

A black and white photograph of a beach scene. In the foreground, there is a sandy beach. In the middle ground, there are waves breaking on a rocky shore. In the background, there are mountains under a cloudy sky. The image is partially covered by a dark purple overlay on the right side.

ANNUAL REPORT 2024/25

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YEAR AT A GLANCE

2197 Complaints Received



32



Compliance Related Matters

2024/25



376

Early Resolution Matters Allocated



42

Advocacy & Awareness Sessions



International Visits



222

Complex Investigations Allocated

Ombudsman's message

The 2024/25 financial year was defined by our unwavering commitment to bringing the services of the Office of the City Ombudsman (OCO) closer to the people of Cape Town. We continued to embed a community-centred approach, ensuring that our work is not only accessible but also responsive to the lived realities of the public.

The OCO team processed 2,197 complaints this year, with nearly 30% of these received through walk-in visits—highlighting the importance of maintaining physical access points alongside our growing digital platforms.

The office exceeded the advocacy and awareness targets, hosting 42 sessions across diverse communities. These engagements were not just about visibility—they were

about listening, educating, and building trust. Whether through local roadshows, international benchmarking workshops, or collaborative sessions with partners like SASSA, our focus remained on empowering residents with information and access to fair, impartial complaint resolution. The overwhelmingly positive feedback from our customer satisfaction surveys—particularly for our walk-in services—reinforces the value of human connection in public service. Our staff were consistently praised for their professionalism, clarity, and empathy.

On 1 November 2025, the OCO welcomed the new City Ombudsman, Ms Zetu Makamandela-Mguqulwa, a certified and internationally recognised Ombud and conflict resolution practitioner with extensive experience across the private and public sector.

The transition was marked by a smooth and well-coordinated handover, ensuring business continuity and strategic direction.

Thank you to the OCO team for their dedication, professionalism and commitment, which has been key to delivering responsive services.



Helene Fouché
Acting City Ombudsman
(1 June 2025 – 31 October 2025)

The Role and Function of the City Ombudsman

The OCO fulfils a supportive role to ensure fair administration of the functional areas which have been entrusted to the City in terms of Schedules 4 and 5 of the Constitution.

It promotes the effective administration of the matters which the City is empowered to administer and to assist it to discharge its functions and powers and provide its municipal services more efficiently.

In this context, the function of the Office is to assist the City to meet its Constitutional obligations of providing accountable, democratic and transparent governance, while delivering on its mandate in relation to its Constitutional functions.

In this context, the function of the Office is to assist the City to meet its Constitutional obligations of providing accountable, democratic and transparent governance, while delivering on its mandate in relation to its Constitutional functions. The role of the Office is consistent with various objects of local government as set out in section 152(1) of the Constitution, which the City is required to strive to attain in terms of section 152(2). The OCO is designed to ensure openness, accountability and propriety in the City Administration.

The OCO is underpinned by Council's strategic plan, comprising of priorities and foundations that all support the vision of creating a City of Hope. As an independent internal assurance provider, within the Office of the City Manager, it contributes to Objective 16: "A Capable and Collaborative City Government".

The mandate of the OCO is underpinned by the Ombudsman policy and by-law. People who have complaints against City of Cape Town (the administration) may approach the OCO to intervene. The Office serves as a catalyst between the City Administration and a complainant to, as far as possible, facilitate an amicable conclusion of the matters under dispute.

The Office usually acts as a last internal resort process and is a voluntary option for conflict resolution. The OCO does not make binding decisions, mandate policies, or formally adjudicate issues for the City of Cape Town, but does have recommendatory powers.

The facilitation of all negotiations between the relevant parties is aimed at settling their disputes or differences, are considered privileged (whether oral or written), and are therefore protected from disclosure.

Accordingly, the content of any statement relating to the dispute / difference between the parties, any admission and / or any offer to achieve a compromise which is made with bona fide or genuine intent, will be protected from being disclosed or presented in any court.

In dealing with a complaint, the OCO usually combines facilitative and non-adversarial processes in terms of which the Office acts or assists as a neutral third party, in order to move towards the resolution of the complaint. It is important to note that the Office attempts to resolve public complaints by recommending workable solutions to both the City and the complainant.

Alternative Dispute Resolution

In alignment with the King IV principles on alternative dispute resolution, the OCO continues to investigate and support the public in resolving complaints against the City administration. The OCO offers an independent, impartial, and apolitical service that encompasses alternative dispute resolution, formal investigations, advocacy, relationship management, and strategic communication. As an office of last resort, the OCO plays a vital role in ensuring that public complaints are addressed in a manner that is fair, unbiased, and free from prejudice.

The OCO has developed a hybrid approach to conflict resolution, which combines the elements of both the organisational and statutory models for ombud services.

The Classical (statutory) Model of an Ombudsman's Office is regulated by legislation (created in the Constitution or legislation) and conducts formal investigations, whereas the Organisational Ombudsman's primary duties are to work with individuals / groups in an organisation, to explore and assist in determining options to help resolve conflict, problematic issues or concerns.

The Office's investigation methodology follows either the classical investigation process or alternative conflict-resolution process. These methodologies entail

undertaking independent investigations into complaints against the City's administration.

The preliminary investigation will indicate whether recommendations towards corrective action can be made, whether alternative dispute resolutions are available, or whether the Office agrees with the City's officials. When the Office recommends that corrective action be taken, the line department has fourteen (14) days to respond (as per the Office of the City Ombudsman Policy). The Office will issue a closure report to confirm the outcome of the investigation.

Advocacy, Relationship Management and Communication

In addition to complaint handling, the OCO is performs advocacy, relationship management, and communication functions to create awareness of the ombud service by:

- i. Arranging advocacy and communication initiatives relating to the Ombud services (awareness and education);
- ii. Engaging with local, national, and international associations for organisational and statutory ombudsman institutions; and
- iii. Liaising and forging linkages, and managing long-term relationships with local, national, and international institutions / stakeholders.

1

Discussion: Statistical Information, Data Analysis and Key Performance Indicators

Considering good governance practice, the OCO submits quarterly reports, as well as an annual statistical report, to the Audit and Performance Audit Committee (APAC) regarding its activities.

This report includes, amongst others, information such as the number and type of complaints received during the financial year, the directorates affected by these complaints, how the complaints were dealt with, comparative numbers, and other relevant information.

This report covers the 2024/2025 financial year, which is for the period 1 July 2024 to 30 June 2025, and will include information on the Office's advocacy and stakeholder engagements.

2. COMPLAINTS MANAGEMENT

During the 2024/2025 financial year, the OCO remained focused on expanding its reach and deepening its presence within communities by bringing services closer to the public. A key strategic priority was the continued rollout of digital platforms and online services to enhance accessibility and streamline engagement for complainants.

2

The OCO operates through three specialised units: the Registration and Assessment Unit, the Early Resolution Unit, and the Complex Investigations Unit. This structure is designed to facilitate the efficient intake, triage, and resolution of complaints in alignment with their nature and complexity.

While the OCO strives for timely and effective resolution, the duration of complaint finalisation is inherently influenced by several factors. These include the complexity of the issues raised, the availability and responsiveness of relevant stakeholders, the need for in-depth investigations, and the volume of cases received. Complex

matters, in particular, often require extensive fact-finding, stakeholder consultations, and legal or policy analysis, which can extend processing timelines. Despite these challenges, the OCO remains committed to continuous improvement and delivering a responsive and accountable service to the public.

2.1 Registration and Assessment Unit (RAU)

RAU

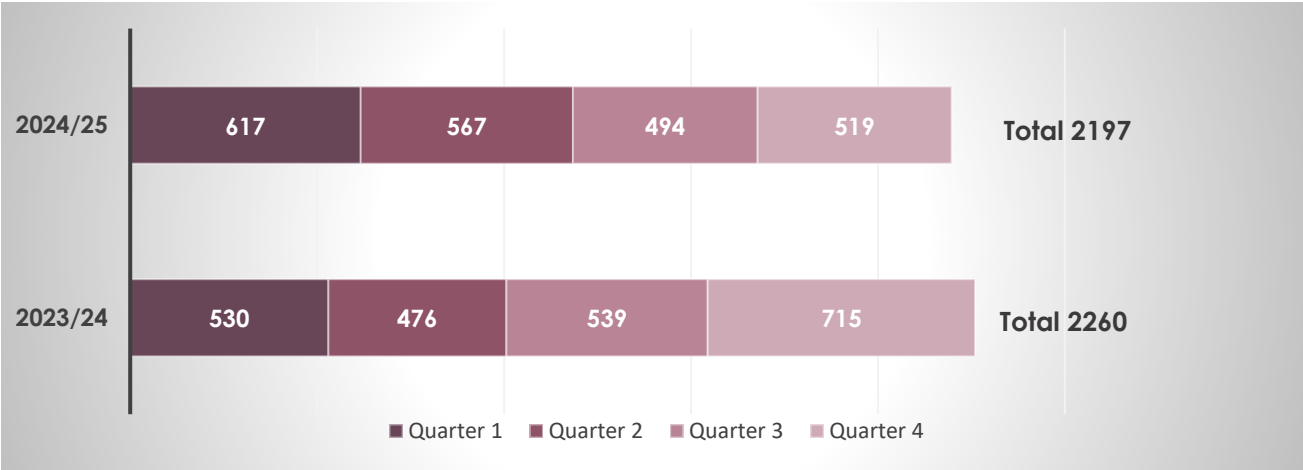
The unit is responsible for the intake, registration, and preliminary assessment of complaints to determine alignment with the mandate of the OCO. During the 2024/2025 financial year, a total of 2,197 complaints were lodged with the OCO, compared to 2,260 in the 2023/2024 financial year (refer to Graph 1 below).

2.1.1 Comparative number of complaints in previous year:

The relatively consistent volume of complaints year-on-year suggests that initiatives aimed at improving accessibility have yielded positive results. Nonetheless, there remains scope for further enhancement in service delivery and outreach.

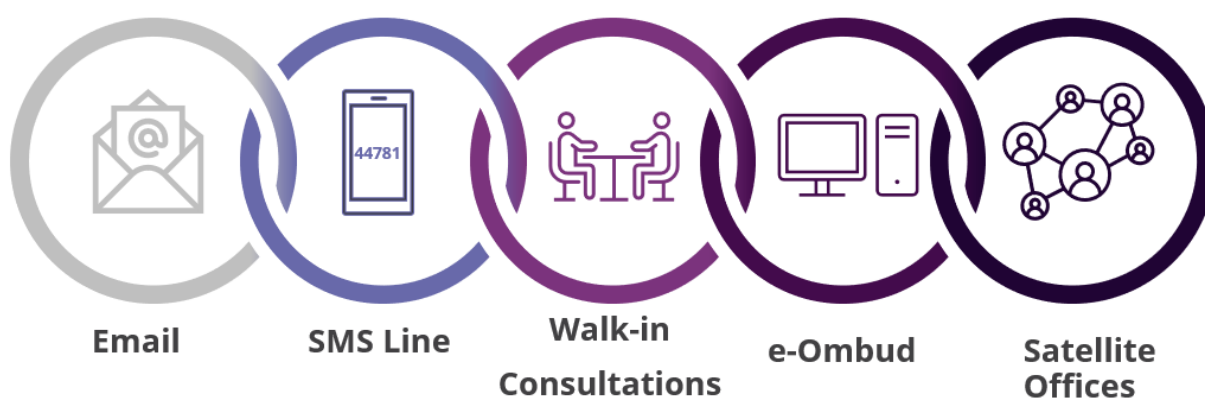
The extensive awareness initiatives undertaken during the financial year have played a pivotal role in advancing the unit's strategic focus areas. These efforts are reflected in the sustained volume of complaints received, indicating improved public engagement and heightened visibility of the OCO.

Graph 1: Comparative Number of Complaints received 2023/24 and 2024/25 financial years



2.2 MODES OF CONTACT

The OCO can be reached through various modes of communication, including the e-Ombud application, postal mail, a designated email address (ombudsdirect@capetown.gov.za), in-person visits by complainants (referred to as "walk-in" complainants), and an SMS line.



As illustrated in Pie Chart 1, the distribution of the 2,197 complaints received during the 2024/2025 financial year reflects the following modes of contact:

- **Email submissions:** 1,448 complaints
- **Walk-in visits:** 647 complaints
- **SMS line:** 21 complaints
- **Telephone calls:** 1 complaint
- **E-Ombud application:** 60 complaints

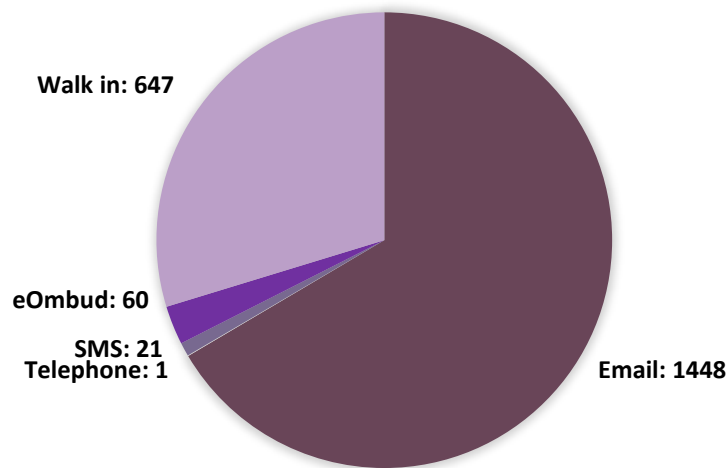
The data indicates that email remains the preferred method of communication, accounting for approximately 66% of all complaints. This trend underscores the effectiveness of digital outreach and the public's growing comfort with electronic correspondence. Walk-in complaints represent nearly 30% of the total, highlighting the continued importance of maintaining physical access points, particularly for individuals who may face digital barriers or prefer face-to-face engagement.

The relatively low uptake of the e-Ombud application (2.7%) and SMS line (1%) suggests opportunities for further promotion and user education around these platforms. These channels offer convenience and mobility, especially for users with limited access to traditional computing resources. The negligible use of telephone communication (0.05%) may reflect a broader shift away from voice-based

interactions in favour of written formats that offer traceability and ease of documentation.

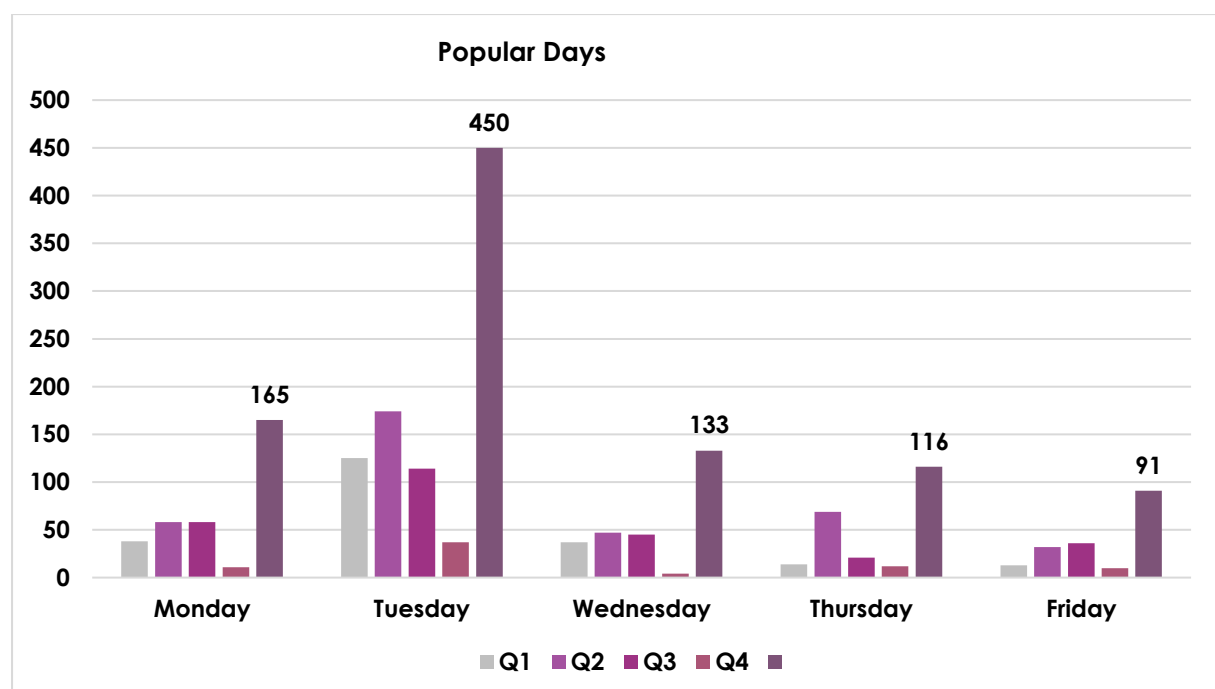
Overall, the distribution of contact modes demonstrates a healthy balance between digital and physical access, while also pointing to areas where targeted interventions could enhance engagement and inclusivity.

Pie Chart 1: Modes of Complaint Submissions: 2024/25 financial year



As shown in Graph 2, the data reveals that Tuesdays are the most popular day for complainants to visit the Civic Centre walk-in centre. Understanding this trend can help the OCO optimize staffing and streamline intake processes.

Graph 2: Popular days to visit the office: 2024/25 financial year



As depicted in Graph 2, the data indicates that Tuesdays is preferred for complainants visiting the Civic Centre walk-in centre. Possibly due to a combination of factors such as senior citizen discount on Gold Card products offered by Golden arrow during off-peak hours.

Satellite Offices

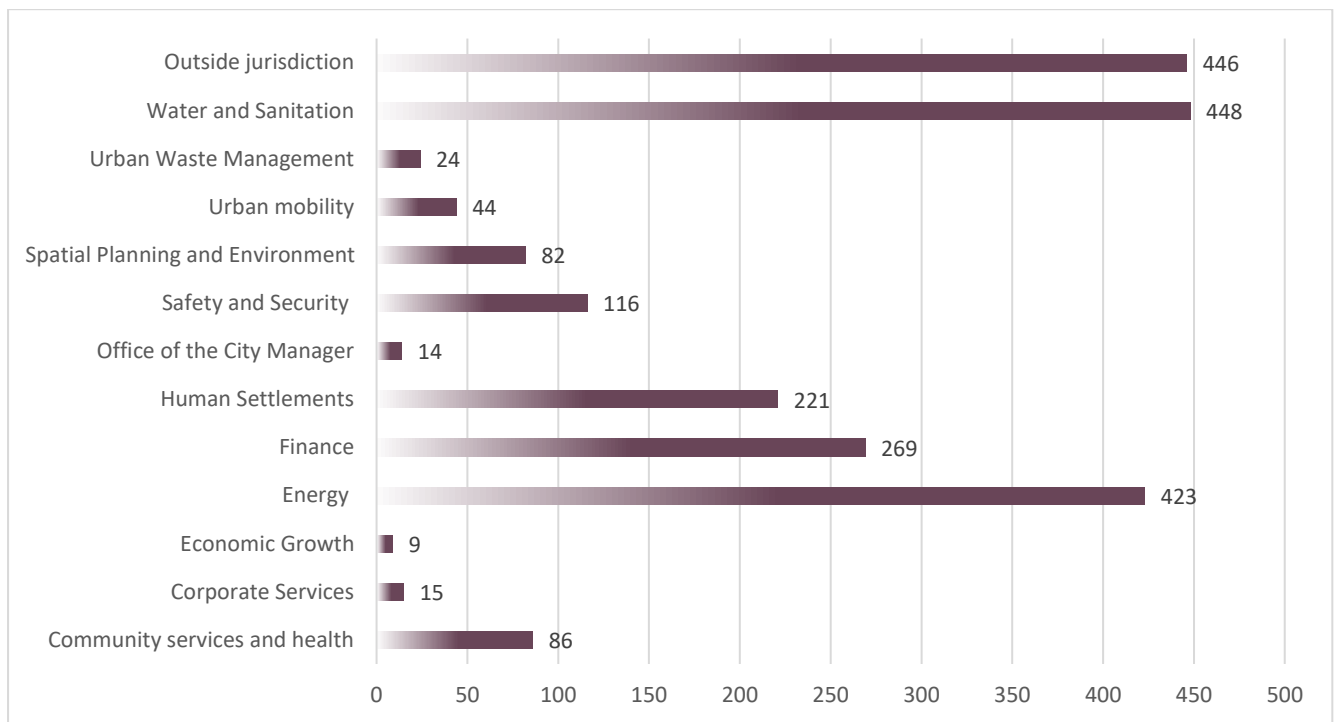
Our office also operates satellite locations in the areas listed below. The offices are strategically located to ensure that residents have easy access to services, assistance, and the ability to lodge complaints in their local areas and are open exclusively on Tuesdays.

Satellite Office	Address
Kuils River Walk-in Centre	Van Riebeeck Rd, Kuils River, Cape Town, 7580
Durbanville Walk-in Centre	Administration Office, Oxford Street, Durbanville, 7550
Stocks and Stocks Municipality Building	Ntlazane Road, Khayelitsha, 7784
Lentegeur Walk-in Centre	Lentegeur Administrative Building, Merrydale Ave, Mitchells Plain, 7785
Atlantis Special Economic Zone	William Gourlay St, Atlantis Industrial, Cape Town, 7349

2.3 Complaints received per Directorate

To better understand service delivery challenges and identify areas for targeted improvement, the OCO tracks complaints according to the relevant municipal directorates. This categorisation provides valuable insight into the nature and distribution of public concerns, enabling the OCO to engage more effectively with departments and promote accountability across the City administration.

The data presented in Graph 3 below reflects the volume of complaints received per directorate during the 2024/2025 financial year.



2.3.1 Statistical Analysis: 2024/25 financial year

As reflected in Graph 3 above, the data shows that the majority of complaints received and processed by the OCO were against the:

1. **Water and Sanitation Directorate**, with 448 complaints, making up 20 % of the total. Most complaints are concentrated in **Commercial Services and Technical Services**, indicating these are the most impacted operational areas. **Billing and account disputes** dominate the complaint types. **Technical issues** (e.g., water pressure, leaks, blocked drains) are also highly prevalent and several complaints were redirected as the matters were deemed not last resort.
2. This is followed by the **Energy Directorate**, which received 423 complaints, or 19%. Most complaints are directed at **Electricity Generation and Distribution**, due to the replacement of credit and defective electricity meter-project being undertaken by the department. Tampering, defective metering complaints and deductions via the prepaid electricity meters were allocated for formal investigation and possible alternative dispute resolution.
3. The **Finance Directorate** with 269 representing 12% and the Revenue department is the focal point of complaints and is dominated by assistance with account queries and billing disputes.

4. 221 (10%) complaints were received within the **Human Settlement Directorate** relating to disputed tenancies.
5. **Safety and Security Directorate** (116) complaints related to noise nuisance, traffic fines and public nuisance which was redirected for further action as it was deemed not last resort.
6. **Community Services and Health** (86), Recreation and Park received the majority of complaints relating to the trimming, removal or overgrowth of trees and was escalated to the department.
7. **Spatial Planning and Environment Directorate** received 82 complaints mostly within the Development Management department relating to land use issues, encroachment and building regulations being the common issues.
8. Complaints within the **Urban Mobility Directorate** (44), related to roads and stormwater issues which was escalated to the relevant department to action and complaints within the MyCiTi space were minimal and not considered last resort.
9. Complaints within the **Urban Waste Directorate** (24) were related to missed bin collections, illegal dumping which the office redirected to the department to action.

Complaints were assessed and allocated only when deemed to meet the criteria for last resort. Further details regarding the outcomes of these investigations are provided later in the report.

3

CASE MANAGEMENT

The primary functional and operational mandate of the OCO is to resolve complaints lodged against the City administration. This function remains a critical component of the department's key performance indicators.

The mandate falls within the Early Resolution Unit and Complex Investigating Unit to investigate and finalise cases and to seek, where possible recommendations to the relevant city departments for consideration.

A key focus for the financial year was to resolve 80% of the cases that exceeded the agreed service timeframe, and this target was successfully achieved.

3.1 EARLY RESOLUTION UNIT (ERU)

The ERU was formally established on 1 November 2023 as part of a Business Improvement initiative led by OCO. The ERU focus on handling cases that can generally be dealt with in a shorter turnaround time, aiming to resolve each case within a 60-day timeframe depending on the complexity of the matter. Recommendations can be submitted to line, where applicable.

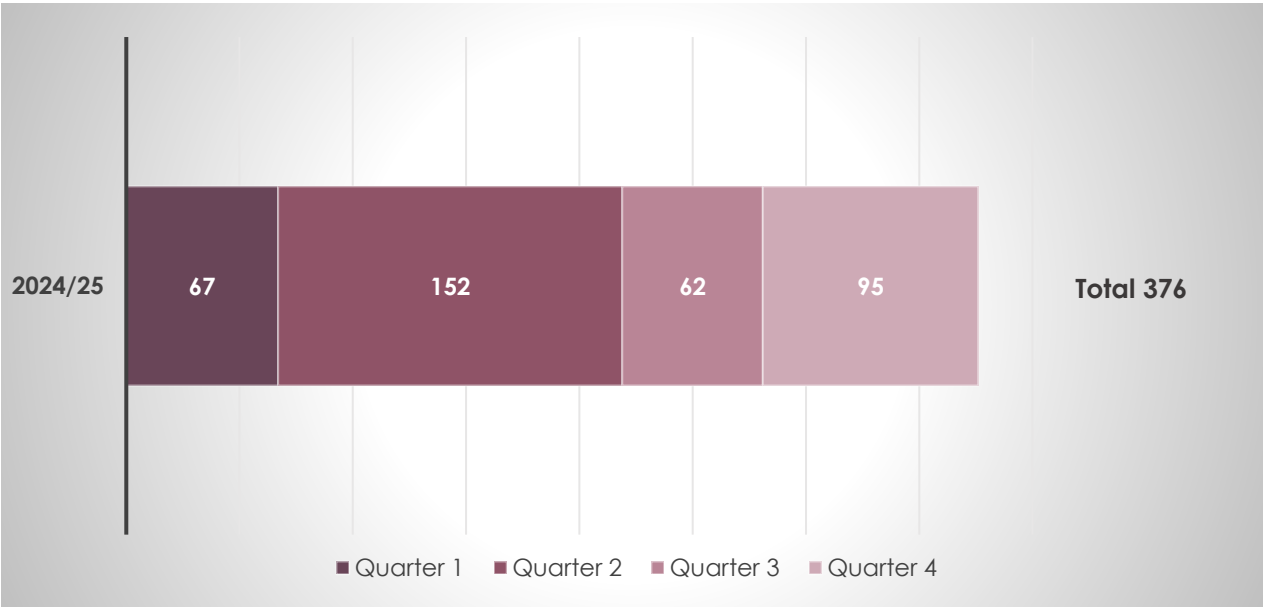
ERU

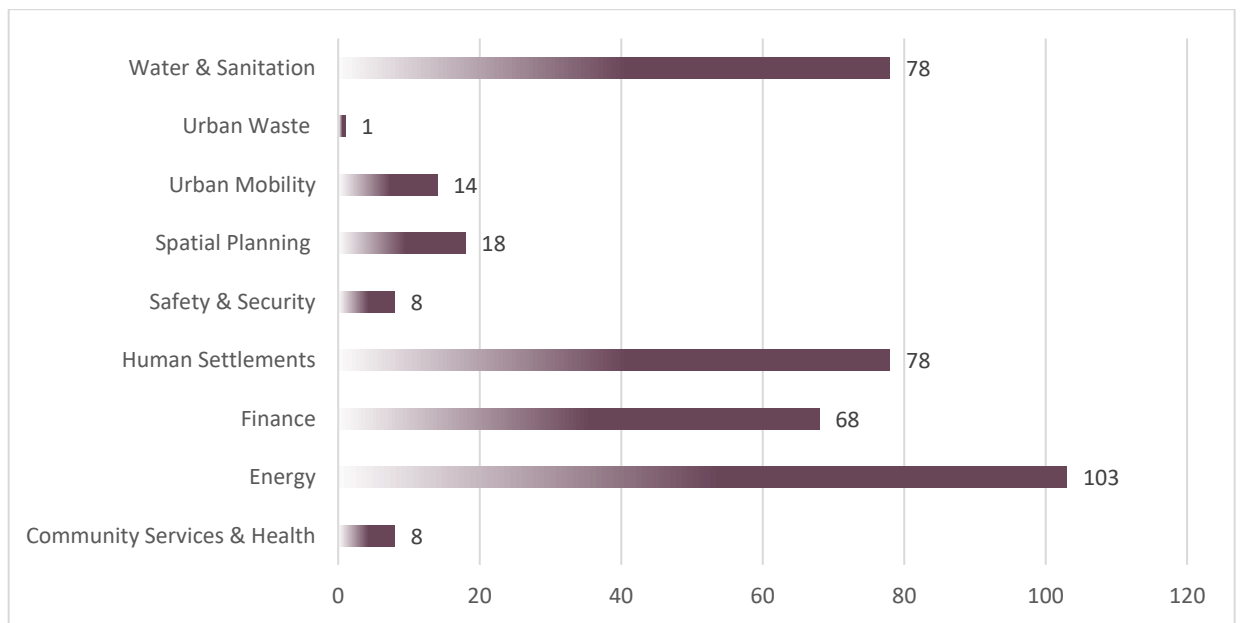
During the 2024/2025 financial year, the unit successfully resolved, 286 cases.

3.1.1 Cases Allocated

The graph 3 below indicates the complaints that was assessed and deemed to be investigated which was allocated to an investigating officer in ERU. During the year under review, 376 complaints was allocated for case investigation.

Graphs 4 and 5: Cases allocated for investigation for 2024/2025 financial year



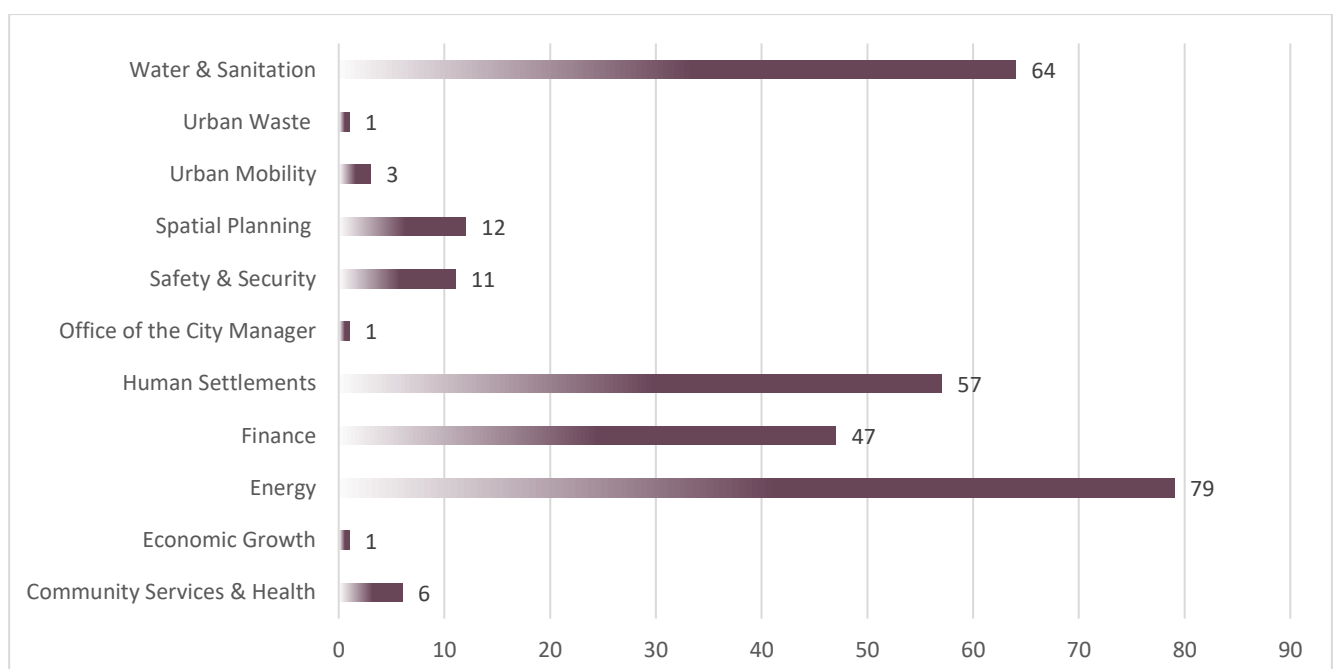


3.1.2 Cases Closed Per Directorate (ERU)

During the 2024/2025 financial year, 282 cases were resolved.

As reflected in graph 6 below, the majority of the cases closed by the ERU was in the Energy Directorate (79 cases), followed by the Water and Sanitation Directorate (64 cases) and the Human Settlements Directorate (57 cases).

Graph 6: Breakdown of closed cases Directorates: 2024/25 financial year



3.1.3 Overview of Case Investigation Outcomes (ERU)

Energy Directorate

- Tampering of the electricity supply.
- In many cases, the actual tampering is not disputed, instead it is the affordability of the contravention charge and the adjustment charge for consumption used but not paid for that is in dispute as many complainants cannot afford the 50% deduction.

Water and Sanitation Directorate

- Complaints relating to high water bills, estimated water readings, disconnection of water supply, incorrect water billings.
- No water complaints regarding no water supply due to various reasons
- Blocked drains and sewer overflow has affected many areas within the City of Cape Town largely due to rainfall and foreign objects dumped in the system.
- Underground leaks and applications for second water leak rebates. The Tariff Policy states that each property owner shall be limited to one rebate claim and thus applications for second water rebates is rejected.

Human Settlements Directorate

- Most of the complaints received were tenancy disputes – generally amongst members of the original families. A contributing factor to the influx could be the new Housing Allocation Policy (2022) which brought significant changes and superseded all previous policies.
- Saleable Units are transferred at a quicker turnaround time, and family members dispute the sale. In many instances, the former tenant (now owner) threatens to evict the other family members who are then left without a place to stay.
- Many of the complaints also included delays in the transfer process and Housing Waiting List issues.

CIU

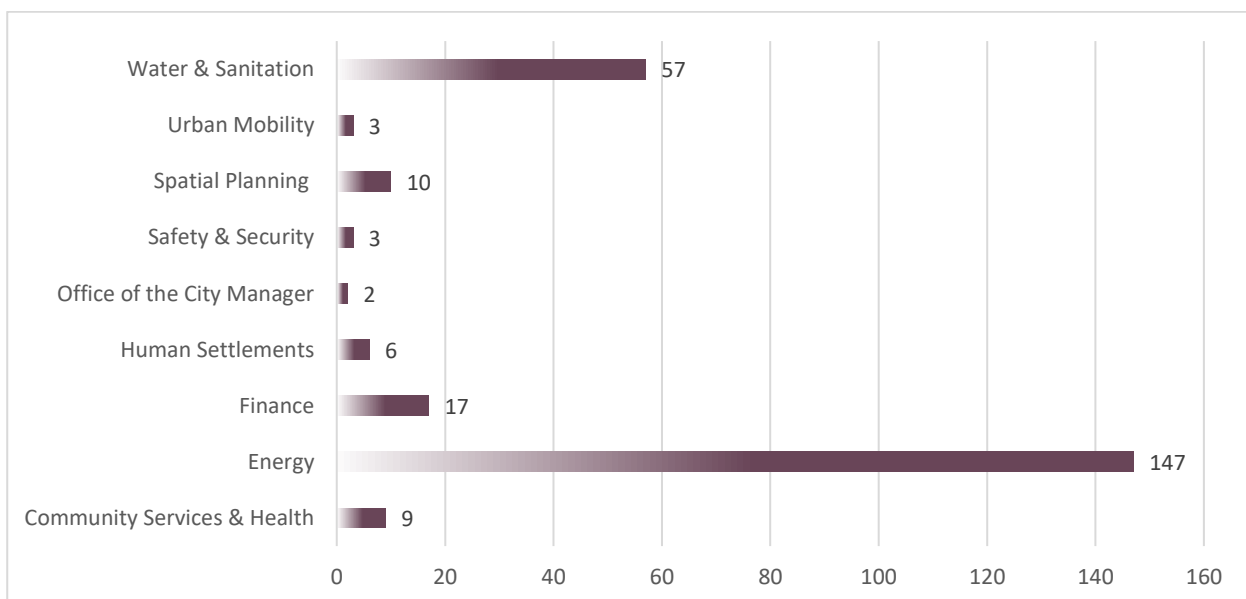
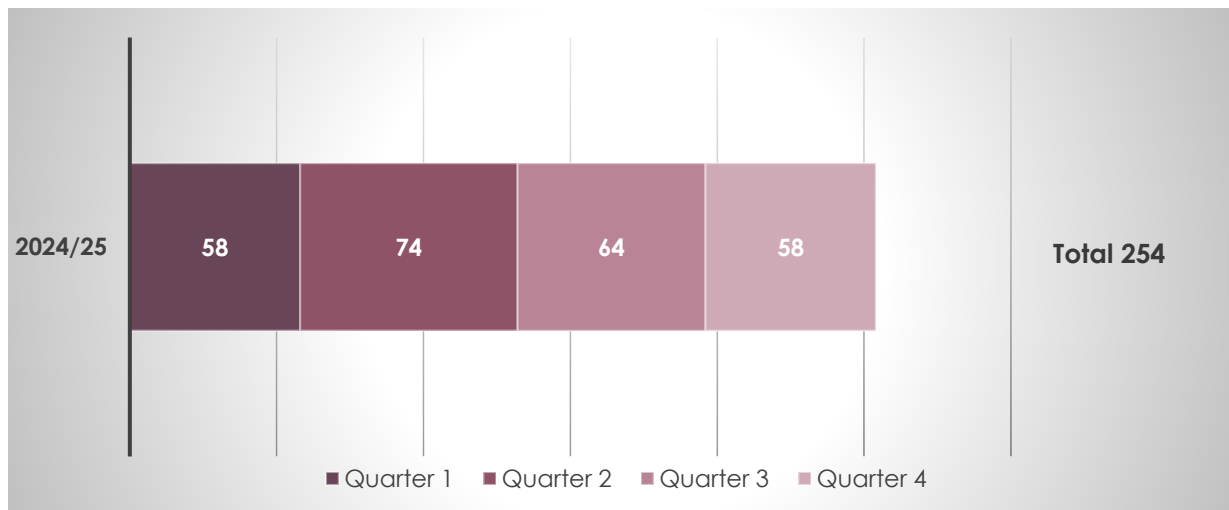
3.2 COMPLEX INVESTIGATION UNIT (CIU)

The Complex Investigation Unit (CIU) deals with complex cases, whereby a preliminary report with recommendations may be submitted to the City's line department for their consideration

3.2.1 Cases Allocated

The graph presented illustrates the complaints that was assessed and considered for formal investigation by a CIU Investigating Officer. Specifically, during the financial year under review, a total of 254 complaints was allocated for case investigation (including compliance related matters).

Graphs 7 and 8: Cases allocated for investigation for 2024/2025 financial year

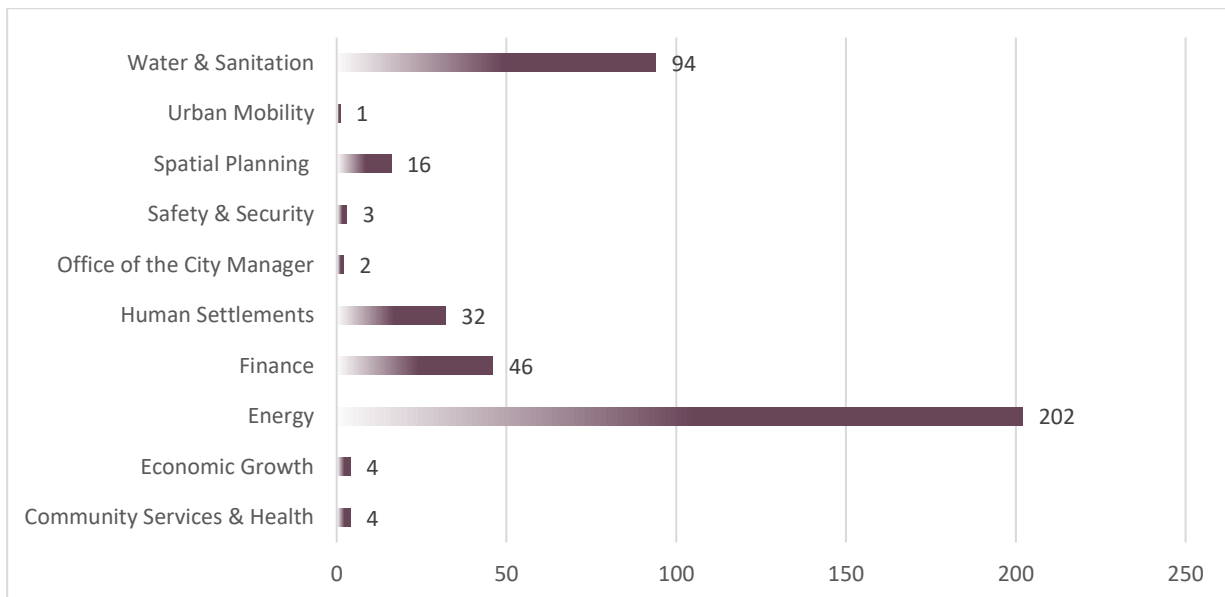


3.2.2 Cases Closed Per Directorate (CIU)

In the 2025/2025 financial year, 404 cases were successfully resolved. This figure reflects the OCO's continued commitment to efficiency and effectiveness in addressing and closing cases. Resolving 404 cases within the financial year demonstrates our team's dedication to maintaining high standards of service delivery.

As reflected in graph 8 below, the majority of the cases closed by the CIU was in the Energy Directorate (108 cases or 46.55 %), followed by the Water and Sanitation Directorate (52 cases or 22.41 %) and the Finance Directorate (32 cases or 13.79%). Collectively, these three directorates account for 82.75% of cases resolved.

Graph 9: Breakdown of closed cases per City Directorates for 2024/25 financial year



3.2.3 Overview of Case Investigation Outcomes CIU

Energy Directorate

- **Common Issues:**
 - Disputes over tampering fines for prepaid and conventional meters.
 - Backdated billing for electricity usage linked to tampering.
 - Complaints about defective meter replacements and related adjustments.
- **Trends:**
 - Many pensioners request reduced debt recovery percentages due to financial hardship.
 - Some disputes involve charges incurred by previous tenants.

- **Resolution Approach:**

- Cases are finalised in line with the 2022–2023 Tariff Policy.
- Alternative dispute resolution (ADR) is used in collaboration with the Energy Department relating to consumption testing periods.

Water and Sanitation Directorate

- **Common Issues:**

- High water bills and disputes over rebate adjustments, often due to underground leaks.
- Faulty meters and disputes over meter reading adjustments.
- Billing based on estimated readings and incorrect master data.

- **Trends:**

- Ongoing disputes over second private leak rebates and meter reading corrections.

- **Resolution Approach:**

- ADR is facilitated, with tariff concessions considered.
- Recommendations related to master data corrections are submitted.

Finance Directorate

- **Common Issues:**

- Disputes over property debt, service charges, and dunning fees.
- Complaints about debt recovery via prepaid electricity purchases.

- **Trends:**

- Property owners report financial strain and difficulty negotiating payment arrangements.
- Many seek full and final settlements or debt write-offs.

- **Resolution Approach:**

- The office investigates and clarifies findings and engages with complainants to negotiate suitable payment terms.
- Referral of complainants to utilise the current debt remissions and special incentives available.

4

CASE SUMMARIES

Water Meter Anomaly Investigation and Resolution

In June 2020, a complainant reported unusually high-water readings. A private plumber's assessment revealed a circular flow anomaly, where water was pushed from one meter through another and back into the municipal system. This circular loop at the property's reticulation was confirmed by a City water inspector.

Following a failed meter test requested in 2020, the City replaced the old 40mm meter with a new meter in April 2022. In June 2023, a credit adjustment of was processed due to the failed meter.

The complainant alleged that a valve reopened during the meter replacement caused further abnormal consumption. A deviation from standard policy was agreed upon between the body corporate and the City to resolve the issue via the meter test process. Trustees began daily monitoring to prevent recurrence.

A joint site inspection on 22 February 2024 confirmed:

- Replacement of the 80mm meter with a non-return valve to prevent circular flow.
- Potential overconsumption on the 40mm meter prior to the 80mm meter replacement.
- Reverse flow was possible due to pressure gradients (4 bar at the 40mm meter vs. 6–7 bar at the 80mm meter and Oatlands Road).
- The estate's 100mm ring main serves both domestic and fire hydrant use.

Based on the anomaly of the case and the financial burden on elderly residents, our office recommended a recalculation of the effected period. This financial adjustment was treated as a formal settlement agreement and does not set a precedent.

Electricity Meter Fault and Billing Adjustment

A preliminary investigation was launched following concerns about electricity consumption and billing irregularities at a residential property. In November 2021, the Electricity Department's Revenue Protection team identified a defective credit meter that was either malfunctioning or under-registering usage. The meter was replaced with a prepaid meter number, in line with Section 26 of the Electricity Supply By-Law (2010).

The City calculated backdated charges for the period 24 May to 8 November 2021, which were loaded onto prepaid meter account on 3 December 2023. Based on technical evidence confirming the meter's failure, our office recommended that the backdated charges be billed directly to the electricity account rather than transferred to the prepaid meter. Furthermore, the complainant should be offered a payment arrangement in accordance with the City's Credit Control and Debt Collection Policy.

Water Meter Relocation and Leak Dispute Resolution

A water meter test paid for by the complainant failed. No supporting documentation (job card or photographic evidence was attached to the service notification) was provided to confirm the meter's relocation or adherence to standard procedures. The complainant queried a high-water account. The line department attributed the leak to the owner's side and recommended a private plumber. The complainant discovered a slow leak from a coupling next to the meter on the municipal sidewalk, which he had not previously noticed due to poor maintenance and visibility issues.

Despite the leak's location, the department maintained it was the owner's responsibility. A once-off sewerage adjustment was applied in July 2022 as a deviation from the Tariff Policy. Water usage data showed minimal consumption before April 2022 and zero usage thereafter, with increased activity only following tenancy.

Our office recommended reversing the sewerage adjustment and recalculating water usage for the affected period. The line department accepted the recommendation.

Electricity Meter Fault and Financial Relief for Non-Profit Institution

A local old age home reported concerns about its electricity meter, which displayed a blank screen. The Electricity Department conducted an on-site inspection on 13 October 2023 and confirmed the fault. The meter was replaced on 19 November 2023.

Backdated charges for electricity consumed but not recorded between 9 July 2021 and 18 November 2023 were calculated. On 19 June 2024, the

institution requested a review, citing financial constraints and its role in providing essential care to elderly residents.

Following assessment, our office recommended limiting the backdated charges to a one-year period and reversing interest accrued during the investigation, in line with the City's Tariff Policy (2023/2024). The line department accepted the recommendation.

Electricity Meter Tampering and Billing Adjustment

On 6 December 2022, the Revenue Protection Team inspected a property due to unusually low electricity purchases and discovered tampering on the incoming supply mains inside the distribution board. The faulty prepaid meter was replaced with a split meter the same day.

A contravention notice was issued and a tampering fine of R8,134.80 (incl. VAT) was loaded onto the prepaid electricity account on in accordance with clause 26(2) of the Electricity By-Law.

Backdated charges for electricity used but not paid for between 1 September 2013 and 6 December 2022 were calculated and loaded onto the prepaid account to be recovered at a rate of 50% per purchase.

Following a recommendation submitted, the line department reduced the backdated charges to a three-year period in line with the Tariff Policy (2022/2023).

Water Leak Rebate and Sewer Assistance

The complainant applied for a second rebate following an underground water leak. The City declined the application in accordance with the Tariff Policy, which limits property owners to one rebate claim per municipal water meter connection.

Our investigation confirmed that a rebate had previously been granted in July 2023 for a verified underground leak. Given the circumstances and the plumber's report indicating that water had run to waste rather than being consumed, our office recommended once-off sewer assistance as an alternative resolution.

The City accepted the recommendation and applied the once-off sewer assistance.

Disputed Water Charges for Off-Grid Property

A complaint was received regarding high water consumption charges for a property operating off the municipal water grid and using an alternative water supply. Despite this, the City began billing the customer based on meter readings from January 2022, resulting in excessive charges.

The complainant, residing abroad, disputed the validity of the readings and indicated difficulty accessing municipal

services. There was no evidence that the customer refused a meter test, nor clarity on whether remote testing options were offered.

In April 2023, the old meter was replaced after it was found to be running in reverse. Our office recommended a reinvestigation and reversal of charges associated with the faulty meter. The City accepted the recommendation.

Defective Electricity Meter and Tampering Dispute Resolution

A complaint was lodged regarding charges linked to a defective electricity meter. The complainant stated that a previous tenant had installed a fake meter prior to property transfer. Following an inspection requested by the City, tampering was confirmed. In May 2024, the City deducted charges from electricity purchases made by the tenant. The complainant, having settled the charges to avoid penalising the new tenant, requested a refund.

Our investigation confirmed that the last purchase on prepaid meter occurred on 31 December 2020, prompting the City's inspection on 30 June 2023. The inspection revealed a private meter had been installed. The City removed the unauthorized meter and installed a compliant meter.

In line with Clause 4.16 of the City's Tariff Policy (2022/2023), our office recommended limiting the adjustment to one year. The recommendation was accepted, and the revised adjustment was loaded onto the prepaid account.

FINANCIAL IMPACT ANALYSIS

Based on the outcome of the preliminary investigations, the OCO will indicate whether recommendations towards corrective actions can be submitted to line for their consideration.

During the 2024/25 financial year, **676** formal investigations were completed which had financial implications for either the City or the complainants. The financial impact of findings in favour of the City and recommendations accepted and implemented in favour of the complainants is reflected in the table 2 below.

Table 1: Financial Impact of Office of the City Ombudsman interventions: 2024/25 financial year

Period: 1 July 2024 to 30 June 2025	Cases	Amount
Recommendations accepted by line departments (in favour of complainants)	336	R13 182 019.33
Office of the City Ombudsman (no alternative solution or concurring with line departments' decisions)	360	R5 959 111.14

5

6

CUSTOMER SATISFACTION SURVEY

In terms of an annual Service Delivery and Budget Implementation Plan (SDBIP) target, the OCO must achieve a score of 3+ on a Likert scale of 1 - 5 (with 5 being "extremely satisfied" and 1 being "extremely dissatisfied") on the services offered by the OCO to complainants **in respect of cases**.

The results indicated a **3.7** satisfaction rating on **resolution of cases**. Surveys are conducted telephonically, or a survey form is sent to a complainant via email regarding cases finalised but, on average, less than 25% of those who have been sent survey forms will respond.



The office has also implemented a new service delivery budget and implementation plan (SDBIP) indicator tracking our **walk-in** services (also with a 3+ target). Registration and Assessment Unit's annual Walk-in survey scores indicate very high satisfaction (5) with both staff behaviour and the clarity of information.



This indicates exceptional satisfaction across all surveyed customers. The comments reflect consistent praise for staff demeanour, clarity, and helpfulness. Some of the recurring themes from the comments include **clear explanations, helpful and friendly staff, timely responses** and **great service**.

7 ADVOCACY AND AWARENESS

Advocacy and Awareness Campaigns

The Office also performs advocacy, relationship management and communication functions, to make residents and City staff aware of the existence of the OCO, and the services it offers. Some of the campaigns are initiated by the OCO, with internal and external partners invited to participate in the event, or the Office may be invited to participate in campaigns that are initiated by internal and external partners.

In terms of the SDBIP target for 2024/25 financial year the office must attend to thirty-six (36) awareness sessions. During the period under review, the OCO held forty-two (42) awareness sessions, and has exceeded its target and the OCO diversified the type of awareness sessions and incorporated vernacular languages to reach various communities and a broader audience.

There were two partially sponsored international trips undertaken. The first trip was to facilitate the Complaints Management Capacity Building Benchmarking Workshop in Cameroon, with its purpose to inform and learn from the actual operations of the other offices' practices and procedures, ideally for comparison and/or benchmarking in identifying areas where we can improve, by closing the existing gaps.

The second international trip was an invitation to the Hong Kong SAR, China Ombudsman Summit 2024, where this opportunity served as a platform for Ombudsman and institutions worldwide to share their insight, experiences, to exchange views while fostering meaningful discussions and creating connections. The specifics of the sessions and meetings are outlined comprehensively in the table below:

Table 2: Awareness session held during 2024/25 financial year

EVENT	ORGANISATION	DATE	VENUE
Publication Headline: Comment on the City's Ombudsman By-law and policy	Office of the City Ombudsman	Published, 24 July 2024	Online publication
OCO Delegation to Douala, Cameroon, Africa Office of the City Ombudsman staff member Sergio Daniels, to undertake a partially sponsored international trip to facilitate the Complaints Management Capacity Building Benchmarking Workshop	Office of the City Ombudsman and Public Independent Conciliator Northwest region and Public Independent Conciliator Southwest region, Cameroon, Africa collaboration	19 to 24 August 2024	Hotel Prince des Galles Conference room, Douala, Cameroon, Africa
Presentation to 21 Subcouncils for Public Participation comment: Draft 2024 City Ombudsman By Law and City Ombudsman Policy	Office of the City Ombudsman and Subcouncils	The week of 15-19 July 2024	Online and in-person Subcouncil Venues
National Financial Ombud Scheme South Africa (NFO) Presents 100 Days of Excellence	National Financial Ombud Scheme South Africa (NFO)	14h00 to 15h30 on Wednesday, 28 August 2024	Webinar - online training session
Media Release 'Old Granary' houses new Ombud branch	Office of the City Ombudsman (OCO)	Online – CONTACT Newsletter #119 (City staff, Councillors) August/September 2024 issue	Publication: Online and print (internal stakeholders)
Publication Headline: City Ombudsman bringing services to communities	Office of the City Ombudsman (OCO) And Communications department.	Posted on 30 September 2024	Online and print, media and social platforms.

EVENT	ORGANISATION	DATE	VENUE
	Online – City staff, Councillors and social media platforms (external stakeholders)		
Ombudsman Information Session at Revenue Walk-in Centre	Office of the City Ombudsman	Monday, 30 September 2024	Stocks and Stocks Building, Revenue Debtors and Cash Walk-in Centre, Khayelitsha,
Office of the City Ombudsman (OCO) & SASSA Collaboration: Community Information Session	Office of the City Ombudsman (OCO) & SASSA	Wednesday, 4 September 2024	Hangberg (Hout Bay) Sport and Recreation Hall
Office of the City Ombudsman (OCO) & SASSA Collaboration: Community Information Session	Office of the City Ombudsman (OCO) & SASSA	Tuesday, 10 September 2024	Fish Hoek Civic Centre
Office of the City Ombudsman (OCO) & SASSA Collaboration: Community Information Session	Office of the City Ombudsman (OCO) & SASSA	Thursday, 12 September 2024	Retreat Civic Centre
Office of the City Ombudsman (OCO) & SASSA Collaboration: Community Information Session	Office of the City Ombudsman (OCO) & SASSA	Thursday, 26 September 2024	Retreat Civic Centre
Mayoral Committee Member Alderman Theresa Uys for Corporate Services: Basket of Services Community Engagement,	OCO and City of Cape Town, Corporate Services	Wednesday, 2 October 2024	Lavender Hill Community Centre Cnr. Hek Street and Grindle Avenue, Lavender Hill
Ombuds Day 2024 Theme: Promoting the Role of the Ombudsman - Increasing Awareness and Recognition of the Institution's Importance	OCO and African Ombudsman Research Centre (AORC) Webinar Series	Webinar from 10h00 to 12h00, on Tuesday, 8 October 2024	Webinar - Online
Communique: International Ombuds Day 2024	Office of the City Ombudsman (OCO)	Published on Office of the City Ombudsman Homepage/Website for the month of October 2024	Online
2nd Annual Joburg Ombudsman Webinar: Promoting Good Governance in the City of Johannesburg	City of Joburg Ombudsman	Webinar from 10h00 to 12h30, on Wednesday, 23 October 2024,	Webinar - Online
International Ombuds Day 2024 Exhibition: OCO and Revenue, Debtors and Cash Collaboration	Office of the City Ombudsman (OCO)	18 October 2024, 11:00 - 13:00	Cape Town Civic Centre, Second Floor, Concourse Level,
Annual Joburg Ombudsman Webinar 2024 - International Ombuds Day Theme: Promoting Good Governance in the City of Joburg City Ombudsman, Vusumzi Magwebu Guest Speaker	City of Joburg Ombudsman and Guest Speakers	23 October 2024 10:00 – 12:00	Webinar – online platform
International Ombuds Day 2024: OCO and Regulatory Bodies Expo	Office of the City Ombudsman (OCO) and Western Cape Government, Office of the Consumer Protector	25 October 2024, 10:00 - 12:00	N1 City Shopping Mall
International Ombuds Day 2024: Community Engagement	Office of the City Ombudsman (OCO)	Date: 30 October 2024, 16:00 - 18:00	Parow Civic Centre, 12 Tallent Road, Glenlilly, Parow, Cape Town
Media Release City Ombud highlights it's 'here to hear you' in recognition of international day	Office of the City Ombudsman (OCO)	Post-event article: Published on 31 October 2024	Online
Media Release	Office of the City Ombudsman (OCO)	Monday 4 November 2024	Online

EVENT	ORGANISATION	DATE	VENUE
City Ombudsman's Office closed for extended maintenance work			
International Fraud Awareness Week	City of Cape Town Ethics and Forensics Services	Wednesday, 20 November 2024 09h00 to 12h00	Cape Town Civic Centre, Second floor, Concourse level
Reward and Recognition Awards Ceremony 2024	City of Cape Town, Office of the City Manager	22 November 2024	City Hall, Cape Town
International Trip: International Ombudsman Summit 2024 and Hong Kong Ombudsman 35th Anniversary Reception	Hong Kong, SAR, China	2 – 4 December 2024	Hong Kong Palace Museum, West Kowloon Cultural District
Publication Headline: <i>City Ombud advises of festive season office closures</i>	Office of the City Ombudsman (OCO)	Cape Town Civic Centre closed from 13:00 on December 24, 2024, to December 31, 2024, reopening on January 2, 2025	Cape Town Civic Centre, Tower Block, Third floor
Corporate Services, Mayco Member Alderman Theresa Uys, Basket of Services (BOS)	Corporate Services and Office of the City Ombudsman and City departments	Thursday, 20 February 2025 at 09h00-15h00	Atlantis Civic Centre, Saxonsea
Corporate Services: Citizen Interface, Customer Relationship Management Mobile Unit, Human Settlements Roadshow & Issuing of Title Deeds and Office of the City Ombudsman Roadshow	Corporate Services, Human Settlements and Office of the City Ombudsman	Wednesday, 26 February 2025 10h00-14h00	Tafelsig multi-Purpose Hall Kilomanjaro and Dolomite Roads, Tafelsig, Mitchells Plain
National Financial Ombud Scheme South Africa (NFO) Presents their First Anniversary	National Financial Ombud Scheme South Africa (NFO)	Tuesday, 4 March 2025 11h00 to 13h00	Webinar - Online
Human Settlements Roadshow & Issuing of Title Deeds	Human Settlements Roadshow & Issuing of Title Deeds and Office of the City Ombudsman Collaboration	Thursday, 6 March 2025 10h00 to 14h00	Belhar multi-Purpose Hall
City Ombudsman hosting World Consumer Rights Day	City's Communications Department	Published 13 March 2025	Communiqué Online – e-nform Intranet (City staff, Councillors)
City Ombudsman celebrates World Consumer Rights Day 2025	City's Communications Department	Published 13 March 2025	City of Cape Town Media Brief publication Communiqué Online – X, Facebook
World Consumer Rights Day 2025 Meet & Greet Executive Mayor, Geordin Hill-Lewis and Panellist Dialogue and Information Session	Office of the City Ombudsman	Monday, 17 March 2025 11h00 to 13h00	City of Cape Town, Civic Centre, Concourse Level.
Corporate Services: Citizen Interface, Customer Relationship Management Mobile Unit	Corporate Services CRM Mobile Services and Office of the Ombudsman Collaboration	Thursday, 27 March 2025 09h30 to 12h30	Kalksteentfontein Community Centre
City Ombudsman walk-in satellite office temporarily closed	Office of the City Ombudsman	Published 4 March 2025	Communiqué Online – e-nform (City staff, Councillors) and social media platforms
Annual Event Office of the City Ombudsman World Consumer Rights Day 2025 Information Session, Panellist Dialogue with Ombuds Senior Executives and Meet & Greet With the Executive Mayor: Geordin Hill-Lewis	Office of the City Ombudsman	Monday, 17 March 2025	Cape Town Civic Centre, Concourse Level, Second Floor
Corporate Services, Alderman Theresa Uys Basket of Services	Corporate Services and Office of the City	Thursday, 10 April 2025	Scottsdene Youth Centre, Eoan Avenue Scottsdene

EVENT	ORGANISATION	DATE	VENUE
	Ombudsman and City departments		
City of Cape Town Communique headline: <i>City Ombudsman Relocation from Promenade to Lenteguur Administration Building</i>	Office of the City and Ombudsman Communications department	Wednesday, 9 May 2025	<i>Social Media platforms (Facebook, X) online news media publication</i>
City Ombudsman Satellite office launch in Lenteguur, Mitchells Plain Information table	Office of the City Ombudsman – Consultation	Tuesday, 13 May 2025	Lenteguur Administrative Building, Mitchells Plain
Basket of Services Community Engagement in Matroosfontein	Corporate Services MAYCO Member, Alderman Theresa Uys - Office of the City Ombudsman, City departments	Wednesday, 14 May 2025	Matroosfontein Civic Centre
Customer Relations Management (CRM) Mobile Services and OCO Collaboration community engagement	CRM Mobile and OCO Collaboration	Friday, 6 June 2025	Kleinvelei Community Hall
Customer Relations Management (CRM) Mobile Services and OCO Collaboration Community engagement	CRM Mobile and OCO Collaboration	Friday, 12 June 2025	Silvertown Community Hall, 1A Lanaria Crescent, Silvertown
Basket of Services Community engagement held in Kensington	Corporate Services, Office of the City Ombudsman, City departments	Wednesday, 18 June 2025	Kensington Civic Centre
Human Settlements Roadshow & Issuing of Title Deeds and OCO Collaboration in Vrygrond	Human Settlements and OCO	Friday, 20 June 2025	Vrygrond Community Centre

EXTERNAL STAKEHOLDER MANAGEMENT

8

In the previous financial year, the OCO participated in a Complaints Management Capacity Building and Benchmarking Workshop organized by the Public Independent Conciliator (PIC) of the North West and South West regions of Cameroon held at the Hotel Prince de Galles, in Douala, Cameroon on 19 – 24 August 2024.

During the workshop, our team presented an overview of our operational performance matrix, providing insights into our approach to executing functions and responsibilities. Extensive discussions covered our investigation methodology, investigation life cycles, the development of preliminary and closure reports, and record management practices. We also shared insights on the operational adjustments and resilience measures implemented by the OCO during the pandemic.



Investigators and senior executives under the auspices of the Pic Northwest Conciliator, Mr Simon Tamfu (left) and Pic Southwest. Conciliator Dorothy Telelen Atabong (right) alongside Office of the City Ombudsman, Cape Town, South Africa, Senior Investigator, Mr Sergio Daniels



Facilitating the Benchmarking Workshop is the Office of the City Ombudsman, Cape Town, South Africa's, Senior Investigator, Mr Sergio Daniels

The Benchmarking Workshop in process, held at the Hotel Prince des Galles Conference Room, Doula, Cameroon



Media interview covering the South African visit

Public Independent Conciliator for the Northwest region, Cameroon, Africa Ombudsman, Mr Siman Fai Tamfu; Office of the City Ombudsman, Cape Town, South Africa, Senior Investigator, Mr Sergio Daniels and Public Independent Conciliator, Southwest region, Ombudsman Mrs Dorothy Telesen Atabong

The office looks forward to ongoing collaboration with our colleagues in Cameroon.

Relocation of Liberty Promenade Mall office

During the last quarter, the office relocated from the Liberty Promenade City of Cape Town Revenue Walk-in Centre to the new Lenteguur, Administrative Building also located in Mitchells Plain. The new space will accommodate for more exposure to additional City line departments, which will allow for additional City services for members of the public to visit.

Basket of Service and Mayor's Service Blitz Engagements

The Information Sessions is a monthly offering hosted by the City of Cape Town's Corporate Services, Mayoral Committee member, Theresa Uys, to ensure that vital services reach the vulnerable members of the community. Many City departments are represented and provide information-sharing platforms where brochures, paraphernalia and leaflets are disseminated to all in attendance.



OCO's Graduate Intern, Lwando Magma engaging a member of the public



The City's line departments were well represented, to ensure that municipal-related issues were logged on the City's computerised system, for resolve. This community engagement took place on 21 February 2025 and is revisited during the year, based on Councillor request on behalf of the respective wards in the area.



Mayoral Committee Member, Alderman Grant Twigg for Urban Waste Management and City Ombudsman, Ombuds Officer, Clarissa Williams (Pictured on the left) and a resident of Scottsdene community enquiring about the services we offer.

World Consumer Rights Day

An annual event where offices take the opportunity to create awareness of their brand, promote their services, network with fellow exhibitors, City staff and residents of Cape Town on 17 March 2025.



City Ombudsman, Vusumzi Magwebu welcome speech



Special Guest Speaker, City of Cape Town Executive Mayor, Geordin Hill-Lewis

Panellists Dialogue Session

Office of the Consumer Protector, Deputy Director Phenias Ncube; Western Cape Police Ombudsman, General Oswald Reddy; National Financial Ombudsman of South Africa (NFO) Ombud Reana Steyn; City of Cape Town Ombudsman, Vusumzi Magwebu; Office of the Public Service Commission, Western Cape Provincial Commissioner, Advocate Ashley Searle; Community Schemes Ombud Services, Provincial Ombud, Ms Maletsatsi-Maceba Wotini; Western Cape Government Deputy Department of Economic Development and Tourism Deputy Director-General, Rashid Toefy. The City's Communications Director, Priya Reddy as the Panellist Dialogue Facilitator



Senior Executives from Ombuds offices and regulatory bodies were invited to be a part of the Panel with the City of Cape Town's Communications Director, Priya Reddy as Facilitator leading the discussion. The industry representatives were afforded an opportunity to provide insight on their work, elaborate on their institutional mandates and consider the future technological driven industry take aways.





Further comment was on the inroads made within the industry, while expanding on methodologies and techniques used in ensuring that complaints investigated is responded to according to the reasonably defined timeframes and legislative framework.



Exhibitors

Executive Mayor, Geordin Hill-Lewis and City Ombudsman listening to information about the Office Western Cape Police Ombudsman and Office of the Consumer Protector, engaging Exhibitors from the City of Cape Town line departments, regulatory-related offices and Ombuds offices partners.





INTERNATIONAL OMBUDS MONTH 2024

This year, our office celebrated its annual event by continuing with the thread of various commemorations during the month of October. We ventured to shopping malls to raise awareness about our brand and the promotion of this year's theme being, "Ombuds: Empowering Voices, Resolving Challenges". We had the opportunity to showcase the importance of an alternate dispute resolution within local government for complaints-handling, by engaging the residents of Cape Town whom we serve.



N1 City Shopping Mall

Office of the City Ombudsman and Western Cape Government, Office of the Consumer Protector collaboration.



Cape Town Civic Centre

We understand the importance of ensuring that City of Cape Town staff and Councillors are also homeowners, tenants and consumers who are part of our client-base.

We have teamed up with the City's Revenue, Debtors and Cash Walk-in Centre staff to share the platform for disseminating promotional material to our internal stakeholders.

International Ombuds Day 2024

Community Engagement held at Parow Civic Centre

Our International Ombuds Day 2024 annual event was held at the Parow Civic Centre on 31 October 2024.



Guest speaker, Mulao Lamula is the Provincial Representative for the Western Cape branch of the Public Protector South Africa (PPSA).



Seated: Subcouncil 4 Chairperson, Cllr Francheska Walker; External Ombuds Services Manager, Helene Fouché; Ward Cllr Roger Cannon; City Ombudsman, Vusumzi Magwebu; Public Independent Conciliator representative, Dr Wukukudi; Community Schemes Ombud Services representative, Mongezi Vellem; Western Cape Police Ombudsman representative, Kim Seale; Office of the Consumer Protector, Acting Director, Phenias Ncube.

Office of the City Ombudsman and Office of the Consumer Protector representatives in consultation with residents.



Our special guest speaker was Doctor Alfred Wukukudi representing the Public Independent Conciliator, under the auspices of Mr Simon Fai Tamfu of Cameroon, Northwest region.

This was the office's third visit to our Cape Town office, as part of our international linkage.



Members of the public had an opportunity to voice their concerns, provide recommendations on how to improve and compliments towards we engage the community with our Q&A session.

OCO collaboration with SASSA

We have partnered with SASSA and engaged the community of Hangberg, Hout Bay at the City of Cape Town's Sport and Recreation Centre, held on 4 September 2024.



City Ombudsman's office Graduate Intern, Inga Cunga completing a complaint form on behalf of a resident, while Ombuds Officer, Clarissa Williams presents an overview of the office's mandate to SASSA beneficiaries and a group of 50 Hangberg Senior Club members' weekly meeting.



Representatives from SASSA offices, Wynberg branch at Fish Hoek Community Hall.



In the spirit of supporting our fellow Regulatory bodies

We had the wonderful opportunity to share some laughter, capture a few moments with the Community Schemes Ombud Service (CSOS), as one of the official sponsor of the annual Two Oceans Marathon event.

We thank Provincial Ombud, Ms Wotini and her amazing team for extending the invitation to join them at their waterhole, while encouraging runners on the day, in consultation with residents.

HONG KONG VISIT – December 2024

The OCO had the privilege of being invited to attend the 35th anniversary of the establishment of the Office of The Ombudsman, Hong Kong, China. This was the first international event, and the occasion was themed as, "Ombudsman in a Changing World: Learning from the Past; Preparing for the Future".



Newly appointed Hong Kong SAR Ombudsman, Mr Jack Chan Jick-chi providing a toast to welcome guests from the South African delegation representing Ombuds-offices and regulatory bodies.

Pictured from left: Public Protector South Africa, Advocate Kholeka Gcaleka; Western Cape Police Ombudsman, General Oswald Reddy, Office of the City Ombudsman, Ombuds Officer, Clarissa Williams; External Ombuds Services Manager, Helene Fouché; Public Protector and Military Ombudsman staff



Pictured alongside the Newly appointed Hong Kong SAR Ombudsman, Mr Jack Chan Jick-chi is Ombuds Officer, Clarissa Williams and External Ombuds Services Manager, Helene Fouché



Delegation from South Africa, City of Joburg Ombudsman, Advocate Sididuzo Gumede, Western Cape Police Ombudsman, General Oswald Reddy and Office of the City Ombudsman, Ombuds Officer, Clarissa Williams

Day 2: International Ombudsman Summit 2024

Hong Kong Palace Museum, West Kowloon Cultural District, held on 3 December 2024 (Tuesday)



Western Cape Police Ombudsman, General Oswald Reddy; Office of the South African Public Protector, Executive PA, City of Cape Town External Ombuds Services Manager, Helene Fouche, Office of the South African Public Protector, Advocate Kholeka Gcaleka, South African Military Ombudsman's Executive PA; Office of the City Ombudsman, Ombuds Officer, Clarissa Williams; City of Joburg Ombudsman, South African Military Ombudsman, Lt Gen (Ret)

Vusumuzi Masondo and City of Joburg Ombudsman, Advocate Sididuzo Gumede

Representing the Ombudsman's office from Benin, Africa; Summit Panel Speaker, Mr Paul Dubé Ontario Ombudsman, Canada; Office of the City Ombudsman, Cape Town, South Africa, Ombuds Officer, Clarissa Williams and Western Cape Police Ombudsman, Cape Town, South Africa, General Oswald Reddy.





City Gallery, Council Chambers visit to Legislative Council of HKSAR and Meeting with the President & City Gallery



City Gallery building entrance photo gathering with delegates representing Ombuds offices from all over the world

The third day of the programme consisted of a visit to the City Gallery and tour of the Council chambers. We had the privilege of meeting the IOI First Vice-President and Moroccan Ombudsman Mohamed Benalilou (pictured in the centre) at the event.





City Walk taken outside the former Victoria Prison, which is part of the major heritage and arts complex called Tai Kwun.



Striving to reach a workable solution



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

General enquiries:

Contact us on weekdays from 08:00 - 16:00

(Excl. public holidays)

Telephone: 021 400 5487

Fax: 021 400 5952

Email: ombudsdirect@capetown.gov.za

SMS: 44781 (standard rates apply)

Counter queries and postal address:

3rd floor, Tower Block

Cape Town Civic Centre

12 Hertzog Boulevard

Cape Town

