) years. Debtors that have never paid have also been provided for.

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23. Unauthorised, Irregular and Fruitless and wasteful expenditure (awaiting final approval on some cases)

	2024/25 R'000	2023/24 R'000
Irregular expenditure – current year	33	68 086
Closing balance	33	68 086

Information on any criminal or disciplinary steps taken as a result of unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure is included in the annual report under the PFMA Compliance Report.

Refer to Part E of the Annual Report for further detail (Year-end only).

24. Related party transactions

The Department provides buildings free of charge to the following departments as well as entities reporting to these departments:

- Department of the Premier (Including the Children's Commissioner)
- Provincial Parliament
- Provincial Treasury
- Police oversight and Community Safety (including Police Ombudsman & Chrysalis Academy)
- Education (including the School Evaluation Authority)
- Health and Wellness (including Hospital Facility Boards of Provincial Hospitals, National Health Laboratory Service, Red Cross Children's Trust and Cape Medical Depot)
- Western Cape Mobility Department
- Social Development
- Local Government
- Rental Housing Tribunal
- Environmental Affairs and Development Planning
- Agriculture
- Economic Development and Tourism
- Cultural Affairs and Sport (including Artscape, Heritage Western Cape, Cultural Commission and World Anti-doping Agency (WADA))
- Provincial Regulating Entity (PRE)
- Provincial Transport Registrar
- Government Motor Transport
- Construction Industry Development Board
- Western Cape Nature Conservation Board
- Higher Educations Institutions (including University of the Western Cape, University of Cape Town, University of Stellenbosch, Cape Peninsula University of Technology and TVET Colleges)

The Department provides parking spaces for government officials at approved fees that are not market related.

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The Department receives corporate services from the Corporate Service Centre of the Department of the Premier in the Western Cape with effect from 1 November 2010 in respect of the following service areas:

- Information and Communication Technology
- Organisation Development
- Provincial Training (transversal)
- Human Resource Management
- Enterprise Risk Management
- Internal Audit
- Provincial Forensic Services
- Legal Services
- Corporate Communication

The Department makes use of government motor vehicles managed by Government Motor Transport (GMT) based on tariffs approved by the Department of Provincial Treasury.

The Department received Security Advisory Services and Security Operations from Department of Police Oversight and Community Safety in the Western Cape.

25. Key management personnel

	2024/25 R'000	2023/24 R'000
Political office bearers (MEC)	2 272	2 156
Officials:		
*Management	25 128	33 211
Total	27 400	35 367

*Management refers to Level 14's and above of the department who has significant influence over the financial and operational policy decisions of the department.

26. Public Private Partnership

	2024/25 R'000	2023/24 R'000
Other		
Other obligations	1 949	1 852
Total	1 949	1 852

A concession agreement was concluded for the design, construction, financing, operation and maintenance of Chapman's Peak Drive as a toll road for 30 years. At the end of the concession period the road is returned to the Provincial Government of the Western Cape in a clearly defined condition. The agreement, which provided for both renewal and termination options, was signed on 21 May 2003. The partnership between the department and Entilini Concession (RF) (Proprietary) Limited has been operational since 21 December 2003.

During 2009/10 the Executive Authority for Transport and Public Works and Finance, Economic Development and Tourism was mandated by the Premier to, with assistance of a task team, re-negotiate the contract with the Concessionaire with a view to mitigate the risk to the Department. The re-negotiations were concluded and some of the matters that were addressed were:

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Improve Provincial Contract Management and Internal Control systems.

Re-negotiate certain conditions in the existing contract.

Review an alternative toll plaza solution.

Agree on pre-emptive closure regime.

Review methodology of Province Future Support.

Review of upgrades and maintenance reserve fund.

In this new Addendum to the Concession Agreement, signed on 8 March 2011, a provision was made for assurance that debt obligations and maintenance costs will be met, both planned and unplanned, operating and managing expenses were reviewed and pegged at an acceptable level, to be increased annually with CPI. Revenue projections were also scrutinised.

Any shortfall between the actual revenue and expenses would be made good by the Province, which will be reimbursed once the Concessionaire has paid up its long-time debt (2023) and there is a surplus available after expenses have been paid out of revenue.

The Province will have the first right of call to this surplus for the revenue support provided during the concession period and thereafter, any available surplus will be distributed on a 50:50 basis.

During the 2013/2014 financial year, the agreement was amended to update the manner in which the surplus was distributed and to include costs to be covered by the department, specifically the continued operation of the Day Pass program, which was not agreed to in the original contract. The Day Pass expense is paid on a monthly basis, in addition to the shortfall noted above, which is determined and paid every six months.

This Fourth Addendum to the Concession Agreement, signed 20 November 2013, now stated that 100% of any surplus would become the Province Fee. The contract also provides that the Province may instruct the Concessionaire to retain these funds on behalf of the Province and to set-off against any amounts payable by the Province to the Concessionaire. The first Province Fee has accrued during the 2023/2024 financial year and is kept in an interest-bearing account on behalf of the Province. The current monthly expenses, Day Pass and Rock-fall monitoring may thus be set-off against this from July 2023 if required. However, it has been determined that additional structures and improvements are required at certain high-risk sections of the road and that the funds in the Province Fee Reserve Account will be utilised for those approved projects.

In the absence of extended road closures due to damage events, the project can be considered a successful Public Private Partnership, as the toll fees collected covers the relevant costs to operate and maintain this section of provincial road safely. However, it must be noted that should any extended road closures occur, there might be a shortfall in the Province Future Support, which the Province will be liable for.

27. Provisions

	2024/25 R'000	2023/24 R'000
Non-residential buildings	11 901	12 436
Other fixed structures	193 734	126 586
Claims Legal Services	144	1 958
Housing Projects	27 031	39 944
Closing balance	232 810	180 924

Non-Residential Buildings and Other Fixed Structures, Housing Projects is retention held back. Claims Legal Services, awaiting finalisation of calculations in order to do final payment.

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27.1 Reconciliation of movement in provisions – Current year

	2024/25				
	Non-residential buildings	Other fixed Structures	Claims Legal Services	Housing Projects	Total provisions
	R'000	R'000			R'000
Opening balance	12 436	126 586	1 958	39 944	180 924
Increase in Provision	6 036	112 719		2 013	120 768
Settlement of Provision	(6 571)	(45 571)		(14 926)	(67 068)
Unused amount reversed			(1 814)		(1 814)
Total	11 901	193 734	144	27 031	232 810

Reconciliation of movement in provisions – Prior year

	2023/24				
	Non-residential buildings	Other fixed Structures	Claims Legal Services	Housing Projects	Total provisions
	R'000	R'000			R'000
Opening balance					
Increase in Provision	19 516	175 854	1 958	76 433	273 761
Settlement of Provision	(7 080)	(49 268)	-	(36 489)	(92 837)
Total	12 436	126 586	1 958	39 944	180 924

28. Non adjusting events after the reporting date

Starting April 1, 2026, the Western Cape Department of Infrastructure will implement a new Provincial Roads Delivery Model. This change will give the department greater control over road projects, significantly improving delivery times and ensuring better value for money. The current roads agency function will be discontinued as part of this transition. This new model aims to streamline processes and enhance the efficiency of our infrastructure projects.

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29. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25			
	Opening balance	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000
HERITAGE ASSETS				-
Heritage assets				-
MACHINERY AND EQUIPMENT	1 359 809	100 721	(5 317)	1 455 213
Transport assets	510 380	25 613		535 993
Computer equipment	84 562	7 444	(4 556)	87 450
Furniture and office equipment	8 822	3 705	(243)	12 284
Other machinery and equipment	756 045	63 959	(518)	819 486
FINANCE LEASE ASSETS	36 884	12 157	(11 336)	37 705
Finance lease assets	36 884	12 157	(11 336)	37 705
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	1 396 693	112 878	(16 653)	1 492 918

	Number	Value R'000
Included in the above total of the movable tangible capital assets per the asset register that are under investigation:		
Machinery and equipment	205	2 953
Total	205	2 953

Movable Tangible Capital Assets under investigation

Financial Governance is currently investigating these items, which may have been lost or stolen.
Opening balances of movable tangible capital assets was adjusted due to changes in the merger balances.

29.1 MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	2023/24			
	Opening balance	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000
HERITAGE ASSETS		7	(7)	-
Heritage assets		7	(7)	-
MACHINERY AND EQUIPMENT		1 487 551	(127 742)	1 359 809
Transport assets		537 780	(27 400)	510 380
Computer equipment		137 460	(52 898)	84 562

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Furniture and office equipment		12 126	(3 304)	8 822
Other machinery and equipment		800 185	(44 140)	756 045
FINANCE LEASE ASSETS		37 413	(529)	36 884
Finance lease assets		37 413	(529)	36 884
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS		1 524 971	(128 278)	1 396 693

29.2 Minor assets

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25		
	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000
Opening balance	-	43 232	43 232
Additions	-	3 250	3 250
Disposals	-	(2 128)	(2 128)
Total Minor assets	-	44 354	44 354
	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets		102	102
Number of minor assets at cost		20 455	20 455
Total number of minor assets		20 557	20 557

	Number	Value R'000
Included in the above total of minor capital assets per the asset register that are under investigation:		
Machinery and equipment	469	1 010
Total	469	1 010

Minor capital assets under investigation

Financial Governance is currently investigating these items, which may have been lost or stolen. Opening balances of movable tangible capital assets was adjusted due to changes in the merger balances.

Minor assets

MOVEMENT IN MINOR CAPITAL ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	2023/24		
	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000
Opening balance			
Additions	-	57 209	57 209

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Disposals	-	(13 977)	(13 977)
Total Minor assets	-	43 232	43 232

	Heritage assets	Machinery and equipment	Total
Number of R1 minor assets		106	106
Number of minor assets at cost		20 419	20 419
Total number of minor assets		20 525	20 525

	Number	Value R'000
Included in the above total of minor capital assets per the asset register that are under investigation:		
Machinery and equipment	746	1 216
Total	746	1 216

Minor capital assets under investigation

Financial Governance is currently investigating these items, which may have been lost or stolen.

29.3 Movable tangible assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2025

	2024/25		
	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000
Assets written off		448	448
Total moveable assets written off		448	448

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2024

	2023/24		
	Heritage assets	Machinery and equipment	Total
	R'000	R'000	R'000
Assets written off	310	4 782	5 092
Total moveable assets written off	310	4 782	5 092

30. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

	2024/25		
	Opening balance	Additions	Disposals
			Closing Balance

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	R'000	R'000	R'000	R'000
SOFTWARE	321 688	66 765	(16)	388 437
TOTAL INTANGIBLE CAPITAL ASSETS	321 688	66 765	(16)	388 437

30.1 MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

			2023/24		
	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing Balance R'000
SOFTWARE		26 482	504 111	(208 905)	321 688
TOTAL INTANGIBLE CAPITAL ASSETS		26 482	504 111	(208 905)	321 688

Adjustment made to comparative amount for intangible assets as a result of Merger adjustment and prior period error.

30.1.1 Prior period error

Nature of prior period error	<i>Note</i>	2023/24 R'000
Relating to 2023/24		
Correcting internal developed cost of intangible assets		26 482
Total prior period errors		26 482

30.2 Intangible capital assets: Capital Work-in-progress

CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2024

2023/24				
	Opening balance 1 April 2023	Current Year WIP	Ready for use (Assets to the AR) / Contracts terminated	Closing balance 31 March 2024
<i>Note Annex 6</i>	R'000	R'000	R'000	R'000
Intangible assets		409	(409)	-
Total		409	(409)	-

31. Immovable Tangible Capital Assets

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2025

2024/25

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	Opening balance	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	87 130 954	2 991 232	(88 874)	90 033 312
Non-residential buildings	40 531 615	798 289	(88 874)	41 241 030
Other fixed structures	46 599 339	2 192 943		48 792 282
HERITAGE ASSETS	570 155			570 155
Heritage assets	570 155			570 155
LAND AND SUBSOIL ASSETS	1 232 698	6 801	(7 645)	1 231 854
Land	1 232 698	6 801	(7 645)	1 231 854
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	88 933 807	2 998 033	(96 519)	91 835 321

31.1 MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2024

	2023/24			
	Opening balance	Prior Period Error	Additions	Closing Balance
	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES		147 573	86 990 241	(6 860)
Non-residential buildings		198 936	40 335 911	(3 232)
Other fixed structures		(51 363)	46 654 330	(3 628)
HERITAGE ASSETS			570 155	570 155
Heritage assets			570 155	570 155
LAND AND SUBSOIL ASSETS			1 232 700	(2)
Land			1 232 700	(2)
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS		147 573	88 793 096	(6 862)

Adjustment made to comparative amount for immovable capital assets as a result of Merger adjustment and prior period error.

31.1.1 Prior period error

Nature of prior period error	Note	2023/24 R'000
Relating to 2023/24		
Correcting proclaimed roads and assets finalised		147 573

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Total prior period errors

147 573

31.2 Immovable tangible capital assets: Capital Work-in-progress

CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2025

	Note Annex 6	2024/25			
		Opening balance 1 April 2024	Current Year WIP	Ready for use (Assets to the AR) / Contracts terminated	Closing balance 31 March 2025
		R'000	R'000	R'000	R'000
Buildings and other fixed structures		5 348 984	3 698 006	(2 402 760)	6 644 230
Total		5 348 984	3 698 006	(2 402 760)	6 644 230

Payables not recognised relating to Capital WIP

	2024/25 R'000	2023/24 R'000
Buildings and other fixed structures	152 146	4 748
Total	152 146	4 748

The increase relates to construction related work performed during March 2025.

CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2024

		2023/24				
		Opening balance 1 April 2023	Prior Period Error	Current Year WIP	Ready for use (Assets to the AR) / Contracts terminated	Closing balance 31 March 2024
Note Annex 6		R'000	R'000	R'000	R'000	R'000
	Buildings and other fixed structures		(198 936)	7 179 660	(1 631 740)	5 348 984
	Land and subsoil assets			3 518	(3 518)	-
	Total		(198 936)	7 183 178	(1 635 258)	5 348 984

31.3 Immovable capital assets (additional information)

	Note	2024/25	2023/24
Properties deemed vested	Annex 8	Number	Number
Land parcels		90	94
Facilities			

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Schools	31	32
Clinics	0	1
Dwellings	1	1
Other	23	30

32. Principal-agent arrangements

32.1 Department acting as the principal

	2024/25 R'000	2023/24 R'000
SA Post Office	4	5
	<u>4</u>	<u>5</u>

Commission paid for collecting housing debt of department.

In certain projects, the department works with developers (municipalities) through a principal-agent arrangement to manage and allocate beneficiaries. In this process, the department acts as the principal, setting the rules and making key decisions, while the developer serves as the agent, carrying out tasks on the department's behalf. The municipality plays a supporting role, focusing on administration and facilitation for beneficiary management. This arrangement has no financial impact.

32.2 Department acting as the agent

The department is an implementing agent for the Department of Health and Wellness and the Department of Education. The department publishes and awards tenders and monitor the construction of infrastructure as required by the department in terms of the service level agreement. The department does not receive any reimbursement for this function. The department sign the contracts with the contractors for Department of Health and Wellness and the Department of Education projects. Invoices for completed capital works and maintenance are issued in the name of the department.

33. Changes in accounting estimates and Changes in accounting policies

33.1 Changes in accounting policies

		2023/24				
		Opening balance before the change (1 Apr 2023)	Adjustment of opening balance	Restated opening balance after the change (1 Apr 2023)	Adjustment for 2023/24	Restated closing balance (31 Mar 2024)
Nature of change in accounting policy	Note	R'000	R'000	R'000	R'000	R'000
Finance lease assets						

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Movable Tangible Capital Assets	29		36 884	36 884
Total			36 884	36 884

Included in the opening balances for 2022/23 and 2023/24 is a change in accounting policy made in terms of the MCS requirements whereby assets under finance leases are recorded by a department at the commencement of the lease term rather than at the end of the lease term. The change in accounting policy is applied retrospectively and affects the 2024/25 opening balance.

34. Prior period errors

34.1. Correction of prior period errors

		2023/24		
		Amount bef error correction	Prior period error	Restated
		R'000	R'000	R'000
		Note		
Assets:				
Contingent assets	17	13 356	128	13 484
Intangible assets	30	295 206	26 482	321 688
Immovable tangible assets Other fixed structures	31	46 650 702	(51 363)	46 599 339
Immovable tangible assets Non-residential buildings	31	40 332 679	198 936	40 531 615
Immovable tangible assets Work in Progress	31	5 547 920	(198 936)	5 348 984
Net effect		92 839 863	(24 753)	92 815 110

Contingent assets: New information come to light in the 202425 financial year and thus it was taken into account.

Intangible Assets: Correcting internal developed cost of intangible assets.

Immovable Tangible Assets Other fixed structures: Roads deproclaimed corrected.

Immovable Tangible Assets Non-residential buildings: Correcting buildings not taken into account.

Immovable Tangible Assets Work in progress: Correcting completed projects

Other:

Lease commitments - operating lease revenue	21	202 591	39 243	241 834
Net effect20		202 591	39 243	241 834

Lease commitments - operating lease revenue: recalculation of commitment amount

35. Transfer of functions and mergers

35.1 Transfer of functions

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The transfer of functions to the Western Cape Department of Mobility (WCDM) was effective from 1 April 2023. The department has a two (2) year measurement period, as per the Modified Cash Standard and the department is in the second year of the measurement period.

35.1.1 Notes

	Balance after transfer date DOI 31March2024	Functions transferred to WCDM (2 nd year finalisation)	Adjustment to opening balances	Adjusted Balance
Note		R'000	R'000	R'000
Movable tangible capital assets	1 250 073	(11 510)	34 010	1 272 573
Intangible capital assets	291 834	(78)		291 756

The first phase of transferring movable tangible capital assets were completed in the 2023/2024 financial year. The second phase was completed during the 2024/2025 financial year. An adjustment was made to the transfer of balances effective 1 April 2023. An additional section 42 to the amount of R11.5 million was finalised and transferred to Western Cape Department of Mobility in the second year of the measurement period. The Movable tangible capital assets opening balance was adjusted accordingly. Section 42 to the amount of R1.9 million to be finalised in the 2025/26 financial year. The opening balance for the moveable tangible capital assets was adjusted to take into consideration the minor assets.

35.2. Mergers

The Mergers of the former Department of Transport and Public Works and former Human Settlements to form a new Department of Infrastructure (DOI) was effective from 1 April 2023. The department has a two (2) year measurement period, as per the Modified Cash Standard and the department is in the second year of the measurement period.

35.2.1 Notes

	Balance after merger date Combined DOI 31March2024	Merger date Combined DOI (2nd year finalisation)	Adjustment to opening balances	Balance at merger date DOI 2024/25
Note	R'000	R'000		R'000
Contingent assets	1 045	12 311		13 356
Lease commitments – Operating lease revenue	236 380	43 240		279 620
Movable tangible capital assets	1 270 548	(4 185)	30 867	1 297 230
Immovable tangible capital assets	41 881 552	(13 677)		41 867 875
Immovable tangible capital assets	45 092 493	(37 981)		45 054 512

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Intangible capital assets	296 876	(20 647)	276 229
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The first phase of the merger was completed in the 2023/2024 financial year. The second phase was completed during the 2024/2025 financial year. An adjustment was made to the merger balances effective 1 April 2023. Movable tangible capital assets was adjusted.

Immovable tangible capital assets, Contingent assets, Lease commitments – Operating lease revenue and Intangible capital assets were adjusted based on additional information received during this financial year the opening balances had to be updated. The individual balances in the separate notes were also consequently updated.

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36. Statement of conditional grants received

Name of Grant	2024/25								2023/2024		
	GRANT ALLOCATION					SPENT					
	Division of Revenue Act/ Provincial Grants	Roll Overs	DORA Adjustments	Other Adjustments	Total Available	Amount received by department	Amount spent by department	Under / (Overspending)	% of available funds spent by department	Division of Revenue Act	Amount spent by department
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Human Settlements:											
Human Settlements Development grant	1 605 872				1 605 872	1 405 872	1 405 872	200 000	100.0%	1 340 212	1 340 212
Human Settlements:											
Informal Settlements Upgrading Partnership grant for Provinces	382 315				382 315	282 315	282 315	100 000	100.0%	557 936	335 540
Public Works and Infrastructure/Human Settlements: EPWP Integrated grant for Provinces	4 852				4 852	4 852	4 852		100.0%	6 019	6 019
Transport Infrastructure:											
Provincial Roads Maintenance Grant	1 610 643		571 000		2 181 643	2 181 643	1 624 101	557 542	74.4%	1 373 727	1 373 727
Total	3 603 682		571 000		4 174 682	3 874 682	3 317 140	857 542		3 277 894	3 055 498

All transfers in terms of this Act were deposited into the primary bank account of the Province, except for Human Settlements Development Grant and Informal Settlements Upgrading Partnership Grant re allocated by National Human Settlements amounting to R300 million.

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37. Statement of conditional grants and other transfer paid to municipalities

Name of Municipality	2024/25							2023/24	
	GRANT ALLOCATION				TRANSFER				
	Conditional grants and Other transfers	Roll Overs	Adjustments	Total Available	Actual Transfer	Funds Withheld	Re-allocations by National Treasury or National Department	Conditional grants and Other transfers	Actual transfer
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<u>Municipalities: Western Cape</u>									
Rates and Taxes	698 872		1 425	700 297	700 297			661 377	661 377
Earmarked and specific Funds	167 182			167 182	126 583			183 699	140 223
TOTAL	866 054		1 425	867 479	826 880			845 076	801 600

An exemption from National Treasury was given for the disclosure of all construction related expenditure linked to housing development currently classified as transfer payments and a date has not been set for the change of this disclosure.

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38. Broad Based Black Economic Empowerment performance

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.

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ANNEXURE 1A (Note 6)

STATEMENT OF CONDITIONAL GRANTS AND OTHER TRANSFERS PAID TO MUNICIPALITIES AND PROVINCIAL ADMINISTRATIONS

Name of Municipality	2024/25												2023/24	
	GRANT ALLOCATION				TRANSFER				SPENT					
	DoRA and Other transfers	Roll Overs	Adjust-ments	Total Available	Actual Transfer	Funds Withheld	Re-allocations by National Treasury or National Department	Amount received by department	Amount spent by department	Unspent funds	% of available funds spent by department		Dora and Other transfers	Actual transfers
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	%		R'000	R'000
Municipalities:														
Western Cape														
Rates and Taxes	698 872		1 425	700 297	700 297								661 377	661 377
Earmarked and specific Funds	167 182			167 182	126 583								183 699	140 223
Western Cape Government														
PD: Vehicle Licences	7 526		(357)	7 169	6 958								7 505	6 027
Total	873 580		1 068	874 648	833 838								852 581	807 627

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ANNEXURE 1B (Note 6)

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

Departmental Agency or Account	2024/25						2023/24	
	TRANSFER ALLOCATION				TRANSFER			
	Adjusted Budget	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Budget	Actual transfer
						%		
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
ICASA/SABC - Com Licences (Radio & TV)	108		(64)	44	44	100%	434	434
Total	108		(64)	44	44		434	434

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ANNEXURE 1C (Note 6)

STATEMENT OF TRANSFERS TO HOUSEHOLDS

Household	2024/25						2023/24	
	TRANSFER ALLOCATION				EXPENDITURE			
	Adjusted	Roll	Adjustments	Total	Actual	% of	Final Budget	Actual transfer
	Budget	Overs		Available	Transfer	available funds transferred		
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Transfers								
*Social Benefits	12 350		(2 345)	10 005	10 005	100.0%	16 784	16 784
Bursaries (non-employees)	15 256		472	15 728	15 728	100.0%	12 283	12 283
Claims against the State	62		71	133	133	100.0%	2 742	2 742
	27 668		(1 802)	25 866	25 866		31 809	31 809
Subsidies								
Emergency Housing Assistance	62 394			62 394	1 648	2.6%	8 889	
Human Settlement Redevelopment Programme	1 244 219		(38 351)	1 205 868	1 138 965	94.5%	1 293 415	1 149 255
Individual Support Housing	204 843		39 187	244 030	243 194	99.7%	139 356	139 356
Peoples Housing Process	41 530			41 530	4 928	11.9%	56 136	29 362
Relocation assistance support							8 000	1 040
Upgrade of informal settlements	384 315		(2 000)	382 315	280 016	73.2%	557 936	326 611
	1 937 301		(1 164)	1 936 137	1 668 751		2 063 732	1 645 624
Total	1 964 969		(2 966)	1 962 003	1 694 617		2 095 541	1 677 433
Injury on duty	1		64		65		99	99
Leave Gratuity	11 999		(5 484)		6 515		6 191	6 191
Post-retirement benefits	65		39		104		145	145
Early retirement pension penalty	285		3 036		3 321		10 349	10 349
*Social Benefits	12 350		(2 345)		10 005		16 784	16 784

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ANNEXURE 2A

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2025 – LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening balance 1 April 2024 R'000	Guarantees draw downs during the year R'000	Guarantees repayments/ cancelled/ reduced during the year R'000	Revaluation due to foreign currency movements R'000	Closing balance 31 March 2025 R'000	Revaluations due to inflation rate movements R'000	Accrued guaranteed interest for year ended 31 March 2025 R'000
*Department of Infrastructure	Rehabilitation of Land	13 943	13 943		(57)		13 886		
Total		13 943	13 943		(57)		13 886		

*Guarantees issued to the Department of Mineral Resources for the Environmental Management Programme.

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**ANNEXURE 2B
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2025**

Nature of Liability	Opening Balance 1 April 2024 R'000	Liabilities incurred during the year R'000	Liabilities paid/cancelled/reduced during the year R'000	Liabilities recoverable R'000	Closing Balance 31 March 2025 R'000
Claims against the department					
Transport Infrastructure damages and losses related claims (108 open cases)	123 331	4 356	(9 163)		118 524
Human Settlements damages and losses related claims (4 open cases)	140 872	147	(147)		140 872
Public Works Infrastructure damages and losses related claims (2 open cases)	3 939	52	(52)		3 939
Total	268 142	4 555	(9 362)		263 335

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**ANNEXURE 3
CLAIMS RECOVERABLE**

	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit as at year end 2024/2025	
							Payment date up to six (6) working days	Amount
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024		
Government entity	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Department								
Provincial Government Western Cape								
Agriculture	660			97	660	97	03/04/2025	660
Economic Development and Tourism	42	25	27		69	25		
Education	1 215	157			1 215	157		
Gambling and Racing Board			4	88	4	88		
Health and Wellness	638	2 245	1 467	1 796	2 105	4 041	03/04/2025	402
Mobility	11			124	11	124		
Local Government		72	13	12	13	84		
Premier		1 277	23		23	1 277		
Social Development			2	2	2	2		
Treasury		1 849	49	2 405	49	4 254		
National Departments								
Military Veterans			1 637	1 637	1 637	1 637		
Subtotal	2 566	5 625	3 222	6 161	5 788	11 786		1 062
Other Government Entities								
City of Cape Town				207		207		
Beaufort West Municipality			1 915	1 915	1 915	1 915		
Subtotal			1 915	2 122	1 915	2 122		
Total	2 566	5 625	5 137	8 283	7 703	13 908		

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**ANNEXURE 4
INTER-GOVERNMENT PAYABLES**

	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	R'000	R'000	R'000	R'000	R'000	R'000
Government entity						
DEPARTMENTS						
Current						
Provincial Government Western Cape						
Health and Wellness	1 091	136	1 467	1 467	2 558	1 603
Mobility		1				1
Premier	1 430	500	66		1 496	500
Cultural Affairs and Sport	93				93	
National Government						
Justice	169		1		170	
Subtotal	2 783	637	1 534	1 467	4 317	2 104
OTHER GOVERNMENT ENTITY						
Current						
Government Motor Transport	3 561	2 887			3 561	2 887
Subtotal	3 561	2 887			3 561	2 887
Total	6 344	3 524	1 534	1 467	7 878	4 991

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ANNEXURE 5 – INVENTORIES

Inventories for the year ended 31 March 2025	Immovable Assets pre-1994 R'000	Assets for Distribution - Furniture and Office Equipment R'000	TOTAL R'000
Opening balance	2 975 341	1 380	2 976 721
Add/(Less): Adjustments to prior year balances	(145 055)		(145 055)
Add: Additions/Purchases – Cash		67	67
(Less): Issues	(152 154)		(152 154)
Add: Adjustments	159 220		159 220
Closing Balance	2 837 352	1 447	2 838 799

The inventory disclosed above is the immovable assets that was part of the Western Cape Housing Development Fund (WCHDF). These properties represent pre-1994 properties that are destined for transfer to beneficiaries and municipalities in terms of the Housing Act 107. The intention is not to keep the immovable property hence it is classified as inventory. It is a question of time before transfer takes place.

Inventories for the year ended 31 March 2024	Immovable Assets pre-1994 R'000	Assets for Distribution - Furniture and Office Equipment R'000	TOTAL R'000
Opening balance			
Add: Additions/Purchases – Cash		1 380	1 380
Add: Additions – Non-Cash	1 450 912	1 673	1 452 585
(Less): Issues	(64 881)	(1 673)	(66 554)
Add: Adjustments	1 589 310		1 589 310
Closing Balance	2 975 341	1 380	2 976 721

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**ANNEXURE 6
MOVEMENT IN CAPITAL WORK IN PROGRESS**

MOVEMENT IN CAPITAL WORK IN PROGRESS FOR THE YEAR ENDED 31 MARCH 2025

	Opening balance	Current Year CWIP	Ready for use (Asset register) / Contract terminated	Closing balance
	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	5 348 984	3 698 006	(2 402 760)	6 644 230
Non-residential buildings	418 442	197 472	(209 817)	406 097
Other fixed structures	4 930 542	3 500 534	(2 192 943)	6 238 133
LAND AND SUBSOIL ASSETS				
Land				
COMPUTER SOFTWARE				
Computer Software				
Total	5 348 984	3 698 006	(2 402 760)	6 644 230

MOVEMENT IN CAPITAL WORK IN PROGRESS FOR THE YEAR ENDED 31 MARCH 2024

	Opening balance	Prior period errors	Current Year CWIP	Ready for use (Asset register) / Contract terminated	Closing balance
	R'000	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES			7 179 660	(1 631 740)	5 348 984
Non-residential buildings		(198 936)	667 298	(49 920)	418 442
Other fixed structures			6 512 362	(1 581 820)	4 930 542
LAND AND SUBSOIL ASSETS			3 518	(3 518)	-
Land			3 518	(3 518)	-
COMPUTER SOFTWARE			409	(409)	-
Computer Software			409	(409)	-
Total		(198 936)	7 183 587	(1 635 667)	5 348 984

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ANNEXURE 7A
INTER-ENTITY ADVANCES PAID (Note 10)

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	R'000	R'000	R'000	R'000	R'000	R'000
OTHER ENTITIES						
Cape Winelands District Municipality			15 219	11 906	15 219	11 906
Central Karoo District Municipality			10 602	11 712	10 602	11 712
Garden Route District Municipality			37 751	39 929	37 751	39 929
Overberg District Municipality			10 944	34 785	10 944	34 785
West Coast District Municipality			36 109	44 640	36 109	44 640
Total			110 625	142 972	110 625	142 972

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ANNEXURE 7B
INTER-ENTITY ADVANCES RECEIVED (Note 14)

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	R'000	R'000	R'000	R'000	R'000	R'000
OTHER ENTITIES						
Current						
City of Cape Town (USDG and ISUPG Funds for Bulk Services)			141 265	123 444	141 265	123 444
Total			141 265	123 444	141 265	123 444

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ANNEXURE 8
ADDITIONAL INFORMATION ON IMMOVABLE ASSETS

	Note	2024/25	2023/24
		Number	Number
Properties deemed vested			
Land parcels		90	94
Facilities			
Schools		31	32
Clinics		0	1
Dwellings		1	1
Other		23	30

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ANNEXURE 9

DEPARTMENT OF HUMAN SETTLEMENTS – HOUSING RELATED EXPENDITURE CLASSIFICATION

	<i>Note</i>	2024/25 R'000	2023/24 R'000
Inventories			
Assets for distribution		1 688 188	1 514 862
Subtotal		1 688 188	1 514 862
Transfers and subsidies			
Municipal Bank Accounts		105 281	117 524
H/H: Oth/T: Nat Housing Prog Hshlds		243 194	139 355
Subtotal		348 475	256 879
TOTAL		2 036 663	1 771 741

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ANNEXURE 10

ANALYSIS OF PREPAYMENTS AND ADVANCES (Note 10)

Name of Entity	Sector of the entity	Description of the item paid for	Classification category	Total Contract Value	Balance outstanding as at 31 March 2024	Total amount prepaid /advanced in the current year	Less: goods, services or capital assets received in the current year	Add/Less: Other	Balance outstanding as at 31 March 2025
				R'000	R'000	R'000	R'000	R'000	R'000
Advances									
Cape Winelands DM	Construction-driven	Roads Maintenance and Construction (Current/Capital)	Other institutions	N/A	11 906	13 677	(10 364)		15 219
Central DM	Construction-driven	Roads Maintenance and Construction (Current/Capital)	Other institutions	N/A	11 712	10 602	(11 712)		10 602
Garden Route DM	Construction-driven	Roads Maintenance and Construction (Current/Capital)	Other institutions	N/A	39 929	37 751	(39 929)		37 751
Overberg DM	Construction-driven	Roads Maintenance and Construction (Current/Capital)	Other institutions	N/A	34 785	10 943	(34 784)		10 944
West Coast DM	Construction-driven	Roads Maintenance and Construction (Current/Capital)	Other institutions	N/A	44 640	31 110	(39 641)		36 109
TOTAL PREPAYMENTS AND ADVANCES					142 972	104 083	(136 430)		110 625

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**Western Cape
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