

WEST RAND DISTRICT MUNICIPALITY



Annual Report 2020/21

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LIST OF ABBREVIATIONS

AAT	-	Association for Accounting Technicians
AES	-	Atmospheric Emission Licenses
AFS	-	Annual Financial Statements
AIDS	-	Acquired Immunodeficiency Syndrome
AM	-	Acid Mine Drainage
AQM	-	Air Quality Management Plan
BNG	-	Breaking New Ground
CBD	-	Central Business District
CRDP	-	Comprehensive Rural Development Programme
CCTV	-	Closed Circuit Television
CFO	-	Chief Financial Officer
CPF	-	Community Policing Forum
CPTR	-	Current Public Transport Record
COGTA	-	Cooperative Governance and Traditional Affairs
DBSA	-	Development Bank of Southern Africa
DHC	-	District Health Council
DEA	-	Department of Environmental Affairs
DEC	-	Durban Exhibition Centre
DITP	-	District Integrated Transport Plan
DLECC	-	District Law Enforcement Coordinating Committee
DRT	-	Department of Roads and Transport
DWAFF	-	Department of Water Affairs Fishery and Forestry
ECDC	-	Early Childhood Development Centre
EOC	-	Emergency Operations Centre
EMT	-	Emergency Medical Technician
EMS	-	Emergency Medical Services
EMF	-	Environmental Management Framework

EHP	-	Environmental Health Practitioners
EAP	-	Economically Active Participants
FPA	-	Fire Protection Association
GCIS	-	Government Communication and Information System
GDLG&H	-	Gauteng Department Local Government & Housing
GDP	-	Gross Domestic Product
GDP-R	-	Gross Domestic Product by Region
GDS	-	Growth and Development Strategy
GDARD	-	Gauteng Department of Agriculture Rural Development
GFA	-	Gauteng Funding Agency
GIS	-	Geographic Information System
GRAP	-	Generally Recognized Accounting Practice
HIV	-	Human Immunodeficiency Virus
HCT	-	HIV Counselling and Testing
HSD	-	Health Social Development
IDASA	-	Institute for Democracy in South Africa
IDP	-	Integrated Development Plan
ICT	-	Information Communication Technology
ICD	-	Integrated Community Development
IGR	-	Intergovernmental Relations
IMATU	-	Independent Municipal and Allied Trade Union
ISPMTT	-	Intervention Support Projects Monitoring Task Team
IT	-	Information Technology
ITS	-	Information Technology Support
IWMP	-	Integrated Waste Management Plan
KPI	-	Key Performance Indicator
LED	-	Local Economic Development
LM	-	Local Municipality
MFMA	-	Municipal Financial Management Act, Act No. 56 of 2003
MHS	-	Municipal Health Services

MIG	-	Municipal Infrastructure Grant
MLAP	-	Management Letter Action Plan
MMC	-	Member of Mayoral Committee
MM	-	Municipal Manager
MMMTT	-	Municipal Mitigation Monitoring Task Team
MPAC	-	Municipal Public Accounts Committee
MSA	-	Municipal Systems Act, Act No. 32 of 2000
MSIG	-	Municipal Service Infrastructure Grant
NDFG	-	Neighbourhood Development Fund Grant
NDPG	-	Neighbourhood Development Partnership Grant
NDP	-	National Development Plan
NEMWA	-	National Environmental Management Waste Act
NEMA	-	National Environmental Management Act
NGO	-	Non-Governmental Organization
NSDP	-	National Spatial Development Perspective
NT	-	National Treasury
NNR	-	National Nuclear Regulator
NYS	-	National Youth Services
OLS	-	Operating Licence Strategy
OPCA	-	Operation Clean Audit
PCF	-	Premier's Coordinating Forum
PHC	-	Primary Health Care
PIER	-	Public Information Education Relations
PMS	-	Performance Management System
RMC	-	Risk Management Committee
PSO	-	Project Support Office
RTO	-	Regional Tourism Organization
RWG	-	Rail Working Group
SODA	-	State of the District Address
SALGA	-	South African Local Government Association

SAMWU	-	South African Municipal Workers Union
SANS	-	South African National Standard
SANTACO	-	South African National Taxi Council
SAPS	-	South African Police Services
SETA	-	Skills Education Training Authority
SCM	-	Supply Chain Management
SOER	-	State of the Environment Report
SPLUMA	-	Spatial Planning and Land Use Management Act
Stats SA	-	Statistics South Africa
TB	-	Tuberculosis
TMR	-	Transformation, Modernisation and Re-industrialisation
TOLAB	-	Transport Operating Licence
UNESCO	-	United Nations Educational, Scientific and Cultural Organization
WHBO	-	Construction Company in terms of Company's Act
WRDA	-	West Rand Development Agency
WRDM	-	West Rand District Municipality
WRT	-	West Rand Tourism
WRFLH	-	West Rand Freight and Logistics Hub
WESMET	-	West Rand Metropolitan Transport Forum

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INTRODUCTION

The Annual Report ensures that there is regular, objective feedback to stakeholders, thereby strengthening accountability and transparency. The Municipal Finance Management Act, Act 56 of 2003, (MFMA) requires that the West Rand District Municipality (the “District”) must prepare an Annual Report for each financial year. Section 46(1) of the Municipal Systems Act (MSA) requires municipalities to prepare an Annual Performance Report for each financial year, setting out the performance of the municipality and its external service providers, a comparison between set targets and performance in the previous financial year and measures to improve performance.

The Annual Performance Report (APR) must form part of the Annual Report. MFMA Circular 63, issued by the National Treasury, provides guidance on the formulation and preparation of annual reports. The 2020/21 Annual Report reflects the performance of the District for the period 1 July 2020 to 30 June 2021. The Annual Report has been prepared in compliance with Section 121(1) of the MFMA. The table below sets out the relevant Annual Reporting requirements of the MFMA.

MFMA	Section of	Requirement Legislative Provision
Annual report with consolidated financial statements	121(3)(a)	Annual financial statements of the municipality, and, if Section 122(2) applies, consolidated annual financial statements, as submitted to the Auditor-General (AG) for audit in terms of Section 126(1)
AG’s audit report	121(3)(b)	AG’s audit report in terms of Section 126(3) on those financial statements
Annual performance report	121(3)(c)	Annual performance report of the municipality prepared by the WRDM in terms of Section 46 of the Municipal Systems Act
AG’s performance audit report	121(3)(d)	AG’s audit report in terms Section 45(b) of the Municipal Systems Act
Accounting officer’s assessment on arrears	121(3)(e)	Assessment by the municipality’s accounting officer of any arrears on municipal taxes and service charges
Accounting officer’s assessment of performance on each vote of the budget	121(3)(f)	Assessment by the municipality’s accounting officer of its performance against the measurable performance objectives referred to in Section 17(3)(b) for each vote in the municipality’s approved budget for the relevant financial year

Audit corrective actions	121(3)(g)	Particulars of any corrective action taken or to be taken in response to issues raised in the audit reports referred to in paragraphs (b) and(d)
Explanations to clarify financial statements	121(3)(h)	Explanations that may be necessary to clarify issues in the financial statements
Other information	121(3)(i)	Information as determined by the municipality
Audit Committee recommendations	121(3)(j)	Recommendations of the municipality's Audit Committee
Other prescribed information	121(3)(k)	Other information as may be prescribed

This Annual Report includes:

- the Municipal Annual Performance Report;
- the Annual Financial Statements of the Municipality;
- the Auditor General's report on municipal performance measures and financial audit report including any corrective action taken or to be taken by the Municipality on issues raised in the audit reports (to be included once finalised); and
- the Accounting Officer's assessment of any arrears on municipal taxes and service charges.

In terms of the processes prescribed by the MFMA Section 127(2), the Executive Mayor must within seven months after the end of the financial year table in Council the Annual Report of the Municipality. After the Annual Report is tabled, the Accounting Officer must make the Annual Report public and invite the local community to submit their comments or inputs. After consultation, Council must, in an open meeting, consider the oversight report on the annual report with all submissions made by the community and organs of state.

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

The Annual Report of West Rand District Municipality for the 2020/21 Financial Year. It is presented in this period under review and it takes place at the moment where our country and the world at large are hard at work to facing challenges brought about by Covid-19 pandemic.

We hope that you will find it interesting, informative, and helpful and that it will give you a greater understanding of the work undertaken by our municipality. We also believe that through this report you will gain an insight and further appreciate how as a municipality we tackled both challenges and opportunities faced by the municipality during the past financial year.

We also as we present this report recognize what both The State of the Nation and Province address laid emphasis on priorities, but as a municipality we recognized the need to review and adjust to the different economic and social imperatives of the various adjustment levels of Covid 19.

The report also highlights the challenges we encountered, the solutions implemented to counter those challenges and the overall achievements.

The West Rand District Municipality (WRDM) and its three local municipalities, namely Mogale City, Randwest City and Merafong City are in the Western Corridor which is reserved for particular prioritisation in five sectors: (1) Green and blue economy initiatives, (2) Tourism, (3) Agri-business and agro-processing, (4) Logistics and (5) Mining. Functionally linking main growth centres in the District to one another and to the regional economy of the GCR.

THE WRDM VISION

Integrating District Governance to achieve a better life for all.

KEY POLICY DEVELOPMENTS

We continued to support and assist employees in response to health and welfare, by this we ensured that at every level declared we had strict protocols adhered to. As a response to all the levels we continued to focus on Employee health and safety, in so far as screening of employees at all municipal buildings on daily basis. The WRDM Modular Clinic continue to serve as a testing site for all municipal officials within the West Rand as and when cases arise.

Employee Wellness sessions and training also continues; Cleansing and Sanitization continues and Daily cleaning of all premises in terms of the protocols, and collection of

medical waste by DOH; Deep Cleaning and Sanitization - periodic decontamination is carried out.

The West Rand District Municipality provides all components of the firefighting services as outlined in the legislation. These components are contextualized as follows: Pro-active Fire services/Fire Safety/Fire Risk Management/Fire Prevention/Training, Reactive Fire Services/Fire Suppression and Rescue Services forming an integral part of fire services. We intensified law enforcement operations in compliance with the Disaster Management Regulations and special focus placed on liquor outlets, taverns, public transport, burial places, formal and informal businesses.

As a response to the Covid 19 pandemic, we are proud as municipality that we managed to present a surplus budget, from a previously approved deficit budget, with the aim of sourcing alternative ways of raising additional revenue and put in place measures that will curtail the municipality's operational expenditure to eradicate its financial constraints.

The financial turnaround strategy of the District dictates radical revenue enhancement strategies in medium term in order to generate municipal own revenue and strengthen the municipality's financial position. The municipality has a medium-term plan to approach National and Provincial government in terms of the funding model in order to sustain firefighting function.

On Income and Expenditure, the municipality in an effort to address municipality's financial challenges, a cost vs benefit analysis was done with the 2021 fleet management plan to curb the expenditure related to council fleet management. With the said analysis done, it became evident that the municipality will be able to realize a saving by moving away from the practice of leasing vehicles which had become more prevalent in recent times to a more financial viable option of outright purchases. The result of this was a saving on fleet operations without compromising service delivery. This was done through the transversal contract provided by the National Treasury.

With reference to Supply Chain Management, the procurement of all COVID 19 epidemic items was done in accordance with Supply chain management prescripts. The municipality took into consideration all MFMA Circular Guides issued by the National Treasury since the outbreak of the pandemic in procuring COVID 19 items.

Furthermore, the municipality is reporting on COVID 19 expenditure to Provincial Treasury on a monthly basis. The office of Auditor General South Africa has also been provided with information on the awards of service providers for COVID 19 items, and none of the awards has been reported as irregular.

With the introduction of the District Development Model which is the new integrated, district-based, service delivery approach aimed at fast-tracking service delivery and ensure that municipalities are adequately supported and resourced to carry out their mandate, that the District will be financially viable.

The municipality continues to attain Unqualified Audit Reports from the Auditor General. The Enterprise Risk Management unit of WRDM continues to be active and effective in identifying and mitigating risks.

KEY SERVICE DELIVERY IMPROVEMENTS

There are currently minimal service delivery improvements due to the fact that the tasks do not make provision for an increase in funds allocated to the rendering of frontline services such as Fire and Rescue services or the Disaster Management function. The assistance that was requested from COGTA in terms of the placement of the function of the Fire Service and Disaster Management function is still outstanding and as such we cannot proceed with the transfer of the service to the Local Municipalities.

REGIONAL PLANNING AND RE-INDUSTRIALISATION it is responsible for the facilitation of District Wide Integrated Infrastructure Master Plan and Establishment of the West Rand District Municipal Planning Tribunal. These two projects will require funding. In the light of the current process of Financial Recovery that the municipality is undergoing, letters of requests for financial support were sent to different organisations

STATUS ON THE WEST RAND DISTRICT MUNICIPAL PLANNING TRIBUNAL (WRDMPT): During December 2019, the last signatory to the WRDMPT, Rand West City LM, forwarded a signed MoU to the WRDM. All parties have now signed the MoU for the WRDMPT. The Dept. Regional Planning & Re-industrialisation, Human Settlement & Transport Division, are now, according to the provisions of the Spatial Planning & Land Use Management Act, Act 16 of 2013, busy preparing for all the necessary notices to be published in the Government Gazette to formalise the WRDMPT.

DISTRICT WIDE INTEGRATED INFRASTRUCTURE MASTER PLAN The WRDM has been attempting to compile a District Wide Integrated Infrastructure Master Plan (DWIIMP). Terms of Reference was developed many years ago in conjunction with the HOD's Infrastructure of the LM's (at the time).

The Tender was advertised twice but an appointment could not be made due to financial constraints. It is estimated that R 20 Million would be required for this Project. The LM's were requested to set aside funds for this but nothing was forthcoming.

The Gauteng Department of Human Settlements has, since April 2015, been moving into a New Delivery Model known as Mega Projects where 2 or more projects are clustered into one MEGA project, or projects were identified with the potential to deliver a large number of all types of housing units, as well as the necessary social amenities. MEGA projects are located in certain development nodes throughout the province (inclusive of West Rand Region). **Mega Human Settlement Approach** Integrated Human Settlement Development seems to be the only way of delivering housing in a sustainable manner and to simultaneously address the development goals of the South African Government.

As a result, co-ordinated delivery of housing using a holistic human settlement approach housing delivery remains a huge challenge for government. All these have prompted

Gauteng Department of Human Settlements together with municipalities to reconfigure the delivery of human settlements projects into the MEGA human settlements approach. These Mega projects are meant to deliver the numbers needed in terms of meeting the housing backlog but most importantly, aggressively transform the spatial patterns in Gauteng.

In the light of the above, 13 Projects clustered into 5 nodes were identified for the West Rand that will cater for more than 120,000 housing opportunities.

Hopefully the details and information that shall be provided will share light and create a better understanding of where we come from, where we are currently and where are we going and how together we shall build this institution towards better heights and prosperity in the interest of the communities we undertook to serve at all cost.

FUTURE ACTION

The region possesses the potential to develop **agro-processing** within its borders, as the majority of required resources are available. We should explore opportunities offered by the high potential agricultural land identified within the district. Significantly increasing the yield per hectare (relative to extensive farming) and therefore providing more affordable food to the consumer. Providing support to emerging and small-scale farmers, and ensuring that appropriate skills development takes place in line with the principles of the national Comprehensive Rural Development Programme

Mining is still a very important economic sector in the West Rand, both in terms of production and employment and its influence in the economy of the West Rand. The decline in the mining industry necessitated the impetus on diversification of the economic base of the West Rand.

However, in the northern mining belt between Mogale City and Randfontein are the main focus and are on the rehabilitation of old mining land to make it available for future residential/commercial development; the re-working of the existing mine dumps, ash processing for the refilling of mines, manufacturing of construction aggregate and a variety of other associated activities.

Green industries: In particular, the investigation of renewable energy solution, generation programme and the production of solar heaters and components and a range of other goods and services that arise from the requirements of higher energy efficiency in the economy.

Agro-processing: In particular, the expediting of regulatory and support mechanisms to create a large-scale bio-fuels industry, the identification and promotion of export market opportunities to major net food-importing countries; and investment, production development and standards support.

Bus and truck manufacturing park: Significant opportunities arise from the leveraging of large public procurements in the transport, heavy vehicle and freight industry. (Currently busy with expansion of Busmark initiatives)

Establishing a Special Economic Zone (SEZ) in the West Rand District under the auspices of the West Rand District Municipality. The WRDA is accordingly leading the establishment of the SEZ in the West Rand. In preparation for the implementation of the SEZ, WRDA has secured land where the SEZ would be anchored and identified the economic precinct that will form part of the SEZ.

(a) Bus and Truck heavy commercial hub; b) Revitalisation of Industrial areas like Chamdor in Krugersdorp, Aureus in Randfontein and Carletonville industrial site; c) Western Accelerator SMME incubation centre; d) West rand Logistics Centre and Food City Hub; e) West Rand Agri-Parks; f) Bokamoso Ba Rona agricultural industrial initiative; g) Services industry: New Skills Training Academy for the fourth industrial revolution; h) Innovation: Admixture blending and the binder plant; i) Renewable energy; j)Eco-Industrial park; k)Waste treatment.

On Westrand Academy This is the establishment of an education centre focussing on important sectors of the economy for the West Rand. This forms part of the SLPs for Sibanye and Goldfields. Sibanye Still water has donated 4, 5 ha in /Westonaria Borwa for the project. The project cost is an estimated amount of R 60 million for the total project and Phase 1 an estimated amount of R25 million. The total area is 14 Ha of which 5 Ha will be used for Phase 1.

The TVET designs have also been funded by Sibanye-Stillwater. South Deep Gold Mine and South Deep Education Trust are also partnering in the project which will commence during the 2019/20 financial year.

On Krugersdorp Tour the WRDM in collaboration with eGoli Gold Mining Tours, are currently developing a new tourism product in the region to be known as West Rand Gold Mining Tours that will include a Gold Mine Museum in the West Rand. A highlight of the tour will be a Museum of Gold Mining on the West Rand to be established at Sibanye-Stillwater with the assistance of Ditsong and with access to the heritage collections available.

The need for assistance of the Provincial Department of Cooperative Governance and Traditional Affairs significant therefore there is need for both political and administrative commitment towards the implementation of the plan for the ultimate successful implementation.

PLEDGE TO

Engage the private sector is key to unlock inclusive growth and to achieve greater levels of employment and empowerment.

To strengthen the existing relations through partnerships with the private sector to attain these objectives. Further, to recognise structural transformation and reindustrialisation of the Gauteng economy whilst supporting the revitalisation of the Township economy and harnessing the opportunities provided by the advent of the fourth Industrial Revolution.

Speeding up the delivery of new infrastructure and paying attention to the maintenance of existing infrastructure across the Gauteng City Region.

To uphold ethical leadership and integrity by intensifying the fight against corruption, collusion, mal-administration in partnership with civil society.

We remain resolute in our obligation to reconnect with communities and unlocking their energies to become the primary drivers of renewal and change.

AGREEMENTS/PARTNERSHIPS

We appreciate the continued and strong relations in partnership with the private sector and value their contributions and assistance to provide maximum support to our communities.

Working with entities in the private sector such as Busmark, Sibanye Stillwater, South Deep Goldfields Mine to name but a few has brought about future economic hope to the region.

COMMIT TO

Ensure that a municipality builds and strengthens people's power and that residents are actively involved in decisions about their ward, zone, town or city.

Support municipalities in our Region to make more effective use of information and technology to improve their efficiency, effectiveness and impact.

Improve the skills base of local municipalities by enforcing compliance with appropriate standards for senior officials and building capacity through deployment of district support teams consisting of financial and governance experts.

Strengthen the coordination of Inter-Governmental Relations (IGR) and be more proactive in mediating and resolving problems, including between District and Local Municipalities.

Support municipalities to transform the spatial injustices of apartheid which relegated most of our communities to the margins of cities and towns and farming areas, leaving them without rights, without land, without assets and without opportunities.

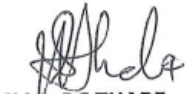
Use the Integrated Urban Development Framework to manage rapid urbanization and steer urban growth towards a sustainable model of compact, connected and coordinated cities and towns and strengthen links between urban and rural areas.

CONCLUSION

We once-more take our hats off for the relentless, dedicated and fearless frontline workers who soldiered on to save peoples' lives. It is our duty to discharge our leadership accountabilities with dignity, determination and distinction

The Annual Report of West Rand District Municipality for the 2020/21 reviewed against the background of us striving to accelerate change in our country and to restore the integrity of public institutions by tackling corruption, while restoring the ability of government to deliver services fairly for all and to create a developmental state which would put the people first. We will build an inclusive economy that creates jobs as we work towards a better future for our children.

Allow me to take this opportunity to express gratitude for the support received from the WRDM Troika, members of the Mayoral Committee, Councillors, the Chairperson and members of MPAC, the Audit Committee, the Municipal Manager and his staff and communities of West Rand.

A handwritten signature in black ink, appearing to read 'Ds Thabe', written over a horizontal dashed line.

CLLR. DS THABE
EXECUTIVE MAYOR

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

As the term of office draws towards an end the baton is passed and put forward. What becomes inspirational during this period is the zest and enthusiasm from an administrative capability to adopt to change, to sail the stormy seas, and remain steadfast. We have seen this through our leadership to respond to the state of national disaster as was declared by the President in March in 2020 – where, we have managed to sail the institution through the waves of the pandemic with limited and in some instances no resources at all, since March 2020 to date.

It is this calibre that has ensured a focused approach across successive financials, successive tenures to ensure that the institution continues to hand over batons that provide clear and precise consistent performance over successive financial years, from both financial and non-financial performance. Our records prove that the institution has received unqualified audit opinions since the inception of the Municipal Finance Management Act.

On the same breath, we draw attention to the state of finances, which require urgent intervention. Our liquidity ratio is sitting at 7% (0.07: 1) in 2021 compared to 14% (0.14: 1) in the prior year (2020). The municipality had a negative net asset value of R106 million in 2021 compared to R91 million in prior year (2020). The municipality's financial situation is dire! However, the municipality is presently implementing a financial recovery plan. The impact of the sterling pandemic has worsened the financial situation and no funds were received in the current year to assist with COVID-19 financial relief.

The municipality tabled final budget with a surplus of R3 million for 2021/2022 financial year. There were also emergency measures implemented in terms of reducing municipal expenditure through cost benefit analysis on municipality's contracts, of which the previous year reported budgeted surplus was increased from R1.1 million to R3 million. The municipality disestablishment plan to unwind its entity has been finalised and has led to losses incurred amounting to R14 million due to derecognition of the investment in controlled entities. The municipality is in the process of pursuing various revenue enhancement strategies in consultation with its strategic stakeholders both in National and Provincial Government to improve the financial situation of the municipality moving forward:

- Medium term interventions include evoking other possible revenue enhancement streams, i.e. re-application for the authorization to introduce/the imposition of fire service levy in terms of the Municipal Fiscal and Powers Act, 2007 and the promulgation of the regional parking by-laws. Leasing/renting out of excess network infrastructure to generate revenue. Enforcement of the Parking By-Laws as a revenue enhancement tool.

- Long term interventions include the restoration and implementation of powers and function of the district in terms of section 84 (1) (j) of the Municipal Structures Act, 1998. It also includes the alternative sustainable funding model for fire services function by Provincial government.
- Despite implementing the above-mentioned short-term interventions, the municipality is still facing cash flow challenges with regards to the rendering of the fire services function. The impact of the turnaround strategy is anticipated to be realized in the second to third year of its implementation.

Our performance against our predetermined objectives has been impacted slightly by the dire financial constraint of the municipality. We are still optimistic that the implementation of the District Development Model will go a long way towards institutional sustainability into the unforeseeable future.

The performance of service providers is monitored quarterly in terms of the service level agreements. Plans are put in place where a supplier's performance is not satisfactory to the requirements of the signed service level agreement. The quarterly reports are tabled to the Performance Audit Committee for cognizance and inputs with regards to the efficiency and effectiveness of contract management.

The municipality has an established Supply Chain Management Unit that operates under direct supervision of the CFO. On a continuous basis, the SCM unit of the municipality aims to improve on the operational processes and procedures pertaining to Supply Chain Management. Standard operating procedures are reviewed in order to streamline internal process to remove obstacles that delay service delivery. This will ensure continuous development of best practices in order to achieve a clean audit opinion from the Auditor General of South Africa.

Our Corporate Services Department which forms an integral part of the support structure of the municipality and is strategically positioned to enable the municipality to carry out its mandate has ensured strategic appointment of key human capital, training and development in order to improve organisational efficiency, performance and service delivery. However, due to financial constraints, update on the current information management system remain a challenge, as well as maintenance of municipal facilities and filling of critical vacant posts.

Management took a stance to provide a budget for the procurement of software licenses in the financial year 2021/2022, ICT infrastructure will be installed in the financial year 2022/2023. A building maintenance plan containing priority maintenance areas will be put in place in the 2021/2022 financial year. In addressing filling of critical vacant posts, the directorate will embark through a strategic retreat session on reviewing the current organisational structure and aligning it with the organisational strategic objectives.

In our efforts towards ensuring healthy communities, the National Health Act of 2003 mandates the District through its Health and Social Development Department to render nine (9) Municipal Health Services (MHS). Although the Health Programmes are a Gauteng

Provincial Health Department's area of competency, Health Promotion is a technical and political approach to work across sectors and improve the quality of life and furthermore, a fundamental part of pursuing equity, improving quality of life, and better health for all.

Municipal Health Services

Due to attrition, a thinned staff complement of eighteen (18) Environmental Health Practitioners (EHPs) worked tirelessly in the midst of the COVID19 pandemic to ensure healthy communities. At the end of the 2020/21 financial a total of 36 844 laboratory confirmed positive cumulative cases were reported and 1009 people lost their lives.

Amongst the critical function(s) MHS renders, is the **Food Safety programme**, which is designed to regulate, monitor, evaluate and control the quality and safety of food products supplied to the residence of the West Rand. The food Safety programme consists of the following key components, Hazardous Analytical Critical Control Points (HACCP) approach as regulated by the Environmental Health Practitioners conduct of food premises inspections. This is in line with the Foodstuffs, Cosmetics and Disinfectants Act 54 of 1972 including the regulations Governing General Hygiene Requirements for Food Premises, the Transport of Food and Related Matters; Regulation 638 of 22 June 2018:

- Inspection of food premises to monitoring compliance with the Disaster Management Act;
- Education of food handlers in order to comply with COVID 19 protocol;
- Sampling and analysis of food stuffs to monitor the safety of food; and
- Law enforcement.

Food premises such as restaurants, pubs etc. were identified as possible super spreader facilities for COVID19 therefore EHPs had to intensify the inspection visits to these facilities. A total of 4 027 food premises were inspected exceeding the target of 3 400. However based on the limitation on number of personal contacts only 34 out of the 300 targeted food safety training sessions were conducted. The team also under performed on food sample collection due to the temporary closure of the restaurants and some food outlets at some lockdown levels. A total of 160 food samples were targeted and only 84 were collected. Several food stuff items were removed from shelves at various grocery shops during the joint law enforcement operations.

Water Quality Monitoring is also crucial in ensuring that the water is safe for consumption. The MHS Team planned to take 320 water samples to test against the portable water blue drop standard of 85% and subsequently a total of 235 samples through collaboration with local municipalities was analysed in accordance with the Water Quality Standards methodology SANS 241.

As part of **Surveillance of premises**, a total of 717 Early Childhood Development Centres (ECDs) were inspected for compliance exceeding the 400 annual target. However this resulted from a request from provincial Department of Social Development implementing a new programme called “Vangasali” which aimed at helping financially non-compliant ECDs to comply with the Municipal Health Services By-Laws and the Disaster Management Act COVID 19 Regulations. In accordance with the Disaster Management Act Regulation 736 of July 2020 relating to the Management COVID 19 Human Remains, a total of 147. MHS team members were COVID19 trained and conducted a total of 218 Funeral Undertakers’ inspections. Compliance on COVID19 Regulations was enforced on Certification of funeral undertakers, training of Funeral Undertakers’ owners and employees and monitoring of funerals and education of families of the deceased. A total of 1148 private premises against target of 1000 were also inspected. No inspection was conducted at the Initiation school as they were closed during the 2020/21 financial year.

Air Quality Management

Four (4) Atmospheric Emission Licences have been issued to industries and mines in order to control pollution levels and ensure compliance with the National Minimum Emission Limits. Thus far there has been 100% compliance with the emission limits for listed activities. A revenue of R 10 000 was generated through the processing the Atmospheric Emission Licence Fees. The Municipality have two ambient Air Quality Monitoring Stations located under Mogale City (Kagiso) and Rand West City (Mohlakeng) Local Municipalities respectively. The main purpose of these stations is to monitor ambient air quality in order to ensure compliance with the National Ambient Air Quality Monitoring Standards and protect communities from breathing polluted air.

The Municipality partnered with the National Department of Environmental Affairs and South African Weather Services (SAWS) in order to obtain assistance in ensuring proper management and maintenance of the stations. The stations have been functional with some challenges relating to the repairs and replacement of some of the equipment. SAWS has been in the process of developing a web-based system to be used in reporting air quality monitoring data to the National Air Quality Information System.

West Rand District Municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to take place (adaptation) in the District. West Rand District Municipality has therefore prioritised the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan Actions and programmes to mitigate climate change:

Due to an increase in industrial development, coupled to existing mining activities it is imperative for the West Rand to have an air quality information system in place in order to obtain data on ambient air quality and to develop strategies for intervention to ensure improvement of the overall air quality in the region. The WRDM has two monitoring stations that allows the measurement of emissions within the District. The emission inventory was conducted in 2011 to determine the pollutants within the boundary of the District, the results

of the emission inventory will be used to shape the way air quality is improved in the WRDM. The emission inventory is fundamental to the development, implementation, monitoring and evaluation of the WRDM's air quality strategy. The emission inventory is also used as the major input to atmospheric dispersion models. The District was designated as an Atmospheric Emission Licensing Authority and since then the issuing of Atmospheric Emission Licenses to industries and mines has been taking place. Industries are regularly monitored and inspected to determine the emission from the stacks.

Our efforts towards Regional Planning and Re-Industrialisation of the West Rand

-Local Economic Development initiative

The WRDM through its entity had adopted a strategy to collaborate with the private sector and other public institutions to facilitate different economic cluster initiatives, which are bokamoso ba rona, West Rand Mega Park, Krugersdorp Game Reserve etc. This initiatives are on the verge of being implemented and will create the much needed jobs to the communities of the West Rand.

-Human Settlement

As in the past, the WRDM is continuing to play co-ordination role within the region in the execution of Human Settlements projects delivering Subsidy Housing. As part of implementing the Sustainable Human Settlements Plan there are several projects that are at different stages of development. There has been a slow progress regarding allocation of completed housing units due to COVID-19 pandemic.

The following are the projects that are in different phases of development within the region: **Affrivillage** in Rand West City Local Municipality and intended to yield 9880 units in its completion. The actual units delivered to date are 1596. **Montrose** is in Rand West City Local Municipality intended to yield 13792 units in its completion. The actual units delivered to date are zero. However, there are 4013 that are under construction. **Westonaria** Borwa is in Rand West City Local Municipality intended to yield 6500 units in its completion. The actual units delivered to date are 1902. **Western Mega** is in Rand West City Local Municipality intended to yield 9385 units in its completion. The actual units delivered to date are zero. However, there are 1178 that are under construction. **Dan Tloome** is in Rand West City Local Municipality is intended to yield 22 110 units in its completion. The actual units delivered to date are 1166. **Elijah Barayi** is in Merafong city Local municipality intended to yield 12491 units in its completion. The actual units delivered to date are 3138.

-Rural Road Asset Management System (RRAMS)

The National Department of Transport (NDoT), as part of the S'Hambe Sonke Programme, has provided the WRDM with grant funding for the implementation of Rural Road Asset Management Systems (RRAMS) as set out in the framework for the Rural Road Asset Management Grant in the Division of Revenue Act (DORA). The strategic goal of the RRAMS Grant is to ensure efficient and effective investment in rural and municipal roads

through the development of Road Asset Management Systems (RAMS) and the collection of associated road and bridge inventory data condition assessments and traffic information. Improved data on roads will guide infrastructure investment, improve accessibility to and mobility of rural communities.

-Transport Authority

The WRDM, as a Transport Authority, is to administer processes relating to public passenger transport in general. The WRDM renders an administrative support service towards the Taxi and Learner Transport fraternity's in general.

Other functions include the Development of DITP, being involved in various projects/programmes initiated by the GDRT, etc.

-District Intergrade Transport Plan

The West Rand District Municipality (WRDM) is the declared Transport Authority for the area of jurisdiction of the West Rand. In adhering to this, the WRDM assisted the local municipalities located within its area of jurisdiction to compile Local Integrated Transport Plans (LITP's)

EFFORTS TOWARDS ENSURING SAFE COMMUNITIES

Our Public Safety department continues ensure effective multi-sectoral, multi-discipline Community Safety law enforcement operations within the jurisdictional area of the West Rand District. This includes our traffic law enforcement agencies from all three local municipalities, SAPS, Gauteng Provincial Traffic Management Services, Municipal Health Services, and respective Community.

The regions crime stats are on the rise because of the continued decline in mining activities and the closure of different mining houses, as this presents an opportunity for desperate community members to resort to criminal activities to sustain their lives. Against this, we have established a common vision amongst all role-players aimed at effectively preventing crime and managing community risks and vulnerability.

The firefighting services division operated five emergency response stations and four satellite stations in order to achieve the following expected service deliverables:

- Effective and timeous fire suppression
- Aware and educated communities in all fire related incidences
- Functional and effective Fire Protection Association; and
- Reduced fire related risks

The COVID pandemic had an impact on the number of personnel available, as some of our members tested positive for COVID and had to be isolated. The Emergency Management Service management team put a contingency plan in place to address the challenge and as such the disruption to our level of service were minimal and none of the stations were

closed for more than twenty four hours. The personnel are involved in various technical committees on provincial level e.g. Urban Search and Rescue, Norms and standards, Gauteng technical Fire Safety task team and Operations Task team.

The Fire Services assisted with efforts to curb the spread of the virus through various ways, which included sanitisation projects of identified hot spots and public spaces. The members were involved in the District Command Centre and the SAPS Joint Operational centre on a daily basis. Members of the service assisted all law enforcement agencies to ensure that the public adhere to the lock down regulations as promulgated by the Minister of GOCTA on a regular basis.

Our fire risk management inspections and investigations are conducted to inform the type of PIER programmes (training and awareness) to be provided in order to reduce the impact and the root causes of fire related incidents. The closure of many businesses due to the COVID pandemic placed a damper on the number of inspections conducted and building plans submitted. The section assisted with inspections at homeless shelters and quarantine sites to ensure the safety of inmates.

The division assisted businesses that were deemed essential services with compliance issues and assisted law enforcement agencies with the enforcement of the COVID 19 Regulations, furthermore, the division continued functioning during the hard lockdown and still assisted the public in a prompt and effective manner. The division is also responsible for coordinating the functions and operations of the 11 Fire Protection Associations established and registered with the Department of Agriculture, Forestry and Fisheries. For the period under review, 25 fire safety audits were conducted to the existing 11 fire protection associations throughout the district. Regular compliance inspections are also conducted throughout the district to ensure compliance with the National Veld and Forrest Fire act.

11 Pre winter fire plans were drafted to ensure a uniform approach in dealing with the veld fires during the fire season. These programmes promote the prevention of wild land fires which would have been impactful owing to the dry season and below average rainfall. Due to COVID regulations smaller teams have been assembled for this programme.

The division also conducts Public Information Education Relations (PIER), in an effort to capacitate community members on emergency related incidences. The PIER section work closely with external stakeholders such as ESKOM, Paraffin safety council and various other government institutions to ensure that all relevant information is distributed to the community.

The PIER section embarked on a programme in conjunction with COGTA to install smoke detectors free of charge to vulnerable sections of our communities and as such to enhance the safety of such community members. The PIER section assist the local CPF'S with fire and first aid training. Due to the COVID pandemic the number of awareness engagements decreased as the schools were closed and places where the aged is housed did not allow visitors. The PIER section assisted with COVID awareness at various places such as malls and public spaces.

From a Disaster Management perspective, the division has committed rigorously on the reduction of vulnerabilities through implementation of the following projects and programmes:

Risk and vulnerability assessment

The process was aimed at reducing possible risks to the following "vulnerable communities", infrastructure, education and economy especially investments. Risk and vulnerability assessments were conducted and water bearing infrastructure assessed respectively in the areas of the 3 local municipalities in the region so as to prevent any possible sinkhole formation and ground subsidence as a result of ingress of water into compromised bedrock.

Disaster response, relief and recovery - disaster relief referred to as the provision of humanitarian assistance in the form of material aid and emergency medical care necessary to preserve human lives and property was provided to the community of the West Rand in different ways. This enabled affected families to meet their basic needs for medical and health care, shelter, clothing, water and food. Relief supplies or services were typically provided, free of charge, in the days and weeks immediately following the sudden onset of the event. The South African Food Bank and the Red Cross assisted in this regard.

Disaster management programmes in relation to the provisions of the District Disaster Management Plan which is also in concurrence with the National Disaster Management Act. It is important to also indicate that 100% disaster related incidents reported and identified were responded within 24 hours. The effective functioning of the West Rand District Municipal Disaster Management Advisory Forum strengthened the overall readiness of the unit and also encouraged the culture of multi-sectoral and multi-discipline approach on disaster related issues in the region.

Risk profiling the West Rand - The regional composite risk profile information gathering was conducted during the period under review. Amongst these fundamental risk areas the process still revealed that the greatest risk in the West Rand is inter alia flooding led by ineffective storm water drainage systems, dolomite ground, veld and informal house fires particularly affecting all densified informal settlements in the area of jurisdiction. The composite risk profile of the West Rand also demonstrate that the region has well over two-hundred and twenty (220) informal settlements.

Development of evacuation plans & drills - As one of precautionary measures evacuation plans and drills were conducted to various high risk establishments throughout the region, the drills were aimed at testing the readiness and also ensuring safe passage of human beings and animals during any disaster related incident involving these institutions.

The municipality has established a training academy which is registered at both the University of Johannesburg and the Quality Council for Trades and Occupations, this ensures that our fire and rescue operational staff are constantly performing at their peak and are capacitated accordingly to exceed national norms and standards. Our instructors

are registered at the University of Johannesburg, LGSETA and MERSETA on Assessor and Moderator level as well. We are also a member of the University of Johannesburg Quality Assurance committee. These factors resulted in Professionalism, efficiency and effectiveness, which is maintained up to the highest level.

A new initiative, to allow students to complete specific Unit Standards that will eventually build up to the National Certificate: Emergency Services Supervision: Fire and Rescue Operations (Qual.ID 64390), also contributed to partnerships with institutions registered at LGSETA. The WRDM Training Academy is also in at advanced registration phase at LGSETA to present the full qualifications ourselves. Covid – 19 also directly influenced our training strategies and new technology innovations had to be adopted and implemented. The academy also presented Covid – 19 training, did presentations at workshops and got involved in other initiatives towards fighting the virus despite the fact that it falls outside the Academy's usual scope.

The following are future initiatives aimed at improving service delivery to our communities:

- Extension of services to all areas.
- Sustaining the existing services.
- Minimizing response time to reported incidents of fires and disasters.
- Fire Safety and Fire Prevention Strategic Planning.
- Enforcement of Fire Protection Regulations and relevant applicable legislation.
- Risk Reduction.

In conclusion, we appreciate and acknowledge that all of this would have not transpired if it was not for the vigour, commitment and engagement of our employees – West Rand District Municipality employees we thank you! We will continue to invest on the growth and development of our employees. Our trade unions, we thank you! Together we have ensured a conducive working environment. Our stakeholders, we have worked well, we thank you! Our Political Leadership, you have led us well, we thank you!



M.E KOLOZI
ACTING MUNICIPAL MANAGER

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.2.1. MUNICIPAL FUNCTIONS

INTRODUCTION TO BACKGROUND DATA

T 1.2.1

Having outlined and articulated the functions of the municipality, as per legislation. The municipality's vision, mission, slogan and values are expressed as follows, below:

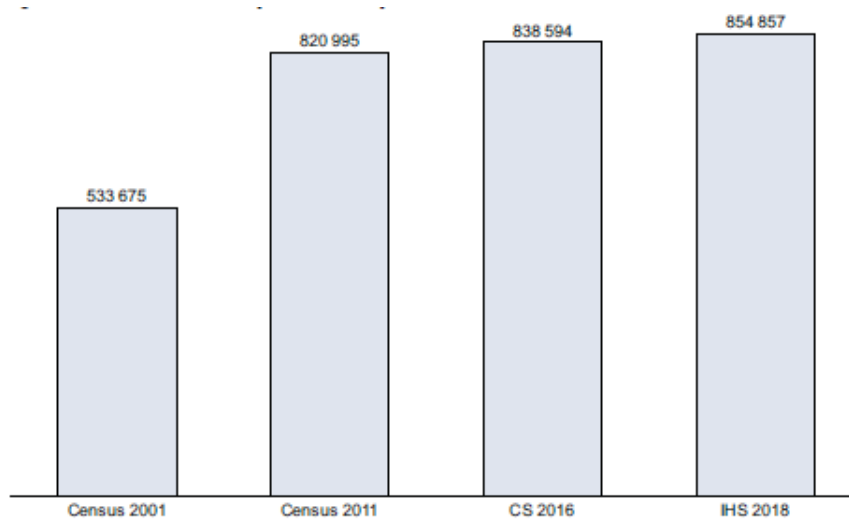
VISION	Integrating District Governance to achieve a better life for all
MISSION	To provide an integrated and excellent developmental district governance system in the West Rand
SLOGAN	Green is the new Gold
CORE VALUES	Service excellence
	Pride
	Integrity
	Responsibility
	Innovation
	Teamwork

POPULATION

The West Rand District accounts for the fifth-highest share of Gauteng's population at 6.2 per cent, in 2017. It is estimated to have declined marginally in 2018 to 6.1 per cent. The district is also the fifth-largest contributor to the province's economic activity, accounting for roughly 4 per cent of the province's total output. The district's main driver of economic activity is the mining sector which accounts for over 29 per cent of the region's output.

Demographic profile

In 2018, Mogale City accounts for the largest share of the district's total population, at 46.3 per cent, followed by the Rand West at 31.8 per cent and Merafong City at 21.9 per cent. Rand West is the second highest as it combines the former Randfontein and the Westonaria municipalities.



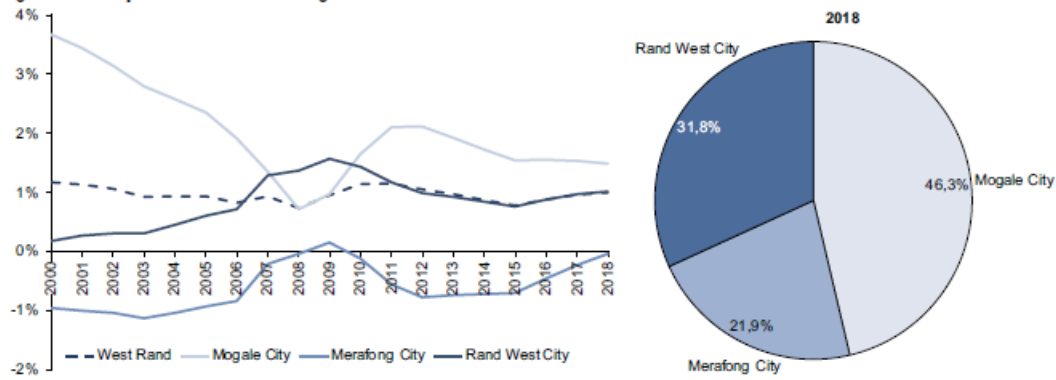
Source: Stats SA and IHS Markit, 2019

Note: CS stands for Community Survey.

The census 2001 data is according to the 2001 municipal demarcations, while the 2011 census is as per the 2005 and the IHS Markit is according to the latest 2018 demarcations.

The figure shows that the West Rand region is the least populated municipality in Gauteng, with a population under 900 000 in both the 2016 community survey and the 2018 HIS Markit estimates. The district has the slowest population growth rate, estimated to be averaging a mere 1 per cent between 2000 and 2018.

Figure 3.35: Population Growth and Regions' Share to the Districts Totals for 2018

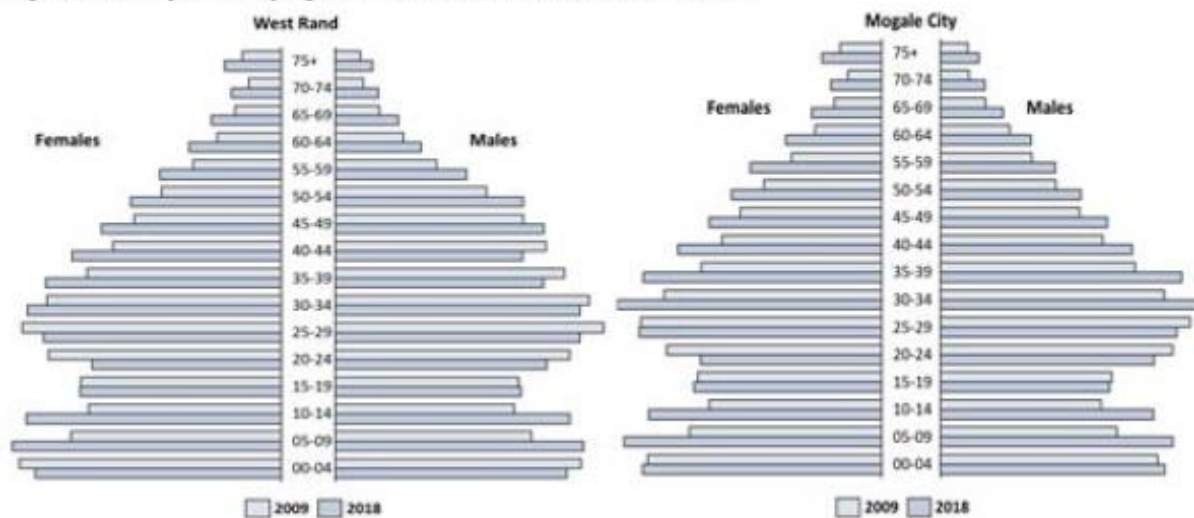


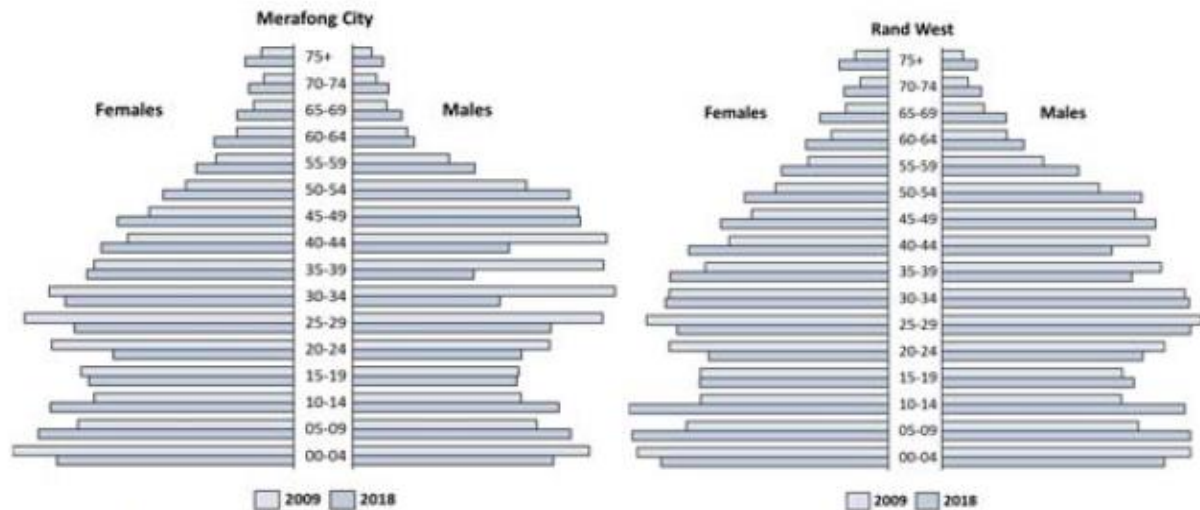
Source: IHS Markit, 2019

The districts' population remains just under a million mark, with Mogale City recording the highest growth rates comparatively over the review period. Population growth in the Rand West City averaged 0.8 per cent from 2000 to 2018. The district's population growth rate averaged 1 per cent during the same period. Merafong City experienced negative population growth for most of the review period with an average growth rate of negative 0.6 per cent. This could be as a result of out-migration in this region as the mining sector continues to struggle and people look for better economic opportunities in other Gauteng and nearby regions.

Population Age Distribution

Figure 3.36: Population by Age Distribution and Gender, 2009 and 2018





Source: IHS Markit, 2019

Figure 3.36 shows the age distribution of the West Rand District and its three locals for 2009 and 2018. The district's population was estimated at 855 000 in 2018, compared to 783 000 in 2009. The increase in the population was accounted for by a rise in the age cohorts 05 - 09, 10 - 14, and 40 - 44 and above. Increases were recorded for both the male and female population. There was a decline in the number of babies born which is indicated by a fall in age cohort 00 - 04. The number of people aged 20 - 24 and 25 - 29 also declined between 2009 and 2018. Overall, in 2018 there were more males at 434 000, compared to females at 421 000.

At the local level, significant increases in population were recorded for age groups 05 - 09 and 10 - 14 for Mogale City and Rand West City. In Merafong City, there was notable declines in population of various age groups, particularly in the youth population which is made up of the 15 - 19, 20 - 24, 25 - 29 and 30 - 34 age cohorts. There was also a decline in the population aged 00 - 04. Overall, Merafong City had a total population of 187 000 people in 2018, a decline from 195 000 in 2009. The Rand West population was at 271 000 in 2018, up from 249 000 in 2009.

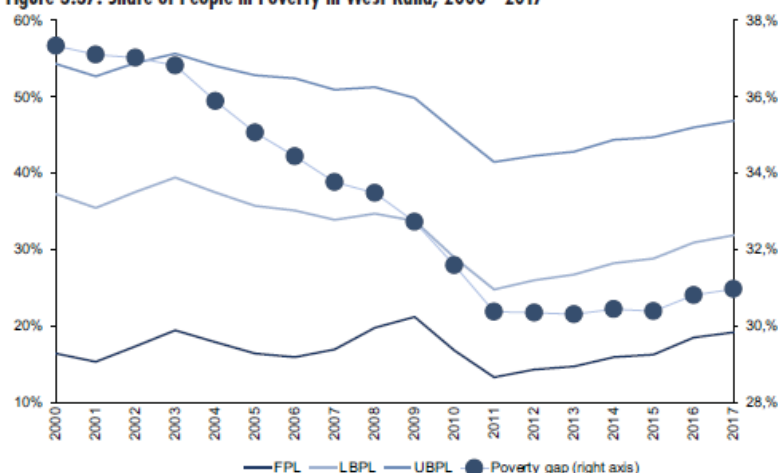
Development Indicators

Social challenges in terms of high levels of unemployment, inequality and poverty also remain prevalent in the West Rand districts and its locals. With the struggling mining sector, which has been a core driver of the district economy, most of its labour force has limited employment opportunities. West Rand has one of the highest unemployment rates, at 40.6 per cent in 2017, with the Rand West City having the highest unemployment rate of the three local municipalities at 47 per cent.

The section below looks at the district's poverty, inequality, human development, education and health indicators.

Share of the Population Living in Poverty

Figure 3.37: Share of People in Poverty in West Rand, 2000 - 2017



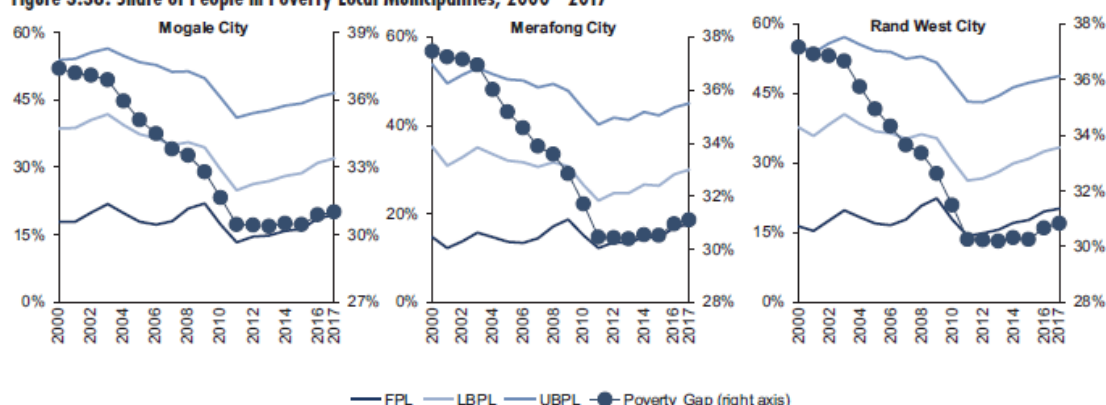
Source: IHS Markit, 2019

Figure 3.37 shows the share of West Rand's people living in poverty using the three different poverty lines. Similar to other municipalities in Gauteng, the share of people living in poverty declined somewhat between 2000 and 2011. This was more so for the lower and upper bound poverty measures. Although the decline was not steady throughout this period, the share of people living under the upper bound poverty line decreased to 41.5 per cent in 2011, from a staggering 54.3 per cent in 2000. Similarly, the proportion of people living under the lower bound poverty line declined to 24.8 per cent in 2011 from 37.3 per cent in 2000. The share of people living below the food poverty line peaked at 21.2 per cent in 2009 before declining to 13.3 per cent in 2011.

As with all other municipalities in the province, there are more people that have slipped into poverty between 2012 and 2017 and the general observation is that this trend is increasing. In 2017, 46.9 per cent of the people in West Rand were in poverty according the upper bound poverty line measure, 31.9 per cent lived below the lower bound poverty line while 19.2 per cent of the people in the district were unable to afford sufficient food to provide them with adequate nutrition as measured by the food poverty line.

What is more concerning is that, since 2012, the severity of poverty in the district has risen. This has reversed the improvements in the poverty gap rate that were recorded between 2000 and 2011. This is shown by the increasing rate of the poverty gap, which has risen to 31 per cent from 30.4 per cent in 2012.

Figure 3.38: Share of People in Poverty Local Municipalities, 2000 - 2017



Source: IHS Markit, 2019

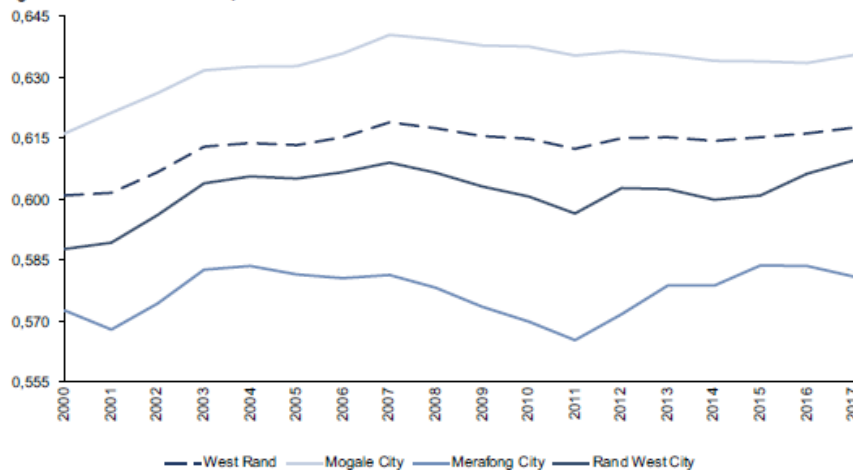
As seen in Figure 3.38, the change in the proportion of the population living in poverty shows similar trends in the local municipalities as at the district level. In the Rand West City, in 2017 almost half of the population (48.7 per cent) was living below the upper bound poverty line.

This was the highest rate recorded in all of the province's municipalities. The share of people in the upper bound poverty line was 45 per cent in Merafong City and 45.6 per cent in Mogale City.

The severity of poverty has improved notably across all the municipalities, particularly between 2000 and 2011. The poverty gap declined by roughly 7 percentage points in all local municipalities during this period. However, these improvements were reversed during the period 2012 – 2017, with the poverty rate increasing by an average of 0.6 percentage points.

Income Inequality as Measured by Gini Coefficient

Figure 3.39: Gini Coefficient, 2000 – 2017

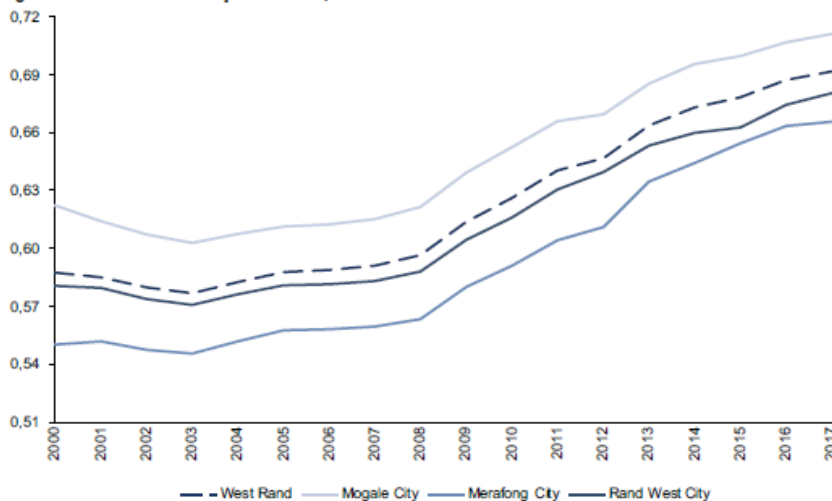


Source: IHS Markit, 2019

Across the West Rand and its local municipalities, the income inequality gap has worsened between 2000 and 2017. The high rate of unemployment has exacerbated the level of inequality across the district. Among the local municipalities, the Gini coefficient was the highest throughout the review period in Mogale City, specifically at 0.64 in 2017 which climbed from 0.62 in 2000. At the district level, income inequality has widened, by 0.2 points between 2000 and 2017, to reach a Gini coefficient of 0.62.

Human Development on the Rise in the West Rand

Figure 3.40: Human Development Index, 2000 - 2017



Source: IHS Markit, 2019

Driven by the general increase in the country's life expectancy, the HDI in the West Rand and its local municipalities has increased over the years. The district's HDI reached 0.69 in 2017 compared to a reading of 0.59 in 2000. The local municipality, with the highest HDI, was Mogale City at 0.71 in 2017 compared to 0.62 in 2000.

Merafong City had the lowest HDI of the three locals reaching 0.67 in 2017, rising from the 0.55 it recorded at the start of the analysis period.

Trends in Educational Attainment of People Aged 20+ Years

Table 3.4: Highest Educational Attainment for People Aged 20+ by Population Group in West Rand, 2017

West Rand		African	White	Coloured	Asian	Total
No Schooling	Number	19 449	347	272	105	20 172
	Per cent of total	4.3%	0.4%	1.9%	1.7%	3.6%
Primary	Number	262 996	25 334	8 339	2 151	298 820
	Per cent of total	58.1%	27.0%	58.4%	33.9%	52.7%
Matric	Number	129 945	44 139	4 562	2 764	181 411
	Per cent of total	28.7%	47.1%	32.0%	43.6%	32.0%
Tertiary	Number	40 058	23 985	1 105	1 320	66 468
	Per cent of total	8.9%	25.6%	7.7%	20.8%	11.7%
Total	Number	452 449	93 806	14 277	6 340	566 872

Source: IHS Markit, 2019

Table 3.4 shows educational attainment for the share of population aged 20+ years in 2017 in the West Rand. As with the trends at the national and provincial levels, the African population group was less qualified in terms of the attainment of both matric and tertiary qualifications compared with other population groups. In terms of no schooling and primary education, Africans still had the highest share of people in those educational categories, which is higher than the district average.

Overall, at the district level, the majority of the population aged 20+ years had attained primary qualification at 52.7 per cent. About 32 per cent attained matric and only 11.7 per cent had a tertiary qualification.

Table 3.5: Highest Educational Attainment for People Aged 20+ by Population Group in West Rand, 2017

Mogale City		African	White	Coloured	Asian	Total
No Schooling	Number	7 825	151	49	66	8 092
	Per cent of total	3.9%	0.3%	2.1%	1.3%	3.1%
Primary	Number	110 971	11 993	1 138	1 594	125 696
	Per cent of total	55.1%	22.3%	47.7%	32.6%	47.9%
Matric	Number	61 642	25 296	795	2 062	89 795
	Per cent of total	30.6%	46.9%	33.4%	42.1%	34.2%
Tertiary	Number	21 000	16 457	402	1 176	39 035
	Per cent of total	10.4%	30.5%	16.8%	24.0%	14.9%
Total	Number	201 438	53 898	2 384	4 898	262 618

Merafong City		African	White	Coloured	Asian	Total
No Schooling	Number	5 769	68	65	12	5 913
	Per cent of total	5.2%	0.5%	4.4%	2.3%	4.6%
Primary	Number	70 397	4 619	759	194	75 969
	Per cent of total	63.3%	31.4%	51.1%	37.1%	59.4%
Matric	Number	26 792	6 555	509	265	34 122
	Per cent of total	24.1%	44.5%	34.3%	50.8%	26.7%
Tertiary	Number	8 212	3 487	152	51	11 902
	Per cent of total	7.4%	23.7%	10.2%	9.8%	9.3%
Total	Number	111 169	14 729	1 485	523	127 906

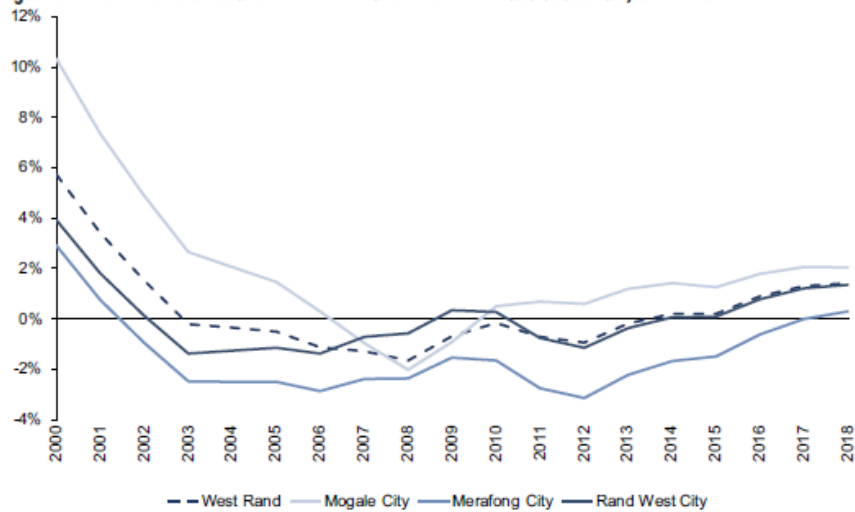
Rand West City		African	White	Coloured	Asian	Total
No Schooling	Number	5 855	128	158	26	6 167
	Per cent of total	4.5%	0.5%	1.5%	2.9%	3.5%
Primary	Number	81 628	8 723	6 442	363	97 155
	Per cent of total	62.7%	34.6%	61.9%	39.5%	55.1%
Matric	Number	41 511	12 288	3 258	437	57 494
	Per cent of total	31.9%	48.8%	31.3%	47.6%	32.6%
Tertiary	Number	1 205	4 041	551	93	15 532
	Per cent of total	0.9%	16.0%	5.3%	10.1%	8.8%
Total	Number	130 199	25 179	10 409	919	176 348

Source: IHS Markit, 2019

A comparison between the local municipalities shows that, in 2017, Mogale City had the highest average share of the population aged 20+ years with tertiary qualification at 14.9 per cent. It was followed by Merafong City (9.3 per cent). Rand West City had the lowest share of the population, with a tertiary qualification, at 8.8 per cent. The educational category that had the highest attainment level across all the locals was primary schooling. In other words, the largest share of the population aged 20+ years in the local municipalities had attained a primary school qualification in 2017 (47.9 in Mogale City, 59.4 in Merafong City and 55.1 per cent in Rand West City). In terms of the racial split, similar trends as at the district level were prevalent in educational attainment, with the African population group lagging behind in matric and tertiary qualifications.

HIV Prevalence and Crude Death Rates

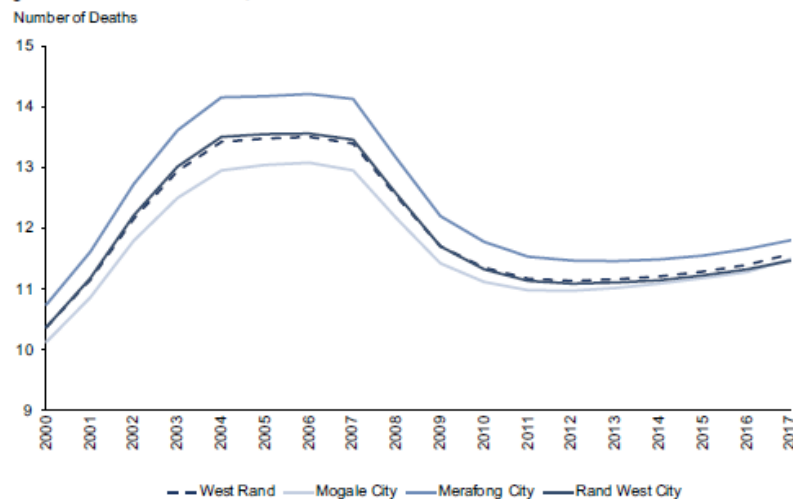
Figure 3.41: Growth in Estimates of HIV Prevalence in West Rand and Locals, 2000 - 2018



Source: IHS Markit, 2019

Growth in estimates of HIV positive people was in the negative territory for most parts of the period in the local municipalities under review, except in Mogale City. For Mogale City, growth in HIV estimates returned to positive territory from 2010 and grew faster than that of the districts and the other local municipalities. The West Rand District growth rate was at 1.4 per cent in 2018, the same as that of the Rand West City. Merafong City had recorded the lowest growth rate at 0.3 per cent in 2018. The increase in the number of HIV positive people in the region is also owing to people living longer as a result of healthier life style aided by the availability of ARVs.

Figure 3.42: Crude Death Rate, 2000 - 2017



Source: Quantec EasyData, 2019

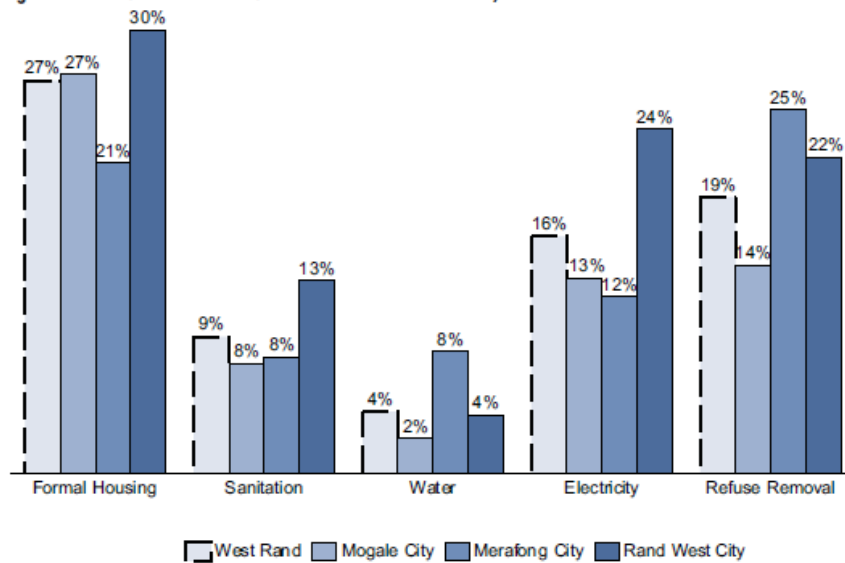
ACCESS TO SERVICES

Provision of services

Access to basic services by households are essential for both health and safety reasons. A healthy workforce means increased productivity and output. While the provision of basic services has improved in the district, there is still a greater share of household with no access to basic services such as housing and electricity.

This sub-section analyses households' access to basic services for the West Rand District and the three local municipalities.

Figure 3.43: Share of Households Without Access to Services, 2017



Source: IHS Markit, 2019

The proportion of households without access to formal housing is higher in most of the local municipalities and the district. About 30.4 per cent of households in the Rand West City were without access to formal housing, compared to 33.3 per cent in 2009. This was followed by Mogale City at 27.4 per cent, a decrease of 1.6 percentage points between the two review years. In the West Rand District, about 27 per cent of the household were without formal housing in 2017 compared to 29.2 per cent in 2009.

1.3 SERVICE DELIVERY OVERVIEW

Service delivery overview of the WRDM is contextualised in terms of the following strategic drivers:

- *Regional Planning and Re-Industrialization;*
- *Health and Social Development; and*
- *Public Safety Services.*

T 1.3.1

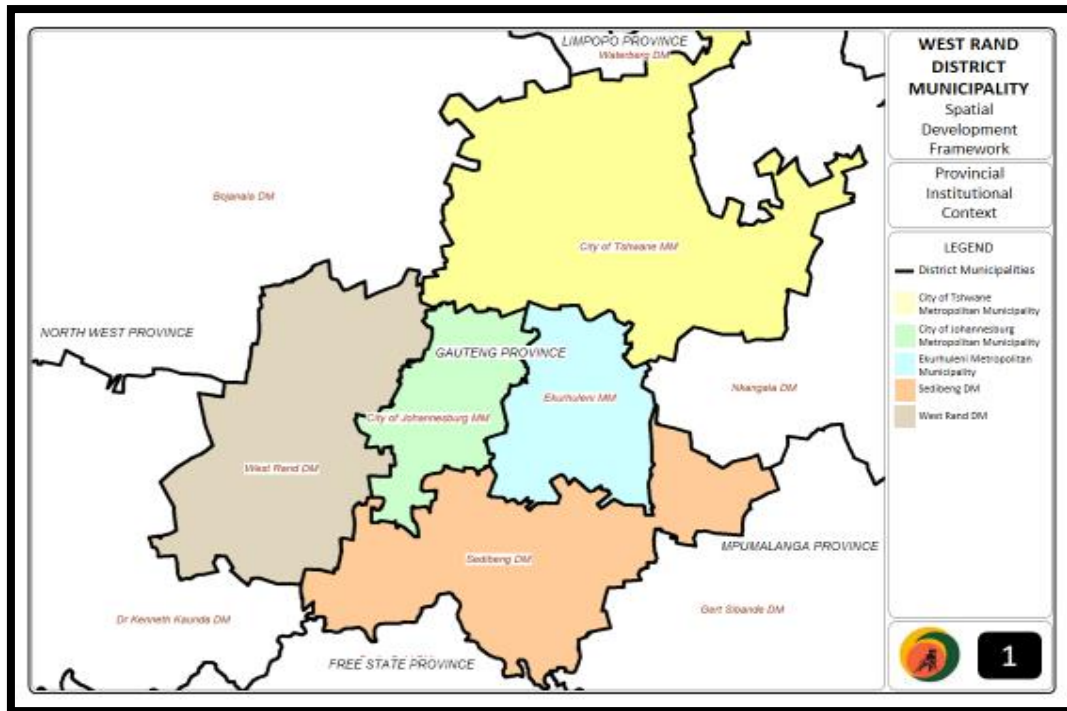
1.2.4 ENVIRONMENTAL OVERVIEW (MUNICIPAL CONTEXTUALISATION)

As shown on **Map 1**, the West Rand District Municipality (WRDM) is situated within the western part of the Gauteng Province and represents one of two District Municipalities in Gauteng, the other one being the Sedibeng District Municipality, located to the southeast thereof. Gauteng Province furthermore constitutes three Metropolitan Municipalities: City of Tshwane, City of Joburg and Ekurhuleni. The West Rand District Municipality (the Study Area) comprises 3 local municipalities as depicted in **Map 2**, namely Merafong City Local Municipality, Mogale City Local Municipality, and the Rand West City Local Municipality, comprising of the former Randfontein & Westonaria LMs. A large portion of the Cradle of Humankind World Heritage Site also falls within the boundaries of the WRDM – and more specifically within the Mogale City’s area of jurisdiction.

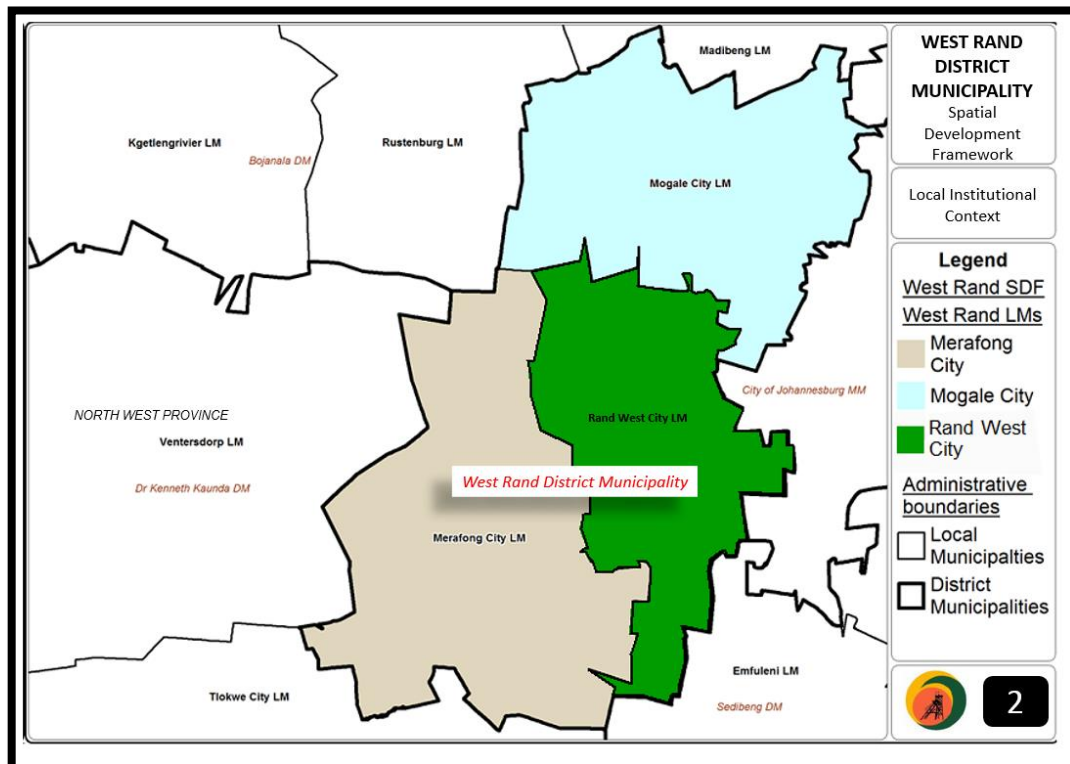
As shown on **Map 2**, the WRDM is bounded by the North West Province to the northern, western, and southwestern side, which includes the Madibeng Local Municipality, Rustenburg Local Municipality, Ventersdorp Local Municipality and the Tlokwe Local Municipality. To the eastern side the WRDM is bounded by the City of Tshwane to the northeast, City of Joburg to the east and Sedibeng District/Emfuleni Local Municipality to the south-east.

The District is situated relatively close to the hub of economic activity of Gauteng (i.e. City of Johannesburg), and is traversed by two major national roads namely the N12 and N14. The West Rand District holds an estimated population of 838,594 people (according to the 2016 Community Survey of STATSSA) and covers an area of approximately 4,087 km².

Map 1: West Rand District Municipality: Provincial Institutional Context



Map 2 West Rand District Municipality: Local Institutional Context



1.4 FINANCIAL HEALTH OVERVIEW

Financial Overview: Year 0

Details	R' 000		
	Original budget	Adjustment Budget	Actual
Income:			
Grants	241 910	241,687	240,107
Taxes, Levies and tariffs			
Other	20,047	19,714	10,216
Sub Total	261,957	261,401	250,323
Less: Expenditure	260,795	252,983	266,093
Net Total*	(1,162)	(8,419)	15,771
* Note: surplus/(defecit)			T 1.4.2

Operating Ratios

Detail	%
Employee Cost	77%
Repairs & Maintenance	0.05%
Finance Charges & Impairment	3.3%
	T 1.4.3

Total Capital Expenditure: Year -2 to Year 0

Detail	R'000		
	Year -2	Year -1	Year 0
Original Budget	43,277	24,739	4,650
Adjustment Budget	20,000	6,539	5,000
Actual	35	18	4,040
		T 1.4.4	

The municipality's liquidity ratio is sitting at 7% (0.07: 1) in 2021 compared to 14% (0.14: 1) in the prior year (2020). The municipality had a negative net asset value of R106 million in 2021 compared to R91 million in prior year (2020). The municipality's financial situation is dire now, however the municipality is presently implementing a financial recovery plan. The impact of COVID-19 pandemic has worsened the financial situation and no funds were received in the current year to assist with COVID-19 financial relief.

The municipality tabled final budget with a surplus of R3 million for 2021/2022 financial year. There were also emergency measures implemented in terms of reducing municipal expenditure through cost benefit analysis on municipality's contracts, of which the previous year reported budgeted surplus was increased from R1.1 million to R3 million. The municipality disestablishment plan to unwind its entity has been finalised and has led to losses incurred amounting to R14 million due to derecognition of the investment in



controlled entities. The municipality is in the process of pursuing various revenue enhancement strategies in consultation with its strategic stakeholders both in National and Provincial government to improve the financial situation of the municipality moving forward.

Necessary measures are already being implemented through the approved Financial Turnaround Strategy and the Financial Recovery Plan (FRP) seven (7) strategies and reports on progress made are submitted to Gauteng Provincial Treasury (GPT), Gauteng Department of Co-operative Governance and Traditional Affairs (CoGTA), National Department of Co-operative Governance (DCOG) and National Treasury (NT) on monthly basis. The municipality further tabled its financial turnaround strategy as part of the approved budget related Policies Council, which is unpacked as follows:

- Short-term intervention includes placing strict cost containment measures and implementation of the outcomes of the cost benefit analysis conducted by the municipality, i.e. Out of fourteen (14) contracts which were reviewed, eight (8) were scaled down in terms of scope and price, three contracts which were deemed not to be revenue enhancing were immediately terminated. Three major contracts lapsed and were not renewed. Alternative ways are considered to ensure that service delivery is not compromised.
- Medium term interventions include evoking other possible revenue enhancement streams, i.e. re-application for the authorization to introduce/the imposition of fire service levy in terms of the Municipal Fiscal and Powers Act, 2007 and the promulgation of the regional parking by-laws. Leasing/renting out of excess network infrastructure to generate revenue. Enforcement of the Parking By-Laws as a revenue enhancement tool.
- Long term interventions include the restoration and implementation of powers and function of the district in terms of section 84 (1) (j) of the Municipal Structures Act, 1998. It also includes the alternative sustainable funding model for fire services function by Provincial government.
- Despite implementing the above-mentioned short-term interventions, the municipality is still facing cash flow challenges with regards to the rendering of the fire services function. The impact of the turnaround strategy is anticipated to be realized in the second to third year of its implementation.

Despite implementing the above mentioned short term interventions, the municipality is still facing cash flow challenges with regards to the rendering of the fire services function. The impact of the turnaround strategy is anticipated to be realized in the medium to long-term period of its implementation.

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

In line Institutional Planning and Transformation, the Municipality highlights progress made with regards to the Development and Implementation of the District Development Model.

The need for a new district-based coordination model was announced in the Presidency budget speech in 2019. The DDM was conceptualised and presented to the Joint Cabinet Committee on 13 August 2019 receiving overwhelming support. The DDM was then endorsed by the Presidential Coordinating Council (PCC) on 20 August 2019. The PCC supported the “One Plan” instrument

proposed by the DDM and emphasized that the One Plan must express the National Development Plan and overlay the MTSF priorities, Provincial Priorities and Municipal IDP/SDBIPs. The PCC endorsed that resource allocation and budgeting must be aligned to supporting the implementation of the District Model. The DDM was subsequently approved by Cabinet on 21 August 2019. The District Development Model (DDM) was approved as an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State, including improving and enhancing the state of Local Government. This was preceded by the development of the DDM process plan, which identified the seven stages of implementation:

Stages	Timeline
1. One Plan Diagnostic Intergovernmental Workshop	May 2021
2. One Plan Vision development and strategies	
3. Draft One Plan with budget commitments	June 2021
4. Draft One Plan Consultations	
5. Public Participation	
6. Final Draft One Plan	
7. Approved One Plan	July 2021
Submit completed One Plans to Minister of COGTA	

In line with the DDM process plan above, the Department of Cooperative Governance and Traditional Affairs together with the Office of the Premier and Gauteng Provincial Treasury, have been facilitating implementation of the DDM in Gauteng. To date, the WRDM has made significant progress on DDM milestones i.e. Established Technical and Political structures, developed Diagnostic Reports that highlight the challenges and opportunities within the district area, redefined the district vision and development strategies which are all encompassed in their respective Draft ONE PLANS.

The Draft One Plan was made available for public comment via media platforms and municipal offices for public access subject to Covid19 protocols being observed. All comments and inputs towards the finalization of the DDM One Plan were to be emailed to the WRDM DDM Champion, the closing date for public comments was 25 June 2021, where in September 2021, the DDM One Plan roadshow is to commence at the Cradle of Humankind World Heritage Site in Maropeng.

1.6. AUDITOR GENERAL REPORT

AUDITOR GENERAL REPORT: YEAR (CURRENT YEAR)

The report of the Auditor General may be found in Chapter 6 of this report. The current financial year (2020/21) external auditing process will commence on 31 August 2021.

In the previous financial year (2019/20) the WRDM achieved an unqualified audit opinion, with no findings on Audit of Predetermined Objectives. Other findings raised are addressed and cleared through the Municipality's Audit Action Plan Steering Committee led by the Chief Financial Officer.

T 1.6.1

1.7. STATUTORY ANNUAL REPORT PROCESS

NO.	ACTIVITY	TIMEFRAME
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1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year.	
4	Submit draft year 0 Annual Report to Internal Audit and Auditor-General.	
5	Municipal entities submit draft annual reports to MM.	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant).	August
8	Mayor tables the unaudited Annual Report.	
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General.	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase.	September – October
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data.	
12	Municipalities receive and start to address the Auditor General's comments.	
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report.	
14	Audited Annual Report is made public and representation is invited.	
15	Oversight Committee assesses Annual Report.	November
16	Council adopts Oversight report.	
17	Oversight report is made public.	
18	Oversight report is submitted to relevant provincial councils.	
19	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input.	December
		January
T 1.7.1		

As outlined in the above table, the 2020/21 Annual Report has been compiled in accordance with the requirements of the (MFMA), 56 of 2003 and the Municipal System Act (MSA), 32 of 2000.

CHAPTER 2 – GOVERNANCE

GOVERNANCE

The nature of governance within the Municipality is such that it is spread in five major components with various structures exercising some authority and accountability in various levels. The following depicts the governance components:

- Political Governance Structure, this governance structure deals with the political governance of the Municipality through Political Office Bearers, Council, and Committees;
- Administrative Governance Structures, this governance structure on the other hand focuses on the administration and management of the Municipality. This is vested in the

Municipal Manager who is the Accounting Officer. The Municipal Manager is assisted by the Senior Management Team comprising of Executive Managers. The Municipal Manager is tasked with the establishment, development and management of sound and effective municipal administration.

- Intergovernmental Relations, the Executive Mayor is the custodian of the intergovernmental relations fora. There are various structures that have been established at the local and provincial level to promote engagement between Municipalities, Sector Departments, State Entities, and etc.;
- Public Accountability and Participation, the Executive Mayor assisted by the Municipal Manager is responsible for the community engagement and participation in the affairs of the Municipality, such as IDP, budget processes, public meetings/Mayoral Izimbizo, etc.
- Corporate Governance, the Municipal Manager assisted by Senior Managers is responsible for the Corporate Governance of the Municipality. This entails risk management & anti-corruption and fraud, internal audit, Supply Chain Management, Oversight Committees, Policies and By-laws, integrated reporting, etc.

T2.0.1

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

POLITICAL AND ADMINISTRATIVE GOVERNANCE

Governance overview for the 2020/21 financial year is provided above in T2.0.1

T 2.1.0

2.1 POLITICAL GOVERNANCE

POLITICAL GOVERNANCE OVERVIEW

Political Management Team (PMT) provides political direction in the municipality as expected. The meetings are sitting as per the schedule to accommodate all three offices. The relationship between the offices of the Executive Mayor, Speaker and Chief Whip remains critical in ensuring sound discussions on relevant governance issues. Governance matters of importance emanating from local municipalities in the region finds expression in the deliberations of the three afore mentioned offices.

The Municipal Council of the WRDM consists of 44 councillors who are made up of councillors elected on a proportional basis throughout the whole area of jurisdiction of the WRDM and councillors elected from the four participating municipalities, whereas 26 of these Councillors are representatives from the three constituent local municipalities and 18 are proportionally elected councillors.

A comprehensive list of all the WRDM councillors is contained in Appendix A.

POLITICAL DECISION- MAKING

1. Decision making process

The Constitution of the Republic of South Africa inter alia provides that, the authority of the Municipality rests with Council and therefore in terms of legislation councillors of a municipality have the right to govern the affairs of the council. A municipal council makes and administer resolutions for

the effective administration of its Constitutional mandate and responsibilities for the effective performance of the municipality's powers, functions and duties.

Councillors as a collective form the body of the municipal council and have the power to govern the affairs of the Council. The municipal council functions by votes taken on decisions at formal meetings of the council. A majority of the members of a municipal council, also known as a quorum, must be present before a vote or action may be taken on any matter. A supporting vote of a majority of the municipal council is required to pass resolutions regarding the following matters:

- passing by-laws
- approving budgets
- approving policies that impose rates and other taxes, levies and duties
- approving loans.

Municipal council meetings are by law to be open to the public and public participation is encouraged. Council and committee meetings are held in public except in special circumstances, when the business being conducted makes it reasonable and justifiable to do so.







T 2.1.1

2.1.1 POLITICAL STRUCTURE/TROIKA

Chief Whip, Cllr S. Monoane	Speaker, Cllr N. Tundzi-Hawu	Executive Mayor, D.S. Thabe
		
<p>The functions and duties of the Chief Whip amongst other things are as follows: ensure that Councillors attend to their duties and are accountable to their constituencies; assist Council with the deployment of councillors to various Council Committees; and maintain political management of Council meetings.</p>	<p>The Speaker's functions include presiding over the council meetings, certain duties and exercise powers delegated to her in terms of MSA, and ensure compliance with the Code of Conduct by councillors.</p>	<p>Council elects the Executive Mayor, and his role is to coordinate the work of Council. He is the Executive Head of the Municipality. The Executive Mayor performs his functions and duties as set out in the legal framework for municipalities. He also performs duties as delegated to him by council</p>

MAYORAL COMMITTEE

In terms of the Municipal Structure Act the members of the Mayoral Committee are appointed by the Executive Mayor from among the Councillors. The duties of the Mayoral Committee are to assist the Executive Mayor in the execution of his duties. The Executive Mayor may delegate specific responsibilities to each member of the Mayoral Committee. The MMCs of the WRDM and their respective portfolios are reflected below:

 Cllr <u>Konopi</u> , MMC Roads and Transport	 Cllr <u>Butler</u> , MMC Public Safety	 Cllr <u>Selibo</u> , MMC Infrastructure and Human Settlement	 Cllr <u>Chabane</u> , Regional Re-Industrialisation
 Cllr <u>Bhayat</u> , MMC Finance	 Cllr <u>Xulu</u> , MMC Health and Social Development	 Cllr <u>Moreotsenye</u> , MMC Corporate Services	 Cllr <u>Matuwane</u> , MMC Environmental Management

COUNCILLORS

Note: The MFMA section 52 (a): The Mayor must provide general political guidance over the fiscal and financial affairs of the municipality

T 2.1.2

POLITICAL DECISION-MAKING

In terms of legislation councillors of a municipality have the right to govern the affairs of the council. A municipal council makes and administer resolutions for the effective administration of its Constitutional mandate and responsibilities for the effective performance of the municipality's powers, functions and duties.

Councillors as a collective form the body of the municipal council and have the power to govern the affairs of the Council. The municipal council functions by votes taken on decisions at formal meetings of the council. A majority of the members of a municipal council, also known as a quorum, must be present before a vote or action may be taken on any matter. A supporting vote of a majority of the municipal council is required to pass resolutions regarding the following matters:

- passing by-laws;
- approving budgets;
- approving policies that impose rates and other taxes, levies and duties; and
- approving loans.

Municipal council meetings are by law obliged to be open to the public and public participation is encouraged. Council and committee meetings are held in public except in special circumstances, when the business being conducted makes it reasonable and justifiable to do so.

T 2.1.3

2.1.2 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) MEMBERS

MPAC MEMBERS	PORTFOLIO
Cllr Velile Khumalo	Chairperson
Cllr Doreen Davids	Committee member
Cllr Bukiwe Mafika	Committee member
Cllr Winlie Njani	Committee member
Cllr Mlungisi Ndamase	Committee member
Cllr Ben Van Der Berg	Committee member
Cllr Kholeka Mandyu	Committee member
Cllr Blackie Zwart	Committee member
Cllr Brian Blake	Committee member

2.1.3 MUNICIPAL COMMITTEES

Audit Committee Members	Risk Management Committee	Performance Audit Committee Members
B Ahmed- Chairperson	J Makoro - Chairperson	P Mongalo - Chairperson
L Mangquku	S Ramaele	A Mangokwana
L Malinga	N Kahts	P Fourie
T Nemadzhilili	M Morongwe*	R Govender
P Mongalo	R Mokebe*	B Ahmed
	M Nevhungoni	
	Z Mphaphuli	
	N Seabi	
	T Methodlana	
	M Makgeledise	

*Resigned

2.2 ADMINISTRATIVE GOVERNANCE

The Municipal Manager is the head of the municipal administration. Subject to the policy directions of the Municipal Council, the municipal manager is responsible and accountable for the formation and development of an economical, effective, efficient and accountable administration. The Municipal Manager must make sure the administration is equipped to implement the municipality's integrated development plan, that it operates in accordance with the municipality's performance management system, and that it is responsive to the needs of the local community. The roles and responsibilities of the Municipal Manager are comprehensively set out in Section 55 of the Municipal Systems Act and responsibilities of the Municipal Manager as Accounting Officer is set out in Chapter 8 of the Municipal Finance Management Act, 56 of 2003.

The Municipal Manager's office is directly responsible for the drafting, management and implementation of Council's Integrated Development Plan [IDP]. Secondly, the office is responsible for Performance Management System for the Municipality. Lastly, it is administratively responsible for the Internal Audit function as well as Enterprise Risk Management.





The organizational design and structure of the Municipality is such that it has five departments aligned to the organizational strategic goals, objectives and priorities as contained in the IDP. These departments are headed by Executive Managers who report directly to the Municipal

Manager, and are appointed in terms of Section 56 of the Municipal Systems Act. The five departments are as follows:

- Public Safety Services;
- Health and Social Development;
- Regional Planning and Economic Development
- Corporate Support Services; and
- Financial Services.

T 2.2.1

2.2.1. ADMINISTRATIVE GOVERNANCE STRUCTURE:

 <p>Acting Municipal Manager, M.E Kolozi</p>	<p>The Municipal Manager (MM) is responsible for strategic Goal 4: Sustainable Governance for Local communities, where he ensures high level of corporate governance through the implementation of adequate and effective internal controls, risk management and governance processes that enables deepening democracy and fostering social cohesion. The MM is also responsible for Strategic Goal 5: Business excellence within the WRDM, where he ensures excellence in business operations through effective and efficient implementation of municipality's strategic plan; compliance to legislative requirements; performance monitoring and reporting against the predetermined objectives.</p>
 <p>Chief Financial Officer, S. Ramele</p>	<p>The Acting Chief Financial Officer (CFO) is responsible for Strategic Goal 5: Business excellence within the WRDM, where he ensures excellence in business operations through fairly represented Annual Financial Statements to the Auditor General of South Africa; processing of tenders within 90 days after closing date; paying creditors within 30 days as well as the establishment of an ICT Governance Framework.</p>
 <p>Acting Executive Manager, Health and Social Development, T. Makhoba</p>	<p>The Executive Manager, Health and Social Development is responsible for Strategic Goal 2: Health and Social Development, where she ensures the provision of environmental health services and promotion of a healthy lifestyle among communities. In addition, the executive manager also runs programs that build the nation in terms of creating a platform to promote sport, art, culture and recreation thereby bringing people together.</p>
 <p>Acting Executive Manager, Public Safety, N Kahts</p>	<p>The Acting Executive Manager Public Safety services is responsible for Strategic Goal 3: Public Safety Services. This strategic goal is aimed at harnessing all multi-disciplinary and multi-sectoral contributions into the establishment and sustaining of safe and healthy living environment. Within which, risk and vulnerability is effectively managed and mitigated through a collective process of participation tenacity and commitment. This is also encouraged by the provision of national outcome 3, which requires the West Rand District Municipality to ensure that its communities are and feel safe. Therefore, creating a healthy and safe living environment for communities become a fundamental Constitutional mandate for the WRDM and its four constituent local municipalities.</p>



Executive Manager: Corporate Services, R Mokebe

Executive Manager, Corporate Services is responsible for Strategic Goal 5: Business excellence within the WRDM, her role is to ensure excellence in business operations of the municipality through a highly productive and work engaged workforce.



Executive Manager, Regional Planning and Re-Industrialisation, Z Mphaphuli

The Acting Executive Manager, Regional Planning and Economic development is responsible for Strategic Goal 1 (Regional Planning and Economic Development), where he ensures encouragement of regional planning and to enable the economic development of the district.

This, however, needs to be done at multiple levels and different ways. Firstly, in collaboration with the West Rand Development Agency to seek, identify and implement opportunities to grow the local economy for the benefit of all; secondly, to ensure regional spatial integration by applying uniform land use management standards and efficient utilization of land for industrial, agricultural, human settlement (residential) and commercial uses; thirdly, to increase the mobility of communities by broadening modal transport choice through the implementation of regional subsidized bus services, regulated taxi industry as well as upgraded rail services; fourthly, to ensure coordination of bulk infrastructure planning and development throughout the region; fifthly, to promote tourism as comparative advantage in support of diversification of the regional economy; and finally, environment, protecting environmental resources and improving compliance with air quality standards throughout.

COMPONENT B: INTERGOVERNMENTAL RELATIONS

The municipality strengthened the functioning of the following structures established according to the provisions of the Intergovernmental Relations Framework Act no 13 of 2005. These high level strategic forums are as follows: WRDM Intergovernmental Relations Forum, Executive Mayors Forum, District Speakers Forum, Municipal Managers Forum, Chief Financial Officers Forum and IDP Representative Forum.

There are also Sector Forums which exist and they are as follows: Housing Forum, Mining Forum, Environmental and Integrated Waste Management Forum, LED Forum, District Community Safety Forum, District Health Council, West Rand Social Cluster Co-ordinating Forum and West Rand Social Development Forum.

T 2.3.0

2.3 INTERGOVERNMENTAL RELATIONS

The Executive Mayor and Municipal Manager of WRDM attend the Premier's Co-ordinating Forum (PCF). Members of the Mayoral Committees (MMCs) also attend, and in some cases chair SALGA working groups. The WRDM also sends representatives to SALGA Provincial and National Members' Assemblies.

Inter-Governmental Forums (IGR) are functioning well at District level. The Executive Mayors IGR Forum has a year programme scheduled for monthly meetings. The Speakers', Chief Whips' and MMCs' Forums as well as the Troika meetings are operating. The MMCs also have established relations with their respective Member of Executive Committees (MECs) and in some cases national government departments as well.

T 2.3.1

- Provincial Health Council – a statutory body where MMCs of metros and districts meet with MEC Health quarterly to discuss issues of health;
- Provincial AIDs Council – strategic body led by Premier of the province meet with representatives of various structures from districts and metros to deliberate on HIV and AIDs related issues;
- Provincial Environmental Health Forum – coordination and sharing of information among metros and districts and government departments;
- Provincial Air Quality Officers Forum – aimed at information sharing among Municipalities & Government Departments, resolution of various air pollution issues and strategic planning;
- Provincial Waste Officers Forum – aimed at information sharing among Municipalities & Government Departments, planning and standard setting
- Provincial outbreak response team – coordinates prevention of outbreaks, and responds to outbreaks;
- A sport, Art, Culture, Recreation, Library and Information Services - coordinate and ensures alignment of programmes from municipalities to province.
- Provincial community safety forum
- Provincial disaster management advisory forum
- Forum for emergency services heads; and
- SALGA working groups.
- Gauteng Transport Commission

Gauteng Transport Commission - nomination of councillors and officials to form part of this newly established provincial intergovernmental structure

The Gauteng Department of Roads and Transport under the leadership of the MEC for Roads and Transport, has established a Gauteng Transport Commission (GTC). The objective of this GTC would in essence be to:

- Improve the planning, co-ordination and facilitation of transport functions in Gauteng;
- Promote inter-governmental relations within the transport sector;
- Determine the strategic transport policy for Gauteng;
- Plan, design and co-ordinate transport initiatives, projects and programmes with the local authorities and other transport stakeholders, in accordance with the principles of co-operative governance and sound inter-governmental relationships;
- Determine and execute projects and programmes for a reliable, accessible, safe, affordable, efficient and sustainable public transport system across Gauteng;
- Ensure there is a linkage with matters that have an impact on transport, including land use management, economic development and infrastructure investment; and
- Ensure more effective traffic law enforcement and the promotion of roads safety in Gauteng.

In order to ensure the roll out of the establishment of the GTC the Governing Body of the Commission consists of the MEC of Roads and Transport of Gauteng and the MMC responsible for Transport in each participating municipality. The Commission is chaired by the MEC

The MEC has approved the establishment of the following five sub-committees and relevant councillors and officials from the West Rand District Municipality were nominated and accepted to serve on the following provincial based committees:

- Integrated Rail Planning;
- Integrated Ticketing;
- Bus Rapid Transport Systems;
- Non-Motorised Transport Planning; and
- Travel Demand Management

In essence the functions of the afore-mentioned sub-committees are to advise the Governing Body on particular issue/s as assigned to the sub-committee/s by the Governing Body and to report on its/their finding/s to the Governing Body for decision-making.

T 2.3.2

RELATIONSHIPS WITH MUNICIPAL ENTITIES

The WRDA is a Municipal Entity which is regulated by the Local Government Legislation (MFMA). The West Rand Development Agency (SOE) Limited is a municipal entity wholly-owned by the WRDM. There is a shared service arrangement with WRDM's finance officials to assist the agency, as and when the need arises. As per the approved budget of the WRDM, tranches are allocated to the funding of the Agency.

The effective control over the WRDA rests in the three constituent local municipalities and the West Rand District Municipality. For the financial year under review, the parent municipality has been supportive of the agency, especially on areas where it lacks capacity. Such areas comprised of: supply chain, internal audit and technical financial support.

Progress reports on all activities that took place at the agency are submitted to the section 80 committee-Economic Development and ultimately to the Council. It is safe to confirm that the agency and parent municipality have a good working relationship.

T 2.3.3

WEST RAND DEVELOPMENT AGENCY

The West Rand Development Agency (WRDA) is a Municipal Entity that is established in terms of section 21(a) of the Municipal Systems Act. The WRDA was established to spearhead economic development in the West Rand. It was established for the sole purpose of assisting the WRDM to support, facilitate strategic and prioritized projects, which will empower local entrepreneurs, create jobs and attract investors into the region.

The WRDA board has submitted its handover report which includes the recommendations in terms of the future of the agency. The report was tabled at the council sitting to consider the recommendations and determine its future existence. In line with council resolution that the agency must be disestablished, the process of unwinding has been finalised.

DISTRICT INTERGOVERNMENTAL STRUCTURES

- District Health Council - a statutory body where MMC of districts and the three local municipalities MMCs within the West Rand, as well as the hospital board members meet quarterly to discuss issues of health;
- District AIDs Council - strategic body led by MMC of the district meets with representatives of various structures (traditional healers, people living with HIV and AIDs, NGOs, CBO, FBOs etc.) within the area of jurisdiction as well as MMCs responsible for health at Local Municipalities to deliberate on HIV and AIDs issues;
- the structure was provincialized
- Sports, Art, Culture, Recreation, Library and Information Services - coordinate and ensures alignment of programmes from municipalities to province;
- Environmental management forum;
- District Mining Forum;
- West Rand Metropolitan Transport Forum (WESMET) catering for public passenger transport related issues within the region.
- Human Settlement Forum and District Mining Technical Forum – engagement between district, municipal, mining and industrial officials on various environmental pollution matters; and
- District Environmental Coordination Forum – district, local municipal and provincial officials deliberate on various environmental issues, including implementation of legislations and plans
-

T 2.3.4

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4 PUBLIC MEETINGS

In terms of the provisions of section 152 (1) (e) of the Constitution of the Republic of South Africa, a municipality is required to encourage the involvement of communities and community organisations in the matters of local government, during the period under review the WRDM through its Ntirihano programmes improved contact with its communities throughout the region. Our programmes of Ntirihano and Outreaches by the Office of the Chief Whip improved significantly during the reporting period. Through this exercises we continue to make noticeable inroads into building effective communication structures which enables our communities to be kept informed and provides us with an opportunity to gain their feedback

The public participation engagements and other dedicatory events were publicized in various media (newspapers, municipal website, and public areas) with the aim to enhance the attendance.

T 2.4.3.1

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	YES
Does the IDP have priorities, objectives, KPIs, development strategies?	YES
Does the IDP have multi-year targets?	YES
Are the above aligned and can they calculate into a score?	YES
Does the budget align directly to the KPIs in the strategic plan?	YES
Do the IDP KPIs align to the Section 57 Managers	YES
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	YES
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	YES
Were the indicators communicated to the public?	YES
Were the four quarter aligned reports submitted within stipulated time frames?	YES
* Section 26 Municipal Systems Act 2000	



COMPONENT D: CORPORATE GOVERNANCE

2.6 RISK MANAGEMENT AND INTERNAL AUDIT

T 2.6.0

OVERVIEW OF CORPORATE GOVERNANCE

RISK MANAGEMENT

Enterprise Risk Management forms a critical part of any municipality's strategic management. It is the process whereby a municipality both methodically and intuitively addresses the risk attached to its activities with the goal of achieving sustained benefit within each activity. Risk management is therefore a management tool which is recognised as an integral part of sound organisational management.

The underlying premise of risk management is that every governmental body exists to provide value to its stakeholders. Such value is based on quality of service delivery to the communities. All municipalities face uncertainty and the challenge for management is to determine how much uncertainty the municipality is prepared to accept as it strives to grow stakeholder value. Uncertainty presents both risk and opportunity, with the potential to erode or enhance value.

Benefits for risk management are but not limited to:

- Increased probability of achieving objectives;
- Aligned risk appetite and strategy;
- Enhanced risk response decisions;
- Reduced operational surprises and losses;
- Seized opportunities;
- Proper financial and asset management; and
- Compliance with laws and regulations.

The WRDM has established the Enterprise Risk Management unit to implement and ensure that risk management is embedded into the operations, processes and systems of the municipality. The Risk Management Policy and Fraud Prevention Policy were adopted by Council. The Municipality has established the Risk Management Committee (RMC) that monitors the implementation of risk management processes. The RMC is chaired by an independent member who is not in the employment of the WRDM and the meetings are held on quarterly basis. Strategic and operational risk assessments are conducted and risk registers developed for both strategic level and for each business unit.

There is a continuous monitoring of actions planned to mitigate identified risks and progress reports are tabled and reported on quarterly basis to management, RMC and Audit Committee.

T 2.6.0

INTERNAL AUDIT

The IIA's International Professional Practices Framework (IPPF) defines internal auditing as an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Internal auditing plays a critical role in the governance and operation of an organization. When effectively implemented, operated, and managed, it is an important element in helping an organization achieve its objectives. Organizations that effectively use internal auditing are better able to identify business risks and process and system inefficiencies, take appropriate corrective action, and ultimately support continuous improvement. WRDM has an in-house Internal Audit unit with five staff members. The internal audit activity was properly established in 2007 financial year. Over the past years Internal Audit has played a pivotal role in the improvement of the governance, risk management and internal control for the municipality.

Internal Audit activity is guided by the Internal Audit Charter in the discharging of its duties. The charter is a formal document that defines the internal audit activity's purpose, authority, and responsibility. The charter establishes the internal audit activity's position within the organization, including the nature of the chief audit executive's functional reporting relationship with the audit committee; authorizes access to records, personnel, and physical properties relevant to the performance of engagements; and defines the scope of internal audit activities. Our Charter is discussed with management and approved by our Regional Audit Committee.

WRDM Internal Audit is affiliated with the Institute of Internal Auditors South Africa (IIASA). At utmost, we strive to conform to the IIA standards prescribed by the IIA SA. The Internal Audit activity conducts a wide spread of audit engagements. We conduct compliance, financial, performance and IT audits. We also conduct the Audit of Predetermined Objectives (AOPO).

On annual basis, Internal Audit develops and reviews audit governance documents. One of the critical document is the Three Year Internal Audit Strategic plan (3Y IA Strat plan). The outcome of the risk assessment process undertaken by Enterprise Risk Management unit is used to develop the 3Y IA Strat plan. Hence the plan is risk based internal audit plan. The purpose for risk based plan is to properly direct the resources and efforts of Internal Audit activity in areas where value can be added to improve the operations of the municipality.

Internal Audit reports to the Audit Committee and Performance Audit Committee on quarterly basis on the progress registered in the implementation of the audit plan. The Audit Committee engages with Management for the discharged of its oversight role thus ensuring that the control environment is strengthened.

2.7 ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI-CORRUPTION STRATEGY

The WRDM has a zero tolerance approach to Fraud and Corruption. The Municipality undertakes to combat all forms of fraud and corruption and to remain proactive in the fight against such. The Municipality has adopted the **Fraud Prevention** policy which outlines the procedures to prevent and detect fraud as well as remedies to respond to fraud and corruption once reported.

The Municipality has also instituted key processes as preventative measure to minimise fraud such as segregation of duties, internal audit reviews. **Furthermore, the municipality is currently working with COGTA in developing the Municipal Integrity Management Framework to enable the municipality to embed or institutionalise ethics framework in the municipality.**

The municipality has a Risk Management Committee that provides an oversight role and advice the municipal management with regard to risk management and internal control. The Committee is made up of members of **senior** management of the WRDM Municipality. The Municipality has put in place measures to encourage municipal employees and ordinary community members to assist in reporting fraud and corruption and the Fraud **Prevention** policy placed on the municipal website.

Reporting measures are as follows:

- West Rand District Municipality: E-Mail: fraudline@wrdm.gov.za
- Suggestion Box (Next to Tender boxes)
- National Anti-Corruption Hotline:
- 0800 701 701 (tel - toll free)
- 0800 204 965 (fax – toll free)
- 39772 (SMS facility)
- Gauteng Premier’s Hotline:
- Call: 08600 – 11000
- Fax: (011) 429 3222
- E-mail: Hotline@gauteng.gov.za
- Letters: Gauteng Premier’s Hotline, P/Bag x115, Marshalltown, 2107

T 2.7.1

During the period under review, no incidents of fraud and corruption were reported.

2.8. SUPPLY CHAIN MANAGEMENT

Municipalities are compelled to procure goods and services in a manner that is fair, equitable, transparent, cost effective and competitive. These principles form the foundation of any procurement of goods and services within the local government sphere.

All procurement of goods and services, regardless of the threshold, is centralized and performed by the supply chain management office.

T 2.8.1

BID COMMITTEES		
BID SPECIFICATION COMMITTEE	BID EVALUATION COMMITTEE	BID ADJUDICATION COMMITTEE
Chairperson(s)		
Rethabiseng Mokebe*	Zeblon Maphaphuli	Samuel Ramaele
Member(s)		
Daniel Monamoli	Mashudu Nevhungoni	Morongwe Mazibuko
Danny Govender	Musa Zwane	Rethabiseng Mokebe*
Teboho Moloi	Nicola Benson	Nico Kahts
Themba Makhoba		Leonard Seabi*
Herman Sebelebele		Herman Sebelebele /

Resigned*

2.9. BY-LAWS

By-laws Introduced during Year o

By-laws Introduced during Year o					
Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
None					

*Note: See MSA section 13.

T 2.9.1

Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
	Council approved the final reviewed By-Laws. The By-Laws need first to be promulgated in terms of Section 12 of the Systems Act and then final Promulgation in terms of Section 13 of the Systems Act.	Yes		No	N/A

*Note: See MSA section 13.

T 2.9.1

2.10. WEBSITES

Municipal Website: Content and Currency of Material	
Documents published on the Municipality's / Entity's Website	Yes / No
Current annual and adjustments budgets and all budget-related documents	Yes
All current budget-related policies	Yes
The previous annual report (Year -2016)	Yes
The annual report (Year 0) published/to be published	No
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes
All service delivery agreements (Year 0)	No
All long-term borrowing contracts (Year 0)	No
All supply chain management contracts above a prescribed value (give value) for Year 0	Yes
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	No
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No
Public-private partnership agreements referred to in section 120 made in Year 0	No
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes

T 2.10.1

WRDM implemented a website that is complying with MFMA requirements. It also markets and brands the West Rand. The WRDM's official website is: www.wrdm.gov.za , which has been established in accordance with the MSA, section 21B. It contains the following information as required by Section 75 of the MFMA:

- Annual and adjustment budget;
- All budget related policies;
- Annual report;
- All performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act;
- Supply chain contracts; and
- All quarterly reports tabled in the council in terms of section 52(d).

However, the information on the website is not limited to the above only. The municipal events are also published on the website. In an effort to reduce paper consumption, the municipality has, for four years running now - been utilising an online self-service access where employees log on to view their IRP5, payslips, etc.

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

For the period under review, the District and its constituent Local Municipalities did not undertake any public satisfaction survey(s).

Subject matter of survey	Survey method	Survey date	No. of people included in survey	Survey results indicating satisfaction or better (%)*
<i>For the period under review, the District and its constituent Local Municipalities did not undertake any public satisfaction survey(s).</i>				T 2.11.2



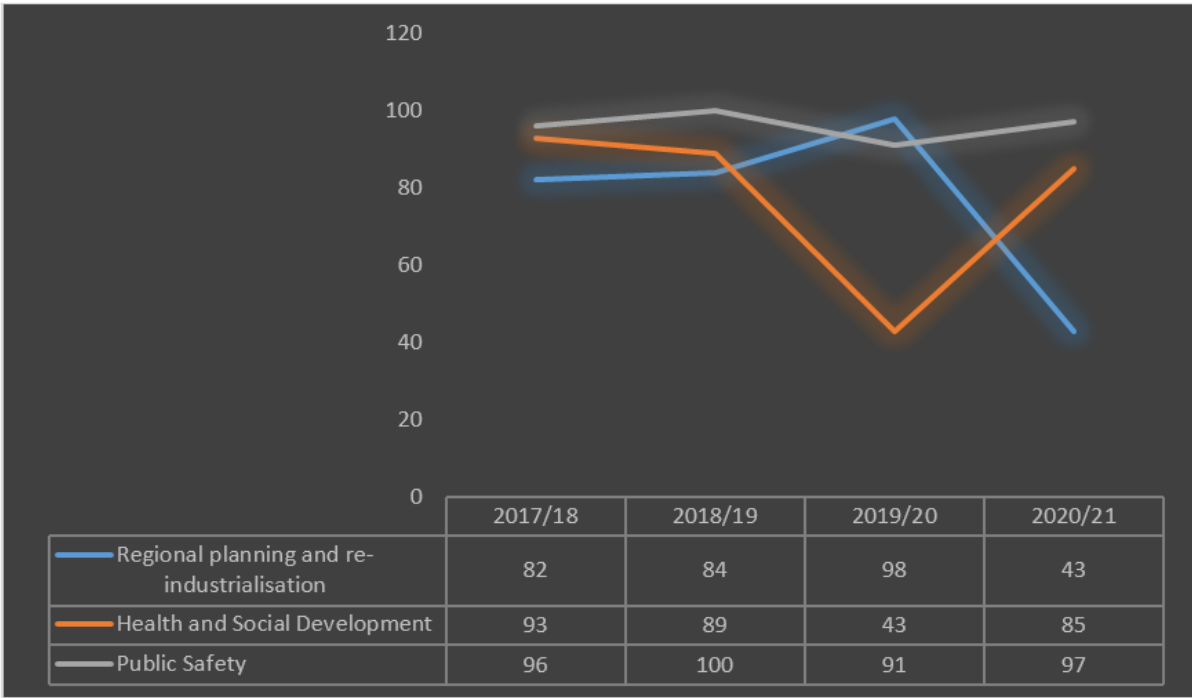
CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

COMPONENT A: BASIC SERVICES

The WRDM’s key service achievements that came into realisation during the three financial years are indicated below, in terms of deliverables achieved as compared to the key performance objectives and indicators contained in the previous IDPs. The actual achievement is in line with Council’s development priorities, which have been translated into strategic goals

T 3.0.1

SERVICE DELIVERY PERFORMANCE: YEAR -3,-2, YEAR -1 AND YEAR 0



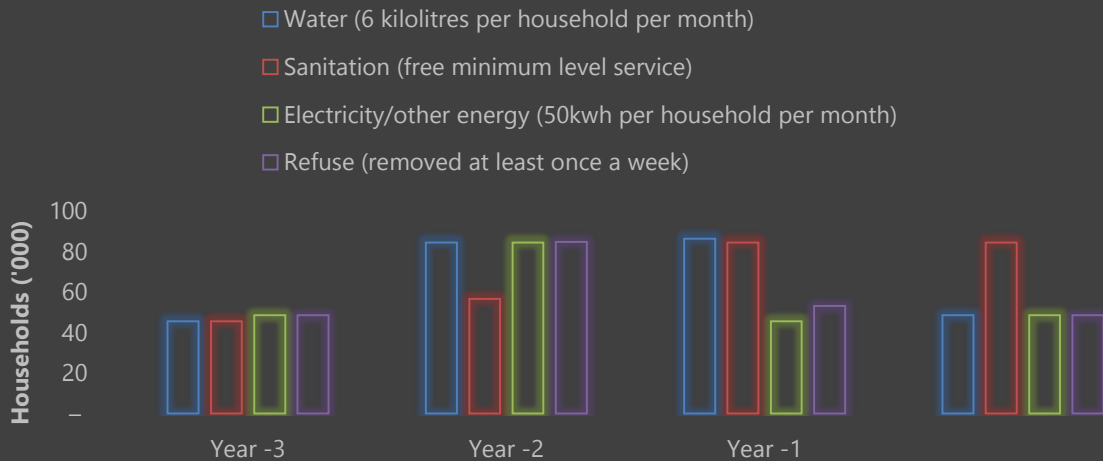
The graph above depicts service delivery performance for the last four financial years.

BASIC SERVICES

The Local Municipalities within the District give the residents a total of 6 kilolitre of water and 50 kilowatt of electricity per month at no cost.

T 3.1.0

Free Basic Household Service



3.1. WATER PROVISION

WATER PROVISION

Water (sanitation) provision

The three Local Municipalities are responsible for the provision of this service. The WRDM provides a co-ordinating and monitoring function.

Each of the Local Municipalities operate and maintain all infrastructure pertaining to the provision of Sanitation within their areas of jurisdiction. This is inclusive of Waste Water Treatment Works.

The Department of Water and Sanitation who's legislative mandate is to ensure that the country's water resources are protected, managed, used, developed, conserved and controlled by regulating and supporting the delivery of effective water supply and sanitation to ensure compliance with the conditions of Licensing Agreements.

Sanitation is fairly good in the urban areas of the WRDM. The RDP sets the minimum standards for the provision of sanitation. The RDP refers to a minimum of an "adequate safe sanitation facility per site". This is interpreted in the national sanitation policy as being "a ventilated improved pit (VIP) toilet in a variety of forms, or equivalent, as long as it meets certain criteria in terms of cost, sturdiness, health benefits and environmental impact".

Water provision

The WRDM is not a Water Services Authority. The Department of Water and Sanitation has appointed the respective three local municipalities as the Water Services Authority for their areas of jurisdiction.

The role of the WRDM is co-ordinating and monitoring. Rand Water is the Bulk Water Supplier in the district. The water is pumped from the Vaal River, purified by Rand Waters Water Treatment Works and distributed in bulk into the Local Municipalities storage reservoirs. The local municipalities own and manage the local distribution infrastructure. Water supply in WRDM can be considered to be fairly good, particularly in the urban areas.

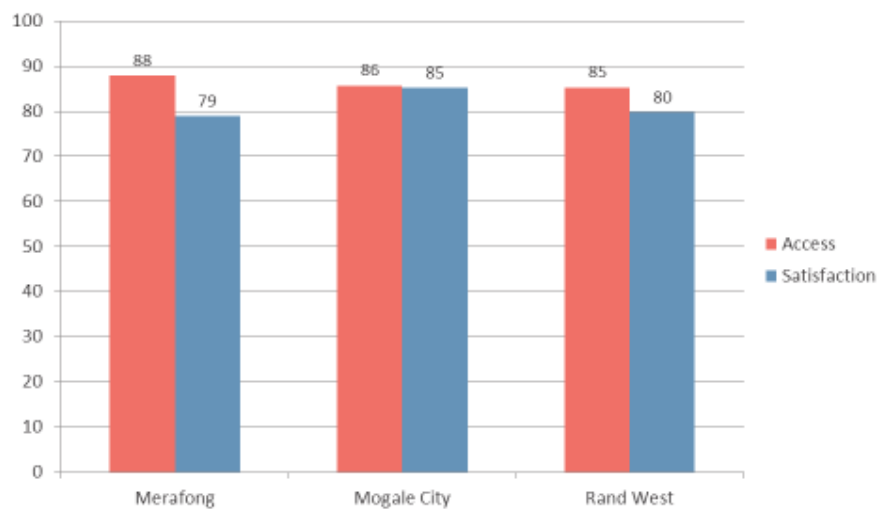
The graph below gives an indication of the present situation about the provision of piped water within the district.

T 3.1.1

Figure: Households with Piped Water at or Above RDP

Service access and satisfaction

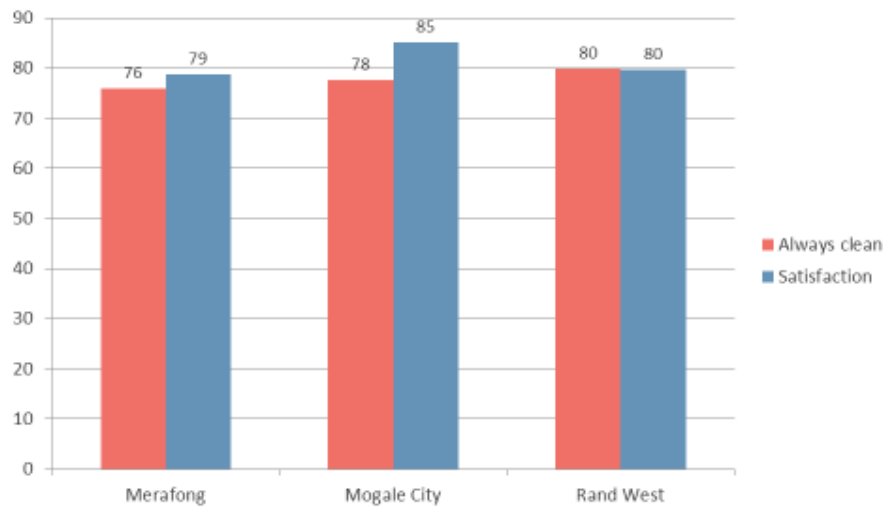
% with piped water into dwelling or yard, and % satisfied with water services



Access to piped water into dwelling or yard seems to be the highest in Merafong City at 88%, Mogale City 86%, followed by Rand West at 85%.

Access to services

% who think water received is always clean

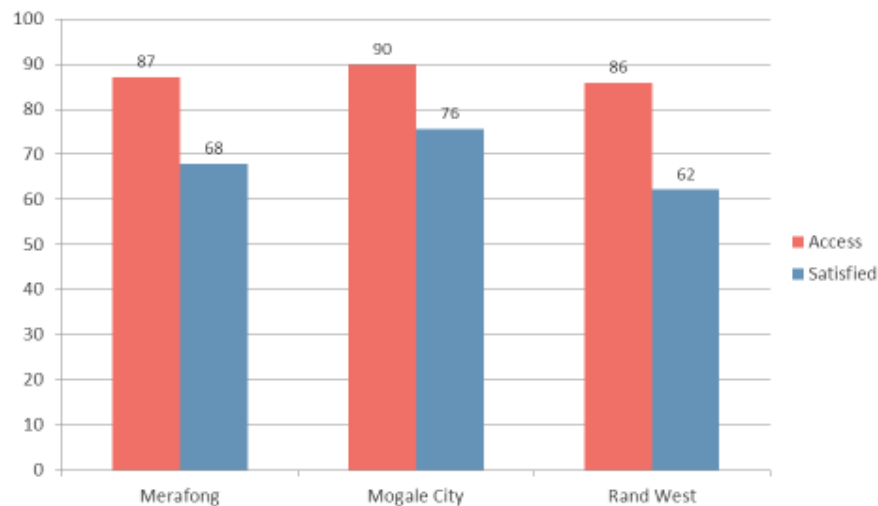


Percentage who think their water is always clean flows from a high of 80% in Rand West, 78% in Mogale City and 76% in Merafong City.

Figure: Share of Households with Hygienic Toilets

Access to services

% with adequate sanitation (flush toilet connected to sewer or septic tank, chemical toilet, VIP); % satisfaction with sanitation



Percentage who have access to adequate sanitation is 90% in Mogale City, 87% in Merafong City, and 86% in Rand West.

Total Use of Water by Sector (cubic meters)

Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses

			NO INFO TO REPORT	
				T 3.1.2

Access to Water

	Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of households receiving 6 kl free#
		NO INFO TO REPORT	T 3.1.5
# 6,000 litres of potable water supplied per formal connection per month			

Water Service Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	Year 3	
		Target	Actual	Target	Actual	Target	*Current Year	*Following Year
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)
NO INFO TO REPORT								
<p><i>Note: This statement should include no more than the top four priority service objectives, including milestones that relate to the blue water drop status as set out by the Water Affairs department. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.</i></p>								T 3.1.6

Employees: Water Services

Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
NO INFO TO REPORT					
<p><i>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</i></p>					
T3.1.7					

Financial Performance Year 0: Water Services

R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
NO INFO TO REPORT					
<p><i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i></p>					T 3.1.8

Capital Projects

Year 0

	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
NO INFO TO REPORT					
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T 3.1.9

Sanitation Service Delivery Levels

Description	*Households			
	Year -3	Year -2	Year -1	Year 0
	Outcome	Outcome	Outcome	Actual
	No.	No.	No.	No.
NO INFO TO REPORT				
*Total number of households including informal settlements				T 3.2.3

Households - Sanitation Service Delivery Levels below the minimum

Description	Households						
	Year -3	Year -2		Year -1	Year 0		
	Actual	Actual		Actual	Original Budget	Adjusted Budget	Actual
	No.	No.		No.	No.	No.	No.
NO INFO TO REPORT							
							T 3.2.4

NO INFO TO REPORT

T2.2.5

WASTE WATER (SANITATION) SERVICE POLICY OBJECTIVES TAKEN FROM IDP

Service objective	Outline service targets	Year -1		Year 0		Year 1	Year 3		
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET			
Service indicators		*previous year		*previous year	*current year	*current year	*current year	*following year	
(I)	(II)	(III)	(IV)	(V)	(VI)	(VII)	(VIII)	(IX)	(X)
SERVICE OBJECTIVE XXX									
NO INFO TO REPORT									

T
3.2.6

Employees: sanitation services

Job level	Year -1	Year 0
-----------	---------	--------

	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
Total	NO INFO TO REPORT				
					T 3.2.7

Financial Performance Year o: Sanitation Services R'000

Details	Year -1	Year o			Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
NO INFO TO REPORT					
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					T 3.2.8

Capital expenditure year o: sanitation services

R' 000						
Capital projects	Year o					
	Budget	Adjustment budget	Actual expenditure	Variance from original budget	Total value	project
Total all	NO INFO TO REPORT					
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>						T 3.2.9

Capital expenditure year o: sanitation services

R' 000						
Capital projects	Year o					
	Budget	Adjustment budget	Actual expenditure	Variance from original budget	Total value	project
Total all	NO INFO TO REPORT					
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>						T 3.2.9

SANITATION SERVICES PERFORMANCE OVERALL:

The three Local Municipalities within the West Rand District are responsible for the provision of Sanitation Services.

T 3.2.10

3.2. WASTE WATER PROVISION (WASTE MANAGEMENT)

Waste Management

Waste collection and disposal is a function rendered by the three Local Municipalities and not the district. However, the role of the district mainly that of a coordinating structure and seeking alignment in terms of the regional strategy of One Region, One Plan, One Action and One System. The main function of the district on waste management is to develop regional plans and strategies for effective waste management, minimization, recycling and safe disposal in line with the National Environmental Management: Waste Act.

The Municipality's main focus was toward eradication of illegal dumping and keeping the Cities and community area clean. This programmed was rolled out together with all Local Municipalities, communities and the Gauteng Department of Agriculture and Rural Development. About 12 facilities have been inspected in order to ensure proper waste management and compliance with the National Environmental Management: Waste Act. T 3.2.1

3.3. ELECTRICITY

The supplier of Bulk Electricity in the West Rand is ESKOM. Electricity is supplied directly to all the local municipalities who in turn distribute to residential and industrial areas via. their electricity networks. In some instances, ESKOM acts as the direct supplier (e.g some mines in District as well as the Bekkersdal Township).

T 3.3.1

Electricity Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Households
	Actual	Actual	Actual	Year 0
	No.	No.	No.	Actual
NO INFO TO REPORT				
				T 3.3.3

Households - Electricity Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Households		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
NO INFO TO REPORT						
						T 3.3.4

Electricity Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	Year 3		
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
NO INFO TO REPORT									
<p>Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.</p> <p style="text-align: right;">T 3.3.5</p>									

Employees: Electricity Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
NO INFO TO REPORT					
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p> <p>T 3.3.6</p>					

Financial Performance Year 0: Electricity Services					
					R'000
Details	Year -1	Year 0			Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
NO INFO TO REPORT					
<p>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</p> <p style="text-align: right;">T 3.3.7</p>					

Capital Expenditure Year 0: Electricity Services					
					R' 000
Capital Projects	Year 0				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
NO INFO TO REPORT					
<p>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</p> <p style="text-align: right;">T 3.3.8</p>					

3.4. WASTE MANAGEMENT (REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

The three Local Municipalities are responsible for Waste collection, transport and disposal to the Land Fill sites. They are also responsible for the Operation and Maintenance of the Land Fill Sites.

T 3.4.1

Solid Waste Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Households
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
NO INFO TO REPORT				
T 3.4.2				

Waste collection and disposal is a function rendered by the four Local Municipalities and not the district.

Households - Solid Waste Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Households		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
NO INFO TO REPORT						
T 3.4.3						

Waste Management Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
NO INFO TO REPORT									
<p>Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.</p>									
T 3.4.4									

Employees: Solid Waste Management Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)

No.	No.	No.	No.	%
NO INFO TO REPORT				
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.				
T3.4.5				

Employees: Waste Disposal and Other Services					
Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
NO INFO TO REPORT					
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					
T3.4.6					

Financial Performance Year 0: Solid Waste Management Services					
					R'000
Details	Year -1	Year 0			Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
NO INFO TO REPORT					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.4.7

Financial Performance Year 0: Waste Disposal and Other Services					
					R'000
Details	Year -1	Year 0			Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
NO INFO TO REPORT					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.4.8

Capital Expenditure Year 0: Waste Management Services					
					R' 000
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
NO INFO TO REPORT					
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.4.9

3.5. HOUSING

Integrated Human Settlement Development seems to be the only way of delivering housing in a sustainable manner and to simultaneously address the development goals of the South African Government. As a result, co-ordinated delivery of housing using a holistic human settlement approach housing delivery remains a huge challenge for government. All these have prompted Gauteng Department of Human Settlements together with municipalities to reconfigure the delivery of human settlements projects into the MEGA human settlements approach.

Human Settlements implementation (with the exception of planning) has by and large been a national as well as provincial competency. However, the WRDM is playing a pivotal co-ordination role in addressing issues regarding housing provision, human settlements and housing related matters. The housing (human settlements) mandate is derived from the Housing Act, Act 107 of 1997 which provides that “Every municipality must, as part of the municipalities process of integrated development planning, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction. This planning should include a plan of the local housing strategy and delivery targets called the housing chapter.”

T 3.5.1

Subsidy Housing and Allocation

The West Rand District Municipality (WRDM) faces an accumulating backlog of beneficiaries (public applicants) awaiting a government subsidized home, as part of the National Housing Subsidy System. According to HDA Report there are 128,482 people who currently make up the housing backlog in the West Rand alone. The primary cause for such a substantial backlog lies in a slow pace housing development. In an attempt to substantial reduce backlog, the Provincial Department of Human Settlements has initiated Mega Human Settlements projects within the West Rand. The current Mega Projects have a challenge of bulk infrastructure supply with potential of halting the projects. The reality, is, the only resolution to this problem is for government to invest in infrastructure bulk supply projects.





Gauteng Premier handing house to a beneficiary

Title Deeds and Security of Tenure

Title Deeds Restoration project was initiated by the minister at national level with a purpose to eradicate huge backlog. One of the impediments regarding title deeds registration is the high number of unregistered townships as reflected in the attached report. There is a commitment eradicate of backlog by 2021, however, we are still sitting with a backlog of title deeds to be issued within West Rand, which include houses from the pre and post 1994 RDP houses. There is need to issue these title deeds from the old stock and wrap up legacy projects. Concluding this will make way for the mega human settlements projects in Gauteng which are going to make a major impact and dent on the existing backlog.

WRDM has facilitated and coordinated the handing over of total number of title deeds. Some of the pictures below show Ministerial Title Deeds Project Launch at Westonaria Borwa.

Social Housing

Goldenwest Social Housing Institute (Goldenwest / GSHI) has entered into a land availability and purchase agreement as well as a joint development agreement with the Turnkey Developer of the Westonaria Borwa Mega Project, Messrs Crimson King. The joint development agreement incorporates the development of 582 social housing units on Stands 1430, 5404 (formerly 1570), 2506 and 2685 situated within Phases 1 and 2 of the Westonaria Borwa Mega Project. The development of these units forms part of the social housing component of the overall Mega Project as required by the Turnkey Development Agreement with the Gauteng Department of Human Settlements (GDoHS). During June 2019 there were 102 active labourers employed on the Westonaria Borwa Social Housing Project. **Pictures below show progress on site**







Mining Towns Issue

In line with this, the National Department of Human Settlements is driving the revitalisation of distressed mining towns through a number of projects, with the HDA as programme manager, the Housing Development Agency (HDA) has developed Mining towns implementation plan for the West Rand District Mining Towns. At the core of the plan is a new approach to co-ordinate the work of local and provincial government, local business, mining companies and other economic interest groups, with the active participation of communities and mineworkers, the plan Proposed interventions that include upgrading informal settlements (providing interim services, upgrading, relocation) as well as Basic service backlog connections amongst other things. At the core of the intervention, the following are the requirements:

- Fast-tracking and supporting existing human settlement projects in the mining town areas;
- Identification of suitable areas of further areas of investment, taking into account the human settlement conditions in the identified mining town;
- Identification of partners for implementation; and
- Providing technical support to mining towns.

As part of the mining town intervention, the HDA has developed a readiness matrix for all projects that emanated from the Spatial Transformation Plans for West Rand District Municipality. This includes the identification of specific areas, within the identified mining towns, that require intervention by providing a detailed description of the identified projects and status.

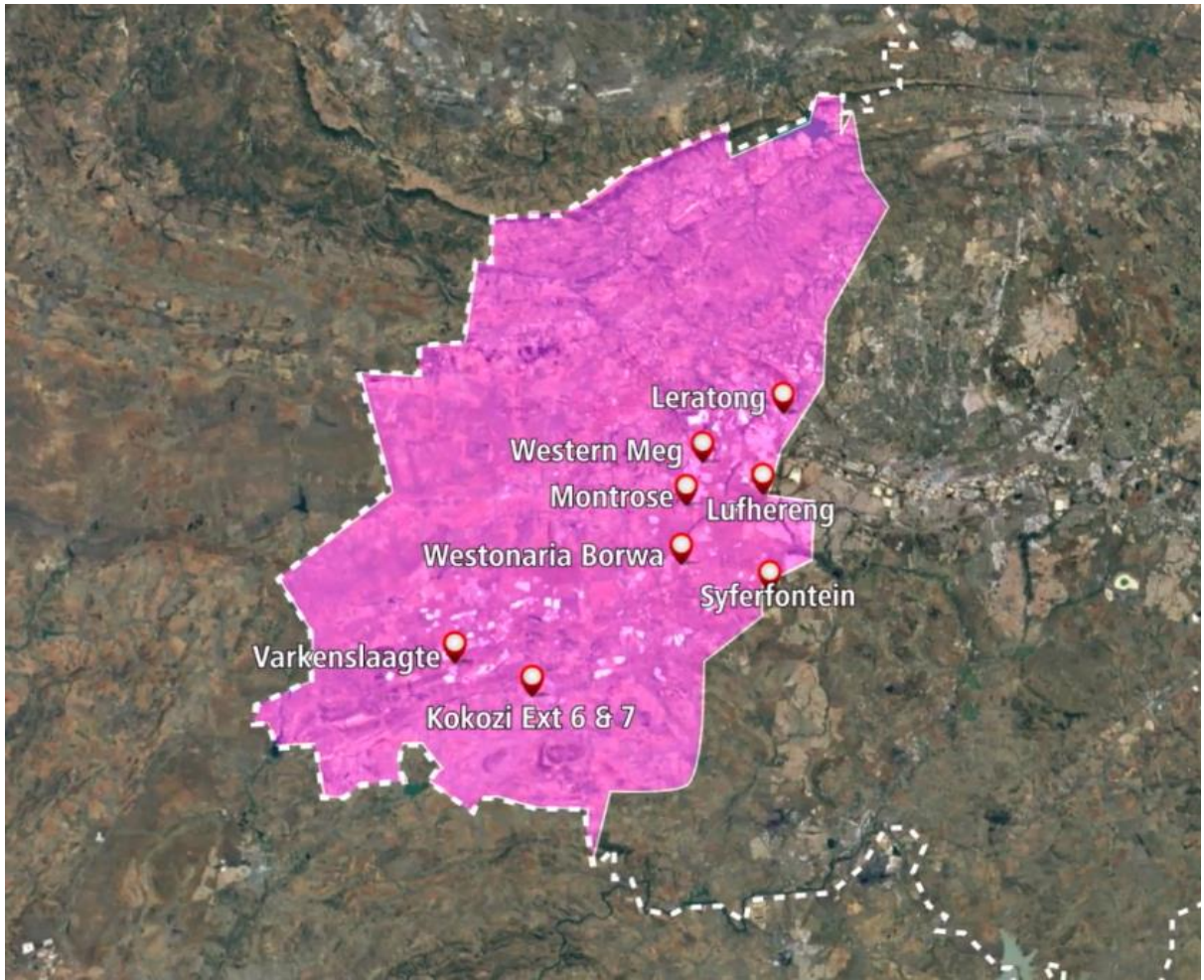
Human Settlements Mega projects Approach

The Gauteng Department of Human Settlements' (GDHS) mandate is to ensure the provision of Integrated Sustainable Human Settlements within a smart Gauteng City Region. The Department's vision is aligned to the strategic paradigm shift away from sporadic and uncoordinated developments to purposely planned and developed "Mega Cities" that are completely self-sufficient in providing for the housing, economic and social needs of the community. As the Department rolls out the Mega Cities programme which focuses on building new cities of the future which will radically transform how human settlements are delivered across all the corridors of Gauteng, there is a need to form key partnerships to ensure proper planning and provision of all required infrastructure services such as water, sanitation, electricity, energy, roads and social amenities.

One of the most important elements in this initiative is the notion of creating human settlements mega projects (clusters and new cities) located in certain development nodes throughout the province (inclusive of West Rand region) is to deliver the numbers needed in terms of meeting the housing backlog and to aggressively transform the spatial patterns in the West Rand and ultimately Gauteng.

The western corridor consists of five nodes as already mentioned above. The bulk of the development will comprise medium to higher density residential development (40units/hectare and higher), and supplemented with a comprehensive range of community facilities, retail, commercial and even light industrial activity in the study area and surrounds. The figure below shows housing typology for mega human settlements.

The map below shows Mega city intended development sites:





In an attempt to enlighten communities and stakeholders on human settlements and related programme, human settlements information session were held in the previous financial. As households obtain access to title, it is important that the new home-owners are empowered to understand the security of tenure and ownership.

Employees: Housing Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	0	0	0	0	0%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	4	4	4	0	0%

T3.5.4

Neighbourhood Development Partnership Grant (NDPG)

The NDPG is a National Treasury initiative to improve Neighbourhoods in various areas. The first Business Plan was developed and approved by National Treasury during 2015/16 for improvements to sidewalks and parking areas in the Mohlakeng and Toekomsrus areas. The second Phase of the Project commenced in October 2017. The project is currently in its 3rd phase focusing in Finsbury area (2020/2021 financial year).

Upon approval of documentation, the project commenced with the Designs in line with the precinct plans and moved into the implementation of the precinct plan. The project is currently at Phase 3 Extension – Finsbury to Westcol and made provision for the following:

- Sidewalks and Storm-water channel
- Cycle Lane along Condor Rd
- Street lighting next to new sidewalks

Below are pictures showing progress:





IMAGE	DETAILS
	<p><u>Site Camp</u></p> <ul style="list-style-type: none">• Picture taken on Thursday, 10th June 2021• COVID – 19 screening for employees commencing with works.

IMAGE	DETAILS
	<p><u>Condor Road</u></p> <ul style="list-style-type: none"> ▪ Pictures taken on the 28th June 2021 ▪ Clearing and Grabbing along Condor Road.
	<p><u>R559</u></p> <ul style="list-style-type: none"> ▪ Pictures taken on the 18th June 2021 ▪ Preparation works for the sidewalks along R559
	<p><u>Condor Road</u></p> <ul style="list-style-type: none"> ▪ Pictures Taken on the 29th June 2021 ▪ Material purchased for the implementation of the project.

3.6. PLANNING

The spatial transformation of South African cities remains elusive. The legacy of Apartheid spatial engineering and planning continues to inform the reality of urban life after more than 25 years of democracy. It has become harder to reverse apartheid geographies than it was in 1994 as per the 2016 State of South African Cities Report, published by the South African Cities Network. Although the lives of many have changed, especially through the delivery of housing opportunities, the significant public sector investments have not resulted in more equitable, inclusive and integrated cities and towns. The spatial location of state-funded housing projects continues to marginalise the poor

In order to correct spatial distortions indicated above as per legislative requirement WRDM is in the process of developing the Spatial Development Framework as a planning tool that facilitates the consolidation of the District's settlement structure; encourages rural-urban interaction; provides a framework (spatial logic) for the efficient, equitable and sustainable provision of community infrastructure and services in line with the district space economy.

T 3.5.1

Spatial Development Framework

During January 2019, the WRDM, in conjunction with the Department of Rural Development and Land Reform (DRDLR) commenced the process of developing Spatial Development Framework; this will be finalised in 2020/2021 financial year.

The Spatial Planning and Land Use Management Act (SPLUMA)

The Spatial Planning and Land Use Management Act (SPLUMA) has been enacted in 2013 and came into effect in 2015. This Act provides a framework for spatial planning and land-use management. It specifies the relationship between spatial planning and other kinds of planning, and provides for inclusive, developmental, equitable and efficient spatial planning. Its objective is to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land-use decisions and development application.

Establishment of Municipal Planning Tribunal

Chapter 6 of SPLUMA sets out the legal provision for the establishment of Municipal Planning Tribunals (MPT). On the issues of Establishment of Municipal Planning Tribunal for West Rand District Municipality, not much has happened due to nationwide lockdown that commenced on the 26 March 2020. The Department of Regional Planning & Re-industrialization's Human Settlement & Transport Division, is still, according to the provisions of the Spatial Planning & Land Use Management Act, Act 16 of 2013, continuing with preparation for all the necessary notices to be published in the Government Gazette to formalize the WRDMPT. The following notices have been published:

The evaluation panel is still in the process of evaluating the nominated persons. The Panel's next meeting will be held on 22/10/2020.

The following aspects, according to the list of outstanding issues below are still to be addressed as reported previously:

- WRDM finalise delegation (or appointment) of WRDMPT Management and administration (staff, equipment, operations for internal operations, etc.).
- Constitution of a District Evaluation Panel to submit to the WRDM a shortlist of candidates to serve as Tribunal Members on the WRDMPT.
- Appointment of Tribunal Members by the WRDM, appointment of Chairperson & Deputy Chairperson and publishing of a notice in the Government Gazette announcing the Tribunal Members, Chairperson & Deputy Chairperson (Section 37(4) Notice Publication);
- Establishment of secretariat and operational procedures of the WRDMPT.
- Training; and Establishment of a WRDMPT Appeal Authority

Identification of Suitable Developable land in the CBD of each Town within Wes Rand Local Municipalities

Each of the towns within the District still carries the spatial legacy of the previous political dispensation and historic mining activity in the Witwatersrand mining belt which separated various communities socially and economically and resulted in a highly fragmented urban form. In response to the above, local authorities within the West Rand District were requested to ensure that the spatial imbalances of the past are corrected and that people are located closer to places of work and economic opportunities, and that the urban fabric of the WRDM is consolidated over time.

Upon consultation with the local municipalities, and focusing on in-fill development within and around the CBDs. Some properties (especially in the case of Mogale City LM) were identified in-house. For this round, the focus was on land that belongs either to the LM, or to the other two spheres of Government. The list of identified properties was in the previous annual report.

Employees: Planning					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	0	0	0	0	0%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	4	4	4	0	0%

T 3.5.4

COMPONENT C: PLANNING AND DEVELOPMENT

3.7. ROADS

The Municipal Structures Act - Section 84(1) (f) indicates that the maintenance of local roads is the responsibility of local municipalities. The WRDM only fulfils a co-ordination role in sourcing funds for assessment for road maintenance and implementation of projects but is not physically involved in the implementation of projects. The WRDM is the process of sourcing funds for the compilation of the District Wide Integrated Infrastructure Master Plan that will contain elements of pavement management and storm water management respectively.

The Urban Transport Act and the National Land Transport Act, Act 2000 of 2004, indicates that the WRDM is to act as Transport Authority for the area of jurisdiction of the West Rand. In adhering to this, the WRDM plays a leading role in rendering an administrative function towards the Taxi Fraternity and is in the process of introducing subsidized bus services, in conjunction with the Gauteng Provincial Department of Roads and Transport into the area.

Gravel Road Infrastructure				
Kilometres				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
Year -2	Not applicable (refer to T.3.7.1)			
Year -1				
Year 0				
				T 3.7.2

Tarred Road Infrastructure					
Kilometres					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
Year -2	Not applicable (refer to T.3.7.1)				
Year -1					
Year 0					
					T 3.7.3

Cost of Construction/Maintenance						
R' 000						
	Gravel			Tar		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
Year -2	Not applicable (refer to T.3.7.1)					
Year -1						
Year 0						
						T 3.7.4

Road Service Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target	Actual	Target	Target	Target	Target
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Not applicable (refer to T.3.7.1)									
T 3.7.6									

Employees: Road Services					
Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
Not applicable (refer to T.3.7.1)					
Total					
T3.7.7					

Financial Performance Year 0: Road Services					
R'000					
Details	Year -1		Year 0		Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
Not applicable (refer to T.3.7.1)					
T 3.7.8					

Capital Expenditure Year 0: Road Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Not applicable (refer to T.3.7.1)					
T 3.7.9					

COMMENT ON THE PERFORMANCE OF ROADS OVERALL

According to Section 84(1) (f) of the Municipal Structures Act, the maintenance of local roads is the responsibility of local municipalities. The WRDM only fulfils a co-ordinating role and is not involved in the implementation projects. T 3.7.10

3.8. TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

The WRDM, as a Transport Authority, administers processes relating to public passenger transport in general. The WRDM renders an administrative support service towards the Taxi and Learner Transport fraternity's in general.

The WRDM is in the process of introducing subsidized bus services, in conjunction with the Gauteng Provincial Department of Roads and Transport

In addition, celebration of Public Transport Month takes place in October of each year. The purpose is to promote use of public passenger transport in an attempt to alleviate congestion on public roads.

T 3.8.1

Municipal Bus Service Data				
Details	Year -1	Year 0		Year 1
	Actual No.	Estimate No.	Actual No.	Estimate No.
1 Passenger journeys	There are currently no subsidized bus services within the area of jurisdiction of the West Rand			
2 Seats available for all journeys				
3 Average Unused Bus Capacity for all journeys				
4 Size of bus fleet at year end				
5 Average number of Buses off the road at any one time				
6 Proportion of the fleet off road at any one time				
7 No. of Bus journeys scheduled				
8 No. of journeys cancelled				
9 Proportion of journeys cancelled	%			

T 3.8.2

Transport Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	Year 3		
		Target	Actual	Target	Actual	Target	Target	Target	Target
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Please refer to the 2020/21 APR									

T 3.8.3

Employees: Transport Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	5	5	5	0	
4 - 6	6	6	6	0	

7 - 9	4	4	4	0
10 - 12	1	1	1	0
13 - 15				
16 - 18				
19 - 20				
Total	16	16	16	0

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T3.8.4

Financial Performance Year 0: Transport Services					
R'000					
Details	Year -1		Year 0		
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	Please refer to Chapter five of this report				
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing T 3.8.5 the difference between the Actual and Original Budget by the Actual.					

Capital Expenditure Year 0: Transport Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	No capital budget for projects.				
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					T 3.8.6

COMMENT ON THE PERFORMANCE OF TRANSPORT OVERALL:

TRANSPORT LOGISTICS HUB

There has been an increase in commercial activities in Gauteng. This has resulted in freight operations evolving to accommodate this new approach. This development has led to an increase in freight-related transport movements generally in Gauteng and within the West Rand in particular.

The WRDM approached the Gauteng Infrastructure Financing Agency (GIFA) to investigate the possibility of establishing a Logistics Hub in the District.

GIFA agreed and subsequently undertook Feasibility and Commercialisation Studies. The outcomes of the studies were positive with, the Remainder of Portion 15 and Portion 37 of the Farm Zuurbekom 297 LO, also known as Protea Industrial Park West Extension 1 which is ±1km west of the N12 (Moroka Bypass) and Adcock Road (R558) intersection, being identified as being the most suitable location.

GIFA then entered into negotiations with various developers to locate/establish facilities on the property. A developer has subsequently signed an agreement with the owner of the property to acquire a portion of the land to commence the development of the first phase (approximately R600 Million) – The Warehouse Park.

The original plan of a Logistics Hub has been revised with the developer seeking business in the sectors of Agri Processing Hub, Industrial Park, Logistics Centre, Fresh Produce Market, etc.

The Developer has completed all designs and costing and is undertaking marketing exercises to secure off-take agreements (either for warehouse rental or outright purchasing of warehouse space).

GIFA and the Reindustrialisation Section of the West Rand District Municipality continue to support the development through various marketing exercises.

PUBLIC PASSENGER ROAD CARRIER PERMITS

A committee named the Public Passenger Road Carrier Permit Committee, involving representatives of the WRDM, the three constituent local municipalities, the Office of the Taxi Registrar and the TOLAB Office has been established under the auspices of the Department Regional Planning and Reindustrialisation. The prime objective of this Committee is to scrutinize all public passenger road carrier permits as applicable to the area of jurisdiction of the WRDM and to submit joint comments from the region to the Provincial Regulatory Entity. The Office of the Provincial Regulatory Entity however has the final mandate to issue the operating licenses in all instances.

This committee meets on an as and when basis and collectively makes recommendations to Provincial Regulatory Entity.

REGIONAL AIRPORT

Lanseria Airport which is located on the north-eastern side of the West Rand has grown to become more commercialized resulting in a large number of operators of small and light aircraft seeking alternative airfields to operate from. Also, the Syferfontein and Carletonville Airfields located in the West Rand District Municipality are not entirely protected from any establishment housing developments and illegal informal settlements.

The Department identified a need for a Regional Airport to be established in the West Rand Region. Motivations were undertaken and the WRDM Council approved that application be made to the Gauteng Infrastructure Financing Agency (GIFA) to undertake a desktop Prefeasibility Study. The Gauteng Infrastructure Financing Agency approved the funding for the formulation of a Regional Airport Pre-Feasibility Study. The study has been completed and adopted by the WRDM Council.

Due to the numerous proposed developments in the vicinity of the proposed Airport Site, viz. “Transport Logistics Hub”, West City Development, etc. it is believed that the Regional Airport will add value to economic development in the West Rand.

Engagements with Developers, Mining Houses, etc. is ongoing.

PASSENGER RAIL AGENCY OF SOUTH AFRICA

A list of rail-related needs within the West Rand was submitted to the Passenger Rail Agency of South Africa (PRASA) for consideration in 2013. PRASA responded to this request by inviting tender proposals for the commissioning of a study to holistically investigate possible station locations along with the Midway / Lenz to Oberholzer / Welperdiend railway line.

The Study revealed that there is no short to medium term need for additional railway stations in the study area. This will be reviewed by PRASA and the WRDM periodically as dynamics on the ground change.

In line with the compilation of the West Rand Spatial Development Framework provision for densification has been made to support passenger rail transport corridors. Development is being monitored and further engagement with PRASA will take place at the appropriate time.

SUBSIDISED MUNICIPAL BUS SERVICE

It has been identified in the current DITP and LITP’s that there is a need for bus services along key transport corridors.

In light of this, the Gauteng Department of Roads and Transport (GDRT) has indicated that a Subsidised Bus Service will be extended to the West Rand where 400 872 Km’s / Annum will be allocated to the West Rand.

Consultations, Agreements, Route Determinations, Procurement Processes, etc. have been undertaken. The appointment of an operator would be for 7 years.

Negotiations are underway to enter into (once-off) negotiated contracts with operators, as allowed by Legislation, in the area with the view to (a) integrating services forming part of integrated public transport networks in terms of their integrated transport plans; (b) promoting the economic empowerment of small business or persons previously disadvantaged by unfair discrimination, or (c) facilitating the restructuring of a parastatal or municipal transport operator to discourage monopolies.

Communication with the Office of the MEC: Roads and Transport are ongoing. The process has been delayed due to the advent of COVID19, however, momentum has been increasing and it is anticipated that this would be finalised during the forthcoming Financial Year.

PUBLIC TRANSPORT MONTH

The Gauteng Department of Roads and Transport in partnership with municipalities hosts a variety of events cutting across the Gauteng City Region to promote public transport and sustainable mobility during October.

In the recent past, the West Rand District Municipality (WRDM) in partnership with the Department of Education and Transport & Public Safety Officials from the three local municipalities located within the WRDM undertook awareness campaigns on Road Safety at Primary Schools in the District.

Due to COVID19 Lockdowns and for Health reasons Transport Month was not celebrated during October 2020.

RURAL ROADS ASSET MANAGEMENT SYSTEM

The implementation of Rural Road Asset Management Systems (RRAMS) as set out in the framework for the Rural Road Asset Management Grant in the Division of Revenue Act (DORA) received Grant Funding from the National Department of Transport, as part of the S'Hambe Sonke Programme,

The purpose of the RRAMS Grant is to guarantee well-organized and real investment in roads through the development of Road Asset Management Systems (RAMS) and the collection of associated road and bridge inventory data, condition assessments and traffic information. Also, improved data on rural roads will guide infrastructure investment, improve accessibility to and mobility of rural communities.

One of the conditions of the grant is that the District Municipalities is expected to develop in-house skills and human resource capacity and to create employment for unemployed graduates. It is also expected that District Municipalities would eventually be able to fulfil its role as a Transport Planning Authority and to utilize the RAMS as a planning tool for prioritizing transport infrastructure expenditure.

A Service Provider was appointed to assist the District Municipality to set up a Rural Roads Asset Management System and collect road and traffic data for the road network under its jurisdiction in line with the Road Infrastructure Strategic Framework for South Africa.

The West Rand District Municipality initially identified seven graduates who were employed and trained by the Service Provider. On culmination of the appointment of the Service Provider at the end of June 2018, the Graduates were transferred to the WRDM to continue with the programme. Further resignations have resulted in four graduates remaining on the Programme. (2 x Female & 2 x Male).

The graduates are employed on a three-year Fixed Term Contract – the said contacts expire on 30 June 2021 and will be extended for a further 12 months.

As at the end of June 2021 progress was as follows:-

- Classification (complete)
- GIS Network Centre-line Verification (complete)
- Visual Condition Assessments – Round 2 (completed)
- Road Asset Inventory Assessments- Round 2 commence
- Paved Visual Condition Quality Control (complete)
- Verification of Visual Condition Data (complete)
- Bridge Inspections by Qualified Assessor (complete)
- Traffic Counts (completed)

The Annual Report is expected to be submitted in August 2021

The NDoT has advised that future allocations are as follows:-

- 2021/2022 – R 2 615 000
- 2022/2023 – R 2 782 000
- 2023/2024 – R 2 785 000

For the 2019 / 2020 Financial Year the Programme was managed in house.

A Service Provider was appointed to facilitate skills transfer to enable the programme to be facilitated in-house. The appointment was effective on 01 March 2020. However, due to COVID19 Lockdown protocols effective skills transfer could not take place. The revision of the appointment date was approved with the revised completion date being 30 June 2022.

DISTRICT AND LOCAL INTEGRATED TRANSPORT PLANS

The West Rand District Municipality (WRDM) is the declared Transport Authority for the area of jurisdiction of the West Rand. One of the functions of the Transport Authority is to develop Local Integrated Transport Plans (LITP's) and District Intergrade Transport Plan (DITP).

The DITP / LITP's are required to be updated every five years. The WRDM requested assistance from the Gauteng Department of Roads and Transport to update these Plans. A Service Provider was appointed by the Department of Roads and Transport to update the DITP & three LITP's.

The DITP / LITP's included the development of the Transport Register, Transport Needs Assessment, Spatial development Framework, Freight Transport Strategy and other relevant Transport Strategy viz. Non-Motorised Transport, Public Transport Safety and Security, Road user Safety, Law Enforcement (road traffic and public transport regulation), Tourism Strategy, Accessible Transport system Strategy, Rural Transport Plan and Strategy, Learner Transport Plan.

The Gauteng Department of Roads and Transport (GDRT) has commissioned the Council for Scientific and Industrial Research (CSIR) to undertake a survey relating to all Minibus Taxi Facilities utilised by Taxi Associations within Gauteng. This action was in line with resolutions taken during the 2016 and 2019 Minibus Taxi Summits.

This survey is a follow up to the Minibus Taxi Routes Mapping Project (MTRMP) concluded earlier in the year 2020 by the GDRT, which entailed the development of a scientifically defensible minibus taxi routes database reflecting taxi routes being driven by the Taxi Industry within Gauteng.

The MTRMP & the Minibus Taxi Facilities Survey Project (MTFSP) is part of the development of the DITP and the LITP. The MTFSP is the next step to map minibus taxi facilities and investigate an appropriate network hierarchy and associated infrastructure necessary to support safe, effective and efficient minibus taxi operations. On completion, the results will be incorporated into the updating of the DITP and LITP.

CSIR coordinates the MTFSP project and works closely with municipalities, political heads and the taxi industry to ensure the success of this project. All existing mini-bus taxi facilities within Gauteng, either operational, non-operational, formal or informal will be surveyed.

Survey work on facilities in the WRDM was completed during the year. The draft outcomes will be presented to the various concerned bodies before the outcomes being made public. This process is intended to be completed in the forthcoming financial year.

GAUTENG GENERAL HOUSEHOLD TRAVEL SURVEY

The Council for Scientific and Industrial Research (CSIR) was appointed by the Gauteng Department of Roads and Transport (GDRT) as the implementation agent to undertake the Gauteng General Household Travel Survey (GGHTS).

The Household Travel Survey is primarily required for strategic transport planning purposes within Gauteng and is a provincial wide primary data collection project aimed at collecting information about Gauteng household travel patterns.

The GGHTS has the following set objectives:

- To enable both province and municipalities in Gauteng Province to undertake improved integrated transport planning,
- Facilitate continuous update of strategic transport models and;
- Enable continuous measurement of the provincial transport system's performance against set standards

CSIR allocated a sample size of 6000 households to the West Rand District Municipality. Using a scientific formula sample size were then allocated to each Ward in the respective Municipalities.

A Sub-Service Provider was appointed by CSIR. The Service Provider was requested to train Numerators from the respective Local Municipalities to undertake the survey.

The survey will obtain data on:-

- Household information
- Particulars of each person in the household
- Employment (business) participation
- Learner (Educational travel needs)
- Personal trip information for each person in the household
- Attitudes/perceptions towards particular modes of mobility

A pilot survey was undertaken to evaluate the background work concerning the Wi-Fi Network, the adequacy of the training undertaken, the accessibility to households, the functionality of the electronic questionnaire, logistical arrangements, etc. This Pilot Survey provided valuable lessons which were used in the final survey.

The main survey has been completed albeit later than expected. This was primarily due to issues around accessibility, identification and training of assessors, access to Wi-Fi Networks, etc.

The compilation of the outcomes was completed during the year and presented to the MEC: Roads and Transport. The MEC requested that an addendum be made to the report which would indicate the effects of COVID19 on Household Travel Patterns.

3.9. WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

The function is carried out by the constituent Local Municipalities. T 3.9.1

Stormwater Infrastructure			
Kilometres			
Total Stormwater measures	New stormwater measures	Stormwater measures upgraded	Stormwater measures maintained
-			
T 3.9.2			

Cost of Construction/Maintenance		
-R' 000		
Stormwater Measures		
New	Upgraded	Maintained
-		
T 3.9.3		

Stormwater Policy Objectives Taken From IDP								
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	Year 3	
		Target	Actual	Target	Actual	Target	Target	
Service Indicators		*Previous Year	*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)
(x)	-							
T 3.9.5								

Employees: Storm water Services					
Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
-					
T 3.9.6					

Financial Performance Year 0: Storm water Services					
R'000					
Details	Year -1		Year 0		
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
-					
<p><i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i></p>					
T 3.9.7					

Capital Expenditure Year 0: Storm water Services					
					R' 000
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
-					
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T 3.9.8

3.10. LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

FARMER SUPPORT PROGRAMME

Farming community participation in the economic activities is very critical in ensuring sustainable economic growth in the district. The maximum participation of communities further assist the municipality in getting informed inputs on how to deal with the challenges that affect the different farming communities who are part of the economic mainstream.

It is within this context that the municipalities established agricultural sector forum as well as assisting those communities in registering agricultural cooperatives and link them to the different institutions that render services relevant to their enterprises. Through the Mechanization programme, farmers were provided with tractors to assist with ploughing and planting of different agricultural crops.

The major challenge during the year under review has been the break downs of tractors resulting in some farmers not getting the services. This was also as a result of the withdrawal of grant funding from the provincial Department of Agriculture and Rural development. In Merafong, for example, all their tractors have not been operating throughout the year because of mechanical break downs which could not be addressed due to financial constraints of the municipality.

Each of the local municipalities with the exception Rand West City which had four, had two tractors and implements. The following farmers were assisted during the year:

Municipality	No. of Farmers Assisted	No. of Hectares
Mogale City LM	32	543
Rand West City LM	65	354
Merafong City LM	0	0

Due to the covid-19 pandemic municipalities could not provide any training to farmers as that would have exposed them to infections.

AGRIPARKS PROGRAMME

An Agricultural-Park is defined as an Agri-Infrastructural facility which provides for:

- Intensive production of a specific agricultural commodity,
- Large emphasis on agro-processing within a shared infrastructure,
- Facilities for access to inputs,
- Value adding and marketing within the boundaries of a single geographical farm or an agricultural holding.

Agricultural Hubs are defined as portions of land characterized by clusters of high potential agricultural land demarcated to be managed as holistic agricultural development zones. The Agri-Parks are modelled along the basis of an industrial park whereby industries within a similar sector are accommodated within a single land space to enhance their support mechanism for one another.

The Agri-Parks are a component of the agricultural hubs which is a programme aimed at enhancing agricultural productivity and competitiveness by exploiting the complete agricultural value-chain of identified high value agricultural commodities within the parameters of ensuring sustainable use of the natural resources.

Three Agripaks have been established and were in production throughout the year. They are Bekkersdal, Merafong Flora and Tarlton Agriparks.

RAND WEST CITY AGRI PARK

The Rand West City Agri Park is situated in Bekkersdal on 30ha of land. There are twenty (20) tunnels, a vertical chamber, shade nets, a pack house and an administrative block. The project is fully operational with the entrepreneurs appointed to manage the shade nets, tunnels and vertical chamber. The Agri Park focus on the production of vegetables. Throughout the year crops such as green pepper, tomatoes, spinach and lettuce are produced and sold to the local communities.

The National Department of Agriculture, Land Reform and Rural Development (DALRRD) have appointed the service provider to construct 20 extra tunnels. The construction was halted due to Covid 19 restrictions but construction has now commenced and stakeholders meetings have been held on site to track the milestones of the project.

The beneficiary's contracts and lease agreements are still not signed and this make life difficult, as those documents are required for them to be able to secure funding or access formal markets. The local municipality and GDARD are however in the process of rectifying the matter.

Jobs created at the Bekkersdal Agri Park include the CLO from Ward 1 Westonaria, 7 EPWP workers and 16 casual jobs with the preparations of the tunnels and harvesting.

MOGALE CITY AGRI PARK

The Mogale City Agri Park is situated in Tarlton on 130ha of land with 30 tunnels. The Co-operative, consisting of 4 members, occupied 10 tunnels and 2 entrepreneurs occupies 10 tunnels each. The Agri Park focus mainly on vegetable production. Beneficiaries are currently harvesting mixed peppers, tomatoes lettuce and herbs. Due to high market demand, one of the entrepreneurs have

planted some tomatoes and okra inside the shade net she constructed during the last the year. The entrepreneur have also utilised the open space to plant some herbs and mixed type of lettuce.

Jobs created at the Tarlton Agri Park include 4 permanent jobs, 13 casual jobs to assist during the preparations of the tunnels and harvesting and also 15 contractual jobs through the EPWP programme (5 from WRDM and 10 from Mogale City LM).

MERAFONG FLORA AGRI PARK

The Merafong Flora Agri Park is situated in Carletonville on 20ha of land with sixteen (16) tunnels, a pump house, a pack house, administrative block, ablution block, farm house, grading, store room and chemical room. The project consist of 21 farm workers. They focus on the production of flowers and vegetables. Jobs created at the Merafong Flora includes 5 EPWP participants.

RANDFONTEIN MILLING PLANT

Milling Plant establishment in Gauteng came in alignment with the Maize Triangle Programme of Department of Agriculture and Rural Development (GDARD). The programme seeks to establish domestic and international markets for maize producers. Maize is the most important grain crop in South Africa and is both the major feed grain and the staple food for the majority of South Africa's population. The location of the Milling Plant in Randfontein was influenced by the fact that most of the greatest proportion of maize trading occurs through the Randfontein grain market in Middlevlei and the rail infrastructure available.

The initiative is a partnership between Gauteng Department of Agriculture and Rural Development (GDARD), West Rand District Municipality (WRDM) and the Rand West City Local Municipality. GDARD is the core funder of the project and have appointed Rand Water Foundation as the implementing agents of the project. National Development Agency has been roped in to provide capacity building to the beneficiaries.

OBJECTIVES

- Unleash the potential of local maize producers to create and develop income-generating activities and sustainable decent employment.
- To reduce poverty, develop human resource capacities and knowledge.
- Strengthen competitiveness and sustainability and improve social and economic well-being;
- Contribute to the rural industrialization.

The facility has been operating and had been processing maize to produce meal meal. It is being operated by a cooperative called Ya sechaba and there has been many breakdowns of the machines which affected production.

COMPONENT D: COMMUNITY & SOCIAL SERVICES

3.12 LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

This is not applicable to the WRDM as local municipalities are directly responsible for all those facilities thus will provide the statistics of utilization.

Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	5	5	5	0	
4 - 6	3	5	3	2	
7 - 9	11	11	11	0	
10 - 12	2	6	2	4	
13 - 15	21	27	21	6	
16 - 18					
19 - 20					
Total	42	54	42	12	

*Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.*
T 3.12.4

3.13 CEMETERIES AND CREMATORIUMS

The cemeteries are a competency of the three local municipalities (i.e. Mogale, Merafong and Rand West Local Municipality).

T 3.13.1

3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMME

The services enlisted above are a provincial competence.

T 3.14.1

COMPONENT E: ENVIRONMENTAL PROTECTION

INTRODUCTION TO ENVIRONMENTAL PROTECTION

The Department Health and Social Development also hosts the Environmental Management Unit. This Unit provides environmental management services (i.e. Water pollution control; waste & biodiversity management; greening; and environmental awareness campaigns). These are undertaken in conjunction with the four constituent Local Municipalities of the WRDM.

LEGAL MANDATE

The Environmental Management unit of the WRDM receives its mandate from the following legislation:

- Section 24 and Section 27 of the Constitution, which forms part of the Bill of Rights;
- Section 24 deals with the environment and Section 27 with food, water;
- Schedules 4 and 5 of the Constitution also have relevance to the mandate of the Environmental Management Unit;
- National Environmental Management Act, as amended (as mother body of environmental management in the Country);
- National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004);
- National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004);
- National Environmental Management: Waste Act, 2009;
- National Environmental Management: Protected Areas Amendment Act, 2004 (Act 31 of 2004); and
- National Water Act, 1998 (Act 36 of 1998).

T 3.14

3.15 POLLUTION CONTROL

The Municipality is mandated to implement various Environmental Management Legislations, Policies, Regulations and Norms & Standards in order to control pollution of the environment.

Guiding principles

- To recognize that all people need a healthy environment for their well-being and livelihoods and that all can help and sustain it;
- To use our natural resources wisely, being fair to present and future generations;
- To identify environmental opportunities, costs and risks in all policies and strategies;
- To consult openly with interested and affected parties on decisions affecting the environment;
- To aim for solutions which benefit both environment and development;
- To contribute towards the protection and improvement of the global environment;
- To safeguard and restore native species, habitats and landscape futures, and to control or eradicate invasive species;
- To encourage activities and technologies that benefits the environment; and
- To control pollution, with the polluter paying for prevention or remedies

Key Service Delivery Priorities:

- Undertake industrial inspections conducted as per legal requirement
- Undertake maintenance of ambient air quality monitoring stations
- Conduct Environmental Campaigns and implement Green IQ Programs

T 3.15.1

ENVIRONMENTAL MANAGEMENT AND AIR QUALITY MANAGEMENT

ENVIRONMENTAL EDUCATION

The district undertakes Environmental Education to educate the community on issues that have an impact on climate change

The Gauteng Department of Agriculture and Rural Development commissioned a project to undertake a feasibility study on the use of safe, reliable and affordable clean energy and technologies targeted at households in informal settlements in the Gauteng Province. The purpose of the study was to investigate and develop an implementation plan for the use of safe, reliable, and affordable clean energy and technologies in these households.

This initiative is a response by Province, in alignment with its National Environmental Management: Air Quality Act, National Framework for Air Quality Management, Gauteng Air Quality Management Plan and Gauteng 10 pillars programme as it relates to radical transformation and modernisation of Gauteng, to urgently address the dangerously high levels of indoor and ambient air pollution prevalent in dense low-income settlements.

METHANOL STOVES AND FUELS ROLL-OUT PROGRAM

The Gauteng Department of Agriculture and Rural Development planned the Methanol stoves and fuels roll-out program within the West Rand District Municipality in the following areas:

- Siyahlala informal settlement
- (Badirile) Brandvlei
- OR Tambo Informal settlement
- Block A
- Elandsvlei Informal Settlement
- Baipei Plot 20 Elandsvlei
- Bundu Inn and Master Informal Settlement

The project was launched at Ithuteng Secondary School in the Rand West City Local Municipality on 28 October 2020. This was to cater for the community of Siyahlala informal settlement which was one of the identified informal settlements for the roll-out program.

The follow-up rollouts were undertaken as follows:

Settlement	Date
OR Tambo Informal Settlement and Block A Elandsvlei	03 November 2020
Master Informal Settlement	05 November 2020
Baipei Informal Settlement	10 November 2020
Bundu Inn Informal Settlement	12 November 2020
Mandela and Holomisa Sections, Bekkersdal	17 November 2020

PROJECT AIM AND OBJECTIVES

The roll-out aimed to raise awareness about air pollution in informal settlements through understanding their energy needs and provide suitable alternative energy technologies.

The following Objectives as aligned to the National Environmental Management: Air Quality Act (Act no 39 of 2004), National Framework for Air Quality Management, Gauteng Air Quality Plan and 10 Pillar Programme with specific reference to radical transformation and modernization of Gauteng are:

- To raise awareness on both health and safety dangers associated with the use of “dirty” and inferior traditional fuels and technology i.e., Brazier (Mbaula) and paraffin stoves, and benefits of using clean technologies and fuels;
- To introduce alternative energy technologies and fuel options to the community and empower the community on how to use them; and
- To influence people’s behaviour and attitude towards the use of alternative energy technologies

PROJECT SCOPE

The roll out entailed handing over of a single burner methanol stoves and 1.5 litres of fuels to communities of Siyahlala informal settlement (Badirile) Brandvlei, OR Tambo Informal settlement, Block A Elandsvlei Informal Settlement, Baipei Plot 20 Elandsvlei, Bundu Inn and Master Informal Settlement within the Rand West City Local Municipality area of jurisdiction.

Each stove came with at least 1.5 litres of fuel and thereafter community members will have to purchase refill sachets at their own cost. Refill sachets would be made available to the spaza shops currently operating within the settlements. A total of 9 Spaza shops operators were trained by the stove manufacturer on the safe storage and handling of the methanol fuel. West Rand District Municipality and its Local Municipalities administered the registration of a total of 1936 beneficiaries for distribution purposes.

Seven more informal settlements were identified and added to the list of roll-out. This was due to the relocation of some of the registered beneficiaries to new housing developments in the area, resulting in the excess of stoves and fuels. These additional informal settlements are Mandela and Holomisa Sections of Bekkersdal, Muldersdrift, Rooipoort, Maphahlwa Village, Munsieville and Creatures.

Statistics:

Settlement	Number of stoves distributed
Siyahlala (Including Creatures, Witfontein and Droogeheuwel Informal Settlement)	250
Baipei	180
Block A Elandsvlei (Including Sgaga informal settlement)	170
Bundu Inn (Including Scrapyrd Informal settlement)	236
Master (Including Plot 15 informal settlement)	200
OR Tambo (Including Groenplaas and Eureka informal settlement)	280
Holomisa Section Informal Settlement (in Bekkersdal)	150
Mandela Section Informal Settlement (In Bekkersdal)	150
Mogale City LM (Munsieville and Muldersdrift)	150
Merafong City LM (New Mandela, Rooipoort and Mpahlwa Village)	150

A total of 1916 methanol stoves were distributed.

3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

BIODIVERSITY

The Bioregional Plan and Wetland study is used as decision tools for comments on environmental applications

WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING, RECYCLING & Inspections)

Waste collection and disposal is a function rendered by the three Local Municipalities within the region, namely, Merafong City, Mogale City and Rand West City and not the District. However, the district mainly provides the necessary support when requested. The main function of the district on waste management is to develop regional plans and strategies for effective waste management, minimization, recycling and safe disposal in line with the National Environmental Management: Waste Act.

The Local Municipality's main focus is geared towards eradication of illegal dumping and keeping the Cities and community area clean. This programmed was rolled out together with all Local Municipalities, communities and the Gauteng Department of Agriculture and Rural Development. About 12 facilities were inspected in order to ensure proper waste management and compliance with the National Environmental Management: Waste Act.

Financial Performance Year 0: Bio-Diversity; Landscape and Other					
R'000					
Details	Year -1	Year 0			Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
Net Operational Expenditure	Refer to Chapter five (5)				T 3.16.5

Capital Expenditure Year 0: Bio-Diversity; Landscape and Other					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	Refer to Chapter five (5)				T 3.16.6
.					T 3.16.6

ENVIRONMENTAL PROJECTS

The current EPWP project, also provided an allocation for Parks Management Project which accommodated ten (10) beneficiaries. The “We Love Bekkies” project promoted waste minimisation, re-use, recycling and recovery of waste focus on implementing the waste management hierarchy, and with the ultimate aim of diverting waste from landfills.

The beneficiaries started 15 October 2020 on this project, therefore ten (10) beneficiaries were identified to utilize the budget of R150 000.00. The project ended on 28 May 2021. There were (Six) 6 males, including one with a disability and (four) 4 female beneficiaries.

CLEAN-UPS AND COMMUNITY AWARENESS

As part of going back to basic approach, the Municipality undertook clean-up and awareness campaigns in the following areas:

Municipality	Date	Venue	Time
Rand West City Local Municipality	14 April 2021	Westonaria	09:00
Rand West City Local Municipality	15 June 2021	River Clean-up Randfontein area (Greenhills Spruit)	08:00 - 12:00
Rand West City Local Municipality	17 June 2021	Westonaria, Simunye	8:00-12:00

- Awareness campaigns were conducted were limited due to Covid-19 lockdown, closing of schools and the prohibition of public gatherings.

INTERGOVERNMENTAL RELATIONS

PROVINCIAL INTERGOVERNMENTAL STRUCTURE

- Provincial Air Quality Office’s Forum – aimed at information sharing among Municipalities & Government Departments, resolution of various air pollution issues and strategic planning.
- Provincial Waste Officer’s Forum – aimed at information sharing among Municipalities & Government Departments, planning and standard’s setting
- Provincial Climate Change Forum – aimed at sharing climate change related information such as mitigation and adaptation projects and programmes undertaken by various sectors in the province.

DISTRICT INTERGOVERNMENTAL STRUCTURES

- District Environmental Coordination Forum – district, local municipal and provincial officials deliberate on various environmental issues, including implementation of legislations and plans.

COMPONENT F: HEALTH

Primary, Secondary and Tertiary level Health services are all Gauteng Provincial Health areas of competency.

T 3.17.1

3.17 CLINICS

Primary Health Care Clinics are provided by the Gauteng Provincial Health Department.

3.18 AMBULANCE SERVICES

The ambulance services are also provided by the Gauteng Provincial Health Department.

T 3.18.1

Health services are a provincial competence

T 3.17.1

3.19 MUNICIPAL HEALTH SERVICES: FOOD SAFETY MONITORING, WATER QUALITY MONITORING, HEALTH SURVEILLANCE OF PREMISES, INSPECTIONS, CERTIFICATIONS AND COMMUNICABLE DISEASES; ETC.

The Constitution of the Republic of South Africa, Act 108 of 1996 Section 156 (1) (a) Provides a legislative mandate for West Rand District Municipality to render Municipal Health Services (MHS). This is further confirmed by section 84 of the Municipal Structures Act, 1998 (Division of functions and powers between district and local municipalities) and the National Health Act, No 61 of 2003 defines Environmental Health Services as MHS. There are nine listed functions which include:

- *Water quality monitoring;*
- *Food control;*
- *Waste management;*
- *Health surveillance of premises;*
- *Surveillance and prevention of communicable diseases, excluding immunizations;*
- *Vector control;*
- *Environmental pollution control;*
- *The disposal of the dead; and*
- *Chemical safety.*

The West Rand District Municipality provides all these functions as is required by legislation.

The West Rand District Municipality has been able to implement all these functions as is required by legislation.

T 3.19.1

Employees: Health and Social Development

Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	4	5	4	1	
4 - 6	20	24	18	7	
7 - 9	25	34	25	10	
10 - 12	6	10	6	5	
13 - 15					
16 - 18					
19 - 20					
Total	55	73	55	18	

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June.
 *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T 3.19.4

Capital Expenditure Year 0: Health Inspection and Etc.					
					R' 000
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Refer to chapter 5					
					T 3.19.6

Service objectives	Outline Service Targets	YEAR-1 (2016/17)		Year 0 (2017/18)		Year +1 (2019/20)		Year + 2 (2020/2021)	
		Planned	Actual	Planned		Planned	Actual	Planned	Actual
Implement the sampling Programme to ensure safety of Food and Water		600	1447	600		600	1014	640	806
Conduct Health Inspections at Food Premises to ensure safety and compliance Environmental Health standards are met	Number of Health Inspections conducted at Food Premises	4000	4442	4000		4000	3540	3400	3895

FOOD SAFETY MONITORING PROGRAMME

Our Municipal Health Services (MHS) employs a total of 18 Environmental Health Practitioners (EHP's) who execute nine (9) MHS functions throughout the West Rand. During 2020/21 financial year the number of EHP's were reduced following the resignation of the Chief Environmental Health Practitioners (EHP) of Mogale City and two Senior EHP's who retired from service. Amongst the critical function(s) MHS renders, is the Food Safety programme, which is designed to regulate, monitor, evaluate and control the quality and safety of food products supplied to the residence of the West Rand. The food Safety programme consists of the following key components, Hazardous Analytical Critical Control Points (HACCP) approach as regulated by the Environmental Health Practitioners conduct of food premises inspections. This is in line with the Foodstuffs, Cosmetics and Disinfectants Act 54 of 1972 including the regulations Governing General Hygiene Requirements for Food Premises, the Transport of Food and Related Matters; Regulation 638 of 22 June 2018:

- Inspection of food premises to monitoring compliance with the Disaster Management Act;
- Education of food handlers in order to comply with COVID 19 protocol;
- Sampling and analysis of food stuffs to monitor the safety of food; and
- Law enforcement.



Picture -none compliant food premises this means the premise is not certified by MHS.

In the financial year 2020/21, we had projected to conduct 3400 food premises inspections and achieved to do 4 027 inspections, therefore performing more than required due to COVID 19 wherein food premises such as pubs and restaurants have been identified as super spreader facilities. Numerous activities were undertaken relating to restaurants as part of the ministerial COVID 19 compliance monitoring drive. In the financial year 2018/19, we had projected to conduct 3600 inspections at food premises and achieved to do 3540, therefore, falling short of the target by 60 inspections due to financial constraints. In the financial year 2019/20 we had planned to conduct 3400 food premises inspections and 800 food safety training sessions as well as the collection of 160 food samples for bacteriological analysis as a scientific measurement for the safety and or an indicator of the state of the safety of food in the West Rand. Therefore the tables below depicts the work done against the planned targets. When the COVID 19 pandemic emerged all MHS functions where re-aligned to reduce and prevent the spread of this communicable disease.

FOOD SAFETY MONITORING PROGRAMME							
Area	Number Food Premises Inspections Conducted Per Quarter					ANNUAL TARGET	
	Number of Food Premises Inspections Conducted	809	1087	903	1228	TOTAL 4 027	3400
Area	Number of Food Safety Training Sessions Conducted Per Quarter					ANNUAL TARGET	
	Q1	Q2	Q3	Q4	TOTAL		
Number of Food safety Trainings sessions conducted	5	2	11	450	468	600	

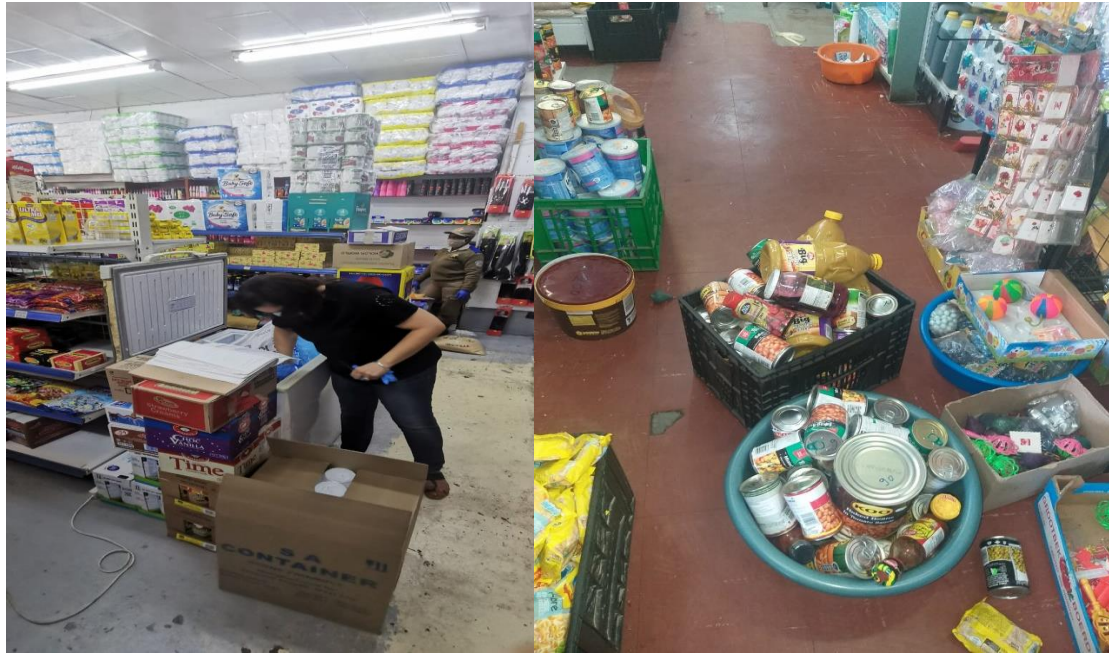
FOOD SAMPLING ANALYSIS

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGET	ACTUAL FOOD SAMPLES TAKEN
QUARTER 1			00
QUARTER 2			16
QUARTER 3	160	40	25
QUARTER 4			49
TOTAL			90



Some of the expired and condemned food stuffs which were deemed unfit for human consumption and therefore removed from the shelves by the Environmental Health Practitioner.

Municipal Health Services Environmental Health Practitioner in a joint law enforcement operation at a grocery shop.



Below is an informal food trader in an open field:



It should be noted that the WRDM has been providing municipal health services as far back as 1999, when these services were regionalised (centralized back to WRDM), the related basic service equitable share allocation of these services as included in the basic LGES formula were not

readjusted to the district municipality. The effect being that since 2005/06, these services have been under funded with the basic service equitable allocation for municipal health services. This causes limitations on rendering the MHS service though the West Rand District Municipality provides all MHS functions as is required by legislation, the Municipality is far from attaining the National Norms and Standards ratio of one Environmental Health Practitioner to ten thousand population/people where the current ratio is 1: 44 000.

Below is the MEC during a Blitz operation to inspect food premises to monitor compliance:



LOCAL NEWS

24 JUNE 2021

MEC does compliance checks at President Square

WATER QUALITY MONITORING

The West Rand District Municipality Municipal Health Services (MHS) planned to take 320 water samples to test against the portable water blue drop standard of 85% and subsequently a total of 235 samples through collaboration with local municipalities was analysed in accordance with the Water Quality Standards methodology SANS 241. It must be noted that sampling was done based on the on SANS 241-2011 ranges is based on the recommended limits for potable drinking water and not surface water.

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGET	ACTUAL WATER SAMPLES ANALYSED (SANS BLUE DROP STANDARD IS 85%)
QUARTER 1			0 (0%)
QUARTER 2			11 (73%)
QUARTER 3	320	80	41 (76.32%)
QUARTER 4			224 (95.87%)
TOTAL			276

The total annual target for this reporting period was 320 was not met due to COVID19 as more emphasis had to be redirected towards comprehensive health response to the pandemic. Analyses of water samples taken over 3 quarters have shown bacteriological compliance rate over 86.25% which means that potable water in the West Rand complies with the SANS 241 standard.

SURVEILLANCE AND PREVENTION OF COMMUNICABLE DISEASES- COVID 19 THIRD WAVE

The COVID-19 pandemic in South Africa caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) was announced on 5 March 2020 by the Minister of Health Zweli Mkhize when he confirmed that the virus has spread to South Africa, with the first known patient being a male citizen who tested positive upon his return from Italy who had been there for vacation with ten other people. The first death to have occurred from the disease was reported on 27 March 2020.

On 15 March, the President of South Africa, Cyril Ramaphosa, declared a national state of disaster and announced measures such as immediate travel restrictions and the closure of schools from 18 March. On 17 March, the National Coronavirus Command Council was established "to lead the nation's plan to contain the spread and mitigate the negative impact of the coronavirus".

On 23 March, a national lockdown was announced starting on 26 March 2020 to date. As at end June 2021 the country is currently under lockdown alert level 4 the third wave of COVID 19.

Picture below: Environmental Health Practitioners in full PPE COVID 19 contact tracing.



WEST RAND COVID 19 THIRD WAVE SITUATIONAL ANALYSIS

COVID 19 Distribution in the West Rand: TOTAL Cumulative of 36 844 cases as of the end of the financial year with district wide number of active cases 5 755.

MERAFONG CITY

- Total of 6 876 cases in Merafong City were recorded.
- 6 067 recoveries and therefore 575 active cases

MERAFONG'S PERMANENT SCREENING/TESTING SITES

- Clinics in Merafong.
- Mass Community screening sites: Carletonville civic centre

MOGALE CITY (Epicentre)

- Total of 19 600 Cumulative cases in Mogale City were recorded.
- 15 694 cumulative recoveries with 3 416 active cases

SCREENING/TESTING SITES

- Public Health Clinics
- Mass Community screening sites: President hyper shopping centre, Key West Mall, Valley View Mall and Cradle Stone Mall.

RANDWEST CITY

- Total of 10 368 cumulative cases in Rand West City were recorded.
- 8 319 recoveries with 1 76 active cases
- Mass Community screening sites:

SCREENING/TESTING SITES

- Public Health Clinics
- Mass Community screening sites: Village Square Mall, Tambotie Mall, Westonaria Shopping Complex, Westonaria Shoprite (Post Office) and Shoprite (Magistrates Court).

COVID 19 CONTACTS TRACED

- CONTACTS Total Contacts cumulative: 53 812
- Contacts Removed from list: 47 218
- Contacts being monitored: 6 594

COMMUNITY SCREENING AND TESTING

- Cumulative contacts traced and monitored 53 812
- Ratio of cumulative positive cases to cumulative contacts across is 1 : 2
- Total Screenings to Date: 3 768 395

- Total Testing to Date: 90 798
- Deaths: 1 009
- 2 MHS staff members tested Positive
- 12 MHS staff members Vaccinated as at the end June 2021

HEALTH SURVEILLANCE OF PREMISES - EARLY CHILDHOOD DEVELOPMENT CENTRES (ECDC's)

The annual target for inspections conducted at early childhood development centres for the financial year 2020/21 was 400, but due to the collaboration with other state organs particularly Social development, Municipal Health Services Environmental Health Practitioners conducted 717 inspections at ECDC's throughout the West Rand. The increase on ECDC's inspections is due to the high requests we have received from Social Development, they have introduced a programme called Vangasali which is aimed at helping financially none compliant ECDC's to comply with the Municipal Health Services By-Laws and the Disaster Management Act COVID 19 Regulations. The number of By-Laws training sessions have drastically reduced due to COVID Regulations which has placed restrictions on gatherings and also to protect the EHP's from risk exposure.

EARLY CHILDHOOD DEVELOPMENT AND MHS BY-LAWS PROMOTION							
ACTIVITY	Number of Early Childhood Development Centres Inspected					ANNUAL TARGET	
ECDC's INSPECTIONS	75	233	231	178	717	400	
	Number of MHS By-Laws Promotion Sessions conducted – By-Law Compliance					ANNUAL TARGET	
	Q1	Q2	Q3	Q4	TOTAL		
Number of MHS By-Laws Training Sessions conducted	5	4	0	18	27	600	

Municipal Health Services has had to further extend the validity of all Health Certificates for early childhood development (ECDC's) and related services all through to the end of the month of March 2021 because Social Development financial year ends at that time. This was done to enable the financial assistance trench of the fourth quarter to be paid and not penalise ECDC's whose certificates have expired during COVID 19 lockdown. Meaning that facilities that have been issued with Health Certificates prior to the lockdown should not have their funding by Social Development cut due the fact that their certificates expired during the lockdown.

HEALTH SURVEILLANCE OF PREMISES - FUNERAL UNDERTAKERS AND COVID 19

The Municipal Health Services conducted 218 inspections at funerals undertakers premises, they had to monitor funerals of those who died of Covid 19 in accordance with the Disaster Management Act Regulation 736 of July 2020 relating to the Management COVID 19 Human Remains and the Regulation relating to the management of human remains R363 of 22 May 2013, regulation under the National Health Act, Act 61 of 2003.

COMPLIANCE TO COVID 19 REGULATIONS FOCUSED ON:

- Inspections and certification of funeral undertakers
- Monitoring compliance of Funeral Undertakers to the

- Training of Funeral Undertakers owners and employees
- Monitoring of funerals and education of families of the deceased for compliance with COVID 19 Directives to prevent infection and the spread of COVID 19

Furthermore to ensure compliance of funeral undertaker's MHS trained over 215 Funeral undertakers in the West Rand on the Management of COVID 19 human remains in line with the new Directives Regulation 736 of July 2020 relating to the Management COVID 19 Human Remains in line with the National Department of Health guidelines.



MHS conducted district wide training sessions for funeral undertakers in the West Rand over a space of 3 separate days, where 126 representatives from industry were reached and capacitated to comply with amendment of directions issued in terms of regulation 4(1) of the regulations made under section 27(2) of the disaster management act, 2002 (act no. 57 of 2002): measures to address, prevent and combat the spread of Covid -19 of the 19 March 2021.

Pamphlet below highlights health protocols to be followed during a funeral service:



Multi-sectoral capacity training workshops were conducted by Environmental Health Practitioners to owners and staff of funeral undertakers. Communicating critical risk and event information to the funeral undertakers through providing continuous updated guidance and education on amendments to the Regulations, directives, forms and protocols, including all relevant Amendments to the Disaster Management Regulations:

- The Disaster Management Act, and
- Regulation 796 of 17 July 2020 Regulation relating to the Management COVID 19 Human Remains and
- Amendment of directions issued in terms of regulation 4(1) of the regulations made under section 27(2) of the disaster management act, 2002 (act no. 57 of 2002): measures to address, prevent and combat the spread of Covid -19 of 19 March 2021.
- The Regulation relating to the management of human remains R363 of 22 May 2013, regulation under the National Health Act 61 of 2003.

The table below department’s Municipal Health Service activities around funeral undertakers, trainings on the COVID 19 Regulations reflected on the table below:

ACTIVITY	COMPLIANCE FUNERAL UNDERTAKERS, TRAININGS ON THE COVID 19 REGULATIONS					ANNUAL TARGET
	Number of Funeral undertakers Inspected					
FUNERAL UNDERTAKERS INSPECTIONS	65	51	52	47	TOTAL 215	80
	Number of Funeral undertakers trained on COVID 19 Compliance					

	Q1	Q2	Q3	Q4	TOTAL	
NUMBER OF FUNERAL UNDERTAKERS TRAINED ON COVID 19 REG	56	70	10	11	147 <i>Personnel trained</i>	Work done over and above what was planned
NUMBER OF FUNERALS MONITORED	61	33	55	250	399	Work done over and above what was planned
COVID- 19 BEREAVEMENT FAMILY VISITS	14	5	8	46	73	Work done over and above what was planned

Work done over and above what was planned is a collaboration with Environmental Health from the Regional Department of Health includes the following as indicated in the table above is monitoring funerals visiting Covid- 19 Bereavement Families.

HEALTH SURVEILLANCE OF PRIVATE PREMISES - COVID 19 COMPLIANCE MONITORING

Environmental Health as primary health under the pillar of comprehensive health intervention monitor compliance to COVID 19 protocol such as:

- adherence to social distancing,
- the use of sanitizers,
- decontamination of premises,
- screening of personnel as well as clients / patrons / customers
- mandatory wearing of masks;

A total of 1 147 Health surveillance of private premises inspections to monitor compliance to COVID 19 Regulations and MHS By-laws was conducted by Environmental Health Practitioners against the annual target of 1000.

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGET	NUMBER OF HEALTH SURVEILLANCE OF PRIVATE PREMISES INSPECTED
QUARTER 1	1000	250	254
QUARTER 2			253
QUARTER 3			310
QUARTER 4			330
TOTAL			1 147

HEALTH SURVEILLANCE OF PREMISES - INITIATION SCHOOLS

Due to the high risk of COVID 19 transmission no initiation schools took place during this financial year in question as per the directive from Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission) following numerous meetings with local municipalities and traditional leaders who are core stakeholders in this sector.

COMPONENT G: SECURITY AND SAFETY

This component includes: police (Community Safety); fire; disaster management, control of animals, and control of public nuisances, etc.

The West Rand District Municipality post both the 2003 and 2007 Safety Summits and in response to the Constitutional obligations stipulated in section 152 (1) (d) of the latter established a Community Safety Unit to deal with community safety issues in general and social crime prevention in particular. T 3.20

3.20 POLICE (COMMUNITY SAFETY)

Amongst the objects of local government as prescribed in section 152 of the Constitution is the responsibility to promote social and economic development, these two important objectives can only be achieved within a safe living environment. The Municipal Systems Act 2000 and Regulations Chapter 2 (4) aligns itself with the provisions of the Constitution in so far as safety of the community is concerned, and therefore the burden is with the municipalities to promote and advocate for an environment that is safe and healthy, and also dealing with all factors that gives rise to crime.

Section 152 (d) & (e) of the Constitution states the following:

152 Objects of Local Government

(1) The objects of local government are:

(d) to promote a safe and healthy environment; and

(e) to encourage the involvement of communities and community organisations in matters of local government.

Community Safety is thus one of the priority concerns for the municipality, thus in the period under review the WRDM as part of its responsibility engaged all relevant stakeholders and partners for focussed safety and crime prevention measures. The WRDM during the financial year under review and in responding to its Constitutional and legislative obligations undertook to effectively do the following:

- Co-ordination of safety, crime and violence prevention programs within the area of jurisdiction
- Ensure effective enforcement of by-laws on safety, crime and violence prevention
- Implementation of programmes and interventions aligned to safety, crime and violence prevention outcomes

T 3.20.1

The Community Safety Unit of the West Rand District Municipality commands its role as a coordinating structure of Joint By- Law Operations between all law enforcement agencies, road safety and social crime prevention in the region, their role also gives emphasis on making sure that a multi-sectorial, multi-disciplinary approach prevails throughout the West Rand.

T3.20.2.1

During the period under review the WRDM focused on the establishment of a common vision amongst all role-players aimed at effectively preventing crime, managing community risks and vulnerability. In effectively addressing the existing social challenges, the municipality in collaboration with other relevant stakeholders had to re-arrange priorities and ensure focus on the implementation of regional outcome programs and projects based on the WRDM's 5-year safety plan:

- Improved law enforcement;
- Improved rural and informal settlement safety program;
- Reduction in women & child abuse;
- Safety in public places and events;
- Improved inter-agency cooperation;
- Crime prevention through environmental design;
- Encouraging community participation on safety matters;
- Improved school safety program;
- Improved child protection program.

The continued declining mining activities and the closure of different mining houses in the West Rand remained a thorn in the flesh of the municipality in that as jobs are lost as a result of mine closures, desperate members of the community saw crime as an opportunity to sustain their lives.



Community Safety law enforcement operations conducted within the jurisdictional area of the West Rand District were as follows: By-laws enforcement; Okae molao; Illegal mining; Lock down regulation compliance; and Day to day joint law enforcement operations. In attendance, there was representation from traffic law enforcement agencies from all three local municipalities, SAPS, Gauteng Provincial Traffic Management Services, Municipal Health Services, respective Community organizations and private services. These engagements were conducted in an unusual manner in order to comply with the health protocols of Covid-19.





As a result of the National Lockdown, we witnessed and experienced an increase in Gender Based Violence cases. Our Community Safety engaged in door-to-door campaigns at various locations with different stakeholders in order to reduce the number of victims. Furthermore, we continued to witness substance abuse among pupils as a result of schooling interruptions due to the National Lockdown, against this we conducted substance abuse programmes at various schools within the Region.





**Arrive Alive - October Road Safety Month
2 Oct 2020**

Service Objectives	Outline Service Targets	2018/2019		2019/2020			2020/21		Following Year
		Target	Actual	Target	Actual	Target	Actual		
		Previous Year		Previous Year	Current Year	Target	Actual		
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective: Community Safety									
		-	-	-	-	-	-	-	-
	% of victim empowerment programmes executed (4)	100%	100%	100%	100%	100%	100%	100%	100%
	% of child protection (take charge) programme executed (4)	100%	100%	100%	100%	100%	100%	100%	100%
	% of 16 days of activism of no violence against women and children commemoration programmes executed (1)	100%	100%	100%	100%	100%	100%	100%	100%
	% of substance abuse programmes conducted (8)	100%	100%	100%	100%	100%	100%	100%	100%
	% of operations to eradicate illegal informal trading (4)	100%	100%	100%	100%	100%	100%	100%	100%
	% of road safety awareness programmes conducted (4)	100%	100%	100%	100%	100%	100%	100%	100%
	% of District law enforcement coordinating	100%	100%	100%	100%	100%	100%	100%	100%

committee sessions conducted (4)									
Number of Road Safety Audits Conducted	4	4	4	4	4	4	4	4	-



District Law Enforcement Coordinating Committee (DLECC)

The District Law Enforcement Coordinating Committee consists of all Law Enforcement Agencies in the District. As part of law enforcement and crime prevention, a total of four (4) District Law Enforcement Coordinating Committee meetings were held in order to encourage a safe living environment. During this term, various joint operations on Illegal/Informal trading were conducted by Community Safety. The department of Community Safety is guided by the Constitution of the Republic of South Africa, which prescribes in terms of the Objects of Local Government, that municipalities must encourage the involvement of communities and community organizations in matters of local government, thus during the period under review the department of Community Safety held multiple engagements with Community based organizations such as Community Policing Forums, Taxi Organizations, neighbourhood watches throughout the region, etc.



Joint Services:





**JOINT CRIME PREVENTION OPERATION
MERAFOG 4 JUN 2021**



SCHOOL SAFETY - OPENING MONITORING - MUNSIEVILLE 15 FEB 2021



**ROAD CLOSURE DUE FLOODING CAUSING BRIDGE COLLAPSE
MOGALE 4 JAN 2021**



Employees: Community Safety					
Job Level	Year -1		Year 0		
Police	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Manager Community Safety	1	1	1	1	
Other Community Safety Officers					
0 - 3	1	1	1	1	0%
4 - 6	1	1	1	1	0%
7 - 9	3	10	7	3	0%
10 - 12	0	1	0	1	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	4	12	8	6	0%
T 3.20.4					

Financial Performance Year 0: Community Safety					
Details	Year-1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to the Budget
Total Operational Revenue	Ro	Ro	Ro	Ro	Ro
Expenditure	Ro	Ro	Ro	Ro	Ro
Community Safety Officers					
Other employees	Ro	Ro	Ro	Ro	Ro
Repairs and Maintenance					Ro
Total Operational Expenditure					Ro
Net Operational Expenditure					Ro
T3.20.5					

Capital Expenditure Year 0: Community Safety	
R'000	
Capital Projects	Year 0

	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total all	Refer to chapter 5				
Project A					
T3.20.6					

The WRDM is facilitating the Road Incident Management System (RIMS) Steering Committee as guided by National Department of Roads and Transport (NDRT). As part of its social crime prevention mandate the municipality has in-place a Regional Safety Plan as part of a comprehensive regional safety strategy, the implementation of the safety plan is also done in concurrence with other relevant policy framework and in conjunction with respective Local Municipalities, the Provincial Department of Community Safety and other stakeholders within the district. A New RIMS administrative agency has been appointed by Province as of the 2021 FY. Apollo Engineering took over from Techso Consult and will be assisting with the coordination of RIMS across the district, and as such ensure increased safety for all road users.



3.21 FIRE SERVICES



The rendering of Firefighting Services is one of the fundamental mandates of the West Rand District Municipality and is provided in terms of section 84(1) (j) of the Local Government Municipal Structures Act, whereas the effective and efficient provision of the fire brigade and rescue services is regulated in terms of the Fire Brigade Services Act, Act 99 of 1987, and the South African National Standards (SANS 10090). The Municipality in the period under review operated five Emergency Response Stations and four satellite stations in order to achieve the following expected service deliverables:

- Effective and timeous fire suppression
- Aware and educated communities in all fire related incidences
- Functional and effective Fire Protection Association; and
- Reduced fire related risks





MAJOR FATAL MVA - MERAFONG 2 JUNE 2021

During the period under review a total of 681 fire calls, 475 rescue calls and 148 special services were successfully attended to by the WRDM fire services. We have also continued to respond promptly to 82% of our calls within 10 minutes in urban areas, and 92 % within 20 minutes in rural areas. This was achieved, despite our limited human resource capacity of 160 fire and rescue practitioners and only 12 consistently operational fire and rescue appliances. The year under review also presented various challenges of which the COVID 19 pandemic and resource shortages were the most serious. Due to the COVID regulation placing a curfew and decrease alcohol sales, we experienced a decrease in the number of emergency incidents for the period. However, the Fire Services played their part in trying to curb the spread of COVID by assisting with sanitation projects, regulation enforcement and COVID awareness. The Fire Services form part of various working committees on municipal and provincial level such as the provincial Fire Safety working group, the norms and standards working group etc. As well as the Disaster Management Committee, District Command Council and the Provincial urban rescue team. This assists us to stay abreast with updated information and technological movement in the field of fire and rescue services.

The Fire and Rescue service participated in the Arrive Alive campaign during the festive season and over the Easter period which assisted with curbing the number of accident fatalities on our road during the holiday season.



Metropolitan Fire Service Data

	Details	Year -1	Year 0		Year 1
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Total fires attended in the year	995	1500	681	1500
2	Total of other incidents attended in the year	585	1500	623	1500
3	Average turnout time - urban areas	10 min	10 min	10 min	10 min
4	Average turnout time - rural areas	20 min	20 min	20 min	20 min
5	Fire fighters in post at year end	163	166	160	359
6	Total fire appliances at year end	21	14	12	21
7	Average number of appliances off the road during the year	9	8	12	7
T 3.21.2					

FIRE SERVICES: OBJECTIVES TAKEN FROM IDP

Service Objectives	Outline Service Targets	2019/2020		2020/21		2021/22	
		Target	Actual	Target	Actual	Current Year	Following Year
		Previous Year		Previous Year	Current Year		
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(ix)	(x)
Fire Services							
	% of fire calls responded to within 10 minutes	80%	84%	80%	84%	80%	80%
	% of rescue calls	80%	94%	80%	94%	80%	80%

	responded to within 10 minutes						
	No off in loco inspections conducted at EMS stations	12	39	12	39	12	12
	No of rural fire statistics reports submitted to the Department of Agricultural Forestry and Fisheries (Monthly & quarterly)	4	4	4	4	4	4
	No of Fire Risk Management Building inspections conducted	400	574	400	655	400	400
	% of hazardous substance inspections conducted (flammable liquids, transport, storage and controlling of hazardous substances)	100	100	100	100	100	100
	% of fire investigations conducted	100	100	100	100	100	100
	No of basic first aid and firefighting training conducted	60	97	60	97	60	60
	Fire Protection Association programmes monitored and maintained	15	22	15	47	15	15



**PIER - FIRE PREVENTION TRAINING
RANDWEST 9 MAY 2021**

Employees: Fire Services					
Job Level	Year -1		Year 0		
Fire Fighters	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Fire Officer & Deputy					
Other Fire Officers					
0 - 3	2	2	2	0	
4 - 6	7	7	7	0	
7 - 9	46	119	46	73	
10 - 12	97	191	97	94	
13 - 15	22	23	22	1	
16 - 18					
19 - 20					
Total	174	342	174	168	

*Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.*
T 3.21.4

Note: Clustered Public Safety together except for Disaster Management that is under 3.22.4

Financial Performance Year 2016/17: Fire Services					
R'000					
Details	Year 2015/16	Year 2016/17			Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
	Refer to chapter 5				

T 3.21.5

Capital Expenditure Year 0: Fire Services

R' 000

Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	Refer to chapter five (5)				

T 3.21.6



**MAJOR MVA ROAD CLOSURE N14
MULDRSDRIFT 3 SEP 2021**

Firefighting services of the West Rand District Municipality continued to provide assistance and respond to distressed calls promptly with the help of intervention approaches such as first responder principle which by its nature allows the municipality to draw resources from different sources in order to meet its objectives. It is a reality that despite the existing challenges the WRDM continues to provide a reputable service to its communities.

The WRDM Training Academy, currently registered at both the University of Johannesburg and the Quality Council for Trades & Occupations, was established to ensure that all fire and rescue operational staff members are trained and capacitated to such an extent that they exceed national norms and standards. The instructors are registered at the University of Johannesburg, LGSETA and MERSETA on Assessor and Moderator level as well. We are also a member of the University of Johannesburg Quality Assurance committee. These factors resulted in Professionalism, efficiency and effectiveness, which is maintained up to the highest level.

The 2020/21 Proficiency Training Program has been implemented established to serve the members of the department as a reference for the training requirements and opportunities throughout the 2020/21 calendar year. This training plan provides a balanced schedule throughout all scheduled

training topics and objectives to ensure that all department personnel are trained in all disciplines and hazards encountered within the WRDM. The Proficiency Training Program are combined with minimum shift standards, specialty training, impromptu operational scenarios, and scheduled opportunity training which form a comprehensive training program to meet the current as well as the future needs of the department.

The training program includes discipline specific training for the Rapid Intervention Team members and Instructors as well. The inclusion of these disciplines within the training plan ensures that all training is accounted for and that all members of the department receive the training necessary to perform the duties required as a member of the Emergency Management Service. This plan is directed at all personnel, regardless of rank, and meets the objectives established in the Strategic Plan.

The Proficiency training program was changed as the year progresses to address specific challenges, inclusive of Covid - 19, Staff availability, equipment availability and transport challenges.

The following courses were conducted by the academy during the period under review:

Training module	Date	Comments
INDUSTRIAL & AGRICULTURAL RESCUE	28 – 30 September 2020	17 Students (WRDM) (Attendance registers attached)
MAHINDRA 4 X 4 GRASSFIRE UNITS	08 August – 02 September 2020	32 Students (Mogale) (Attendance registers Attached)
MAHINDRA 4 X 4 GRASSFIRE UNITS	15 – 22 September 2020	22 Students (Merafong) (Attendance registers Attached)
MAHINDRA 4 X 4 GRASSFIRE UNITS	27 & 30 September 2020	8 Students (Rand West) (Attendance registers attached)
COVID – 19 / LIFE SKILL DEVELOPMENT	07 – 08 October 2020	26 Students (Mogale) (Attendance register attached)
COVID – 19 / LIFE SKILL DEVELOPMENT	14 October 2020	12 Students (WRDM) (Attendance register attached)
COVID – 19 / LIFE SKILL DEVELOPMENT	05 November 2020	6 Students (Randwest) (Attendance register attached)
COVID – 19	25 November 2020	12 Students (P/S) (Attendance register attached)
MAHINDRA 4 X 4 GRASSFIRE UNITS	03 / 06 October 2020	7 Students (Merafong) (Attendance registers Attached)
MAHINDRA 4 X 4 GRASSFIRE UNITS	10 October 2020	5 Students (Mogale) (Attendance registers Attached)
ROPE RESCUE	27/30 October / 01 November 2020	17 Students (Randwest) (Attendance registers Attached)
LADDERS	13 January 2021	6 Students Attendance/Certificate of attendance attached
FORCIBLE ENTRY TOOLS	14 February 2021	6 Students Attendance/Certificate of attendance attached
PUMP OPERATOR	10 January 2021	4 Students Attendance register attached
PUMP OPERATION	28 January 2021	5 Students Attendance register attached

PUMP OPERATOR (LEAKING OUTLETS DURING OPERATION)	28 January 2021	4 Students Attendance register attached
PUMP OPERATOR (LEAKING OUTLETS DURING OPERATION)	31 January 2021	4 Students Attendance register attached
BASIC FIRST AID	11 & 12 March 2021	11 Students Attendance register attached
BASIC FIRE FIGHTING	18 & 19 March 2021	11 Students Attendance register attached
SCBA DONNING & DOFFING	22 March 2021	7 Students Attendance register attached
HOSE DRILLS & ENDURANCE	29 March 2021	5 Students Attendance register attached
LADDER & STRENGTH TRAINING	30 March 2021	6 Students Attendance register attached
PHYSICAL TRAINING	01 – 30 April 2021	24 Students Attendance register attached
DEEPLIFTING	03 April 2021	6 Students Attendance register attached
MAKING UP HOSES (HOSE DRILLS)	08/14/19/28/04/2021	13 Students Attendance register attached
DONNING & DOFFING OF SCBA	25 April 2021	6 Students Attendance register attached
HYDRANT INSPECTIONS TRAINING	26 April 2021 03 June 2021	22 Students Attendance register attached
RESCUE: HYDRAULIC EQUIPMENT	28 April 2021 02/25 June 2021	22 Students Attendance register attached
CHAIN OF COMMAND	29 April 2021	23 Students Attendance register attached
FIRE GROUND OPERATIONS	29 April 2021	4 Students Attendance register attached
SCENE MANAGEMENT	30 April 2021	4 Students Attendance register attached
FOAM APPLICATION	10 May 2021 01 June 2021	9 Students Attendance register attached
FLOAT PUMP OPERATION	17/20/22 May 2021	14 Students Attendance register attached
ROPE RESCUE	23 May 2021	5 Students Attendance register attached
GRASS UNIT PUMP OPERATION	23/25 May 2021	10 Students Attendance register attached
PUMP OPERATION AND HYDRANT PICK-UP	27 May 2021	4 Students Attendance register attached
THATCH ROOF FIRES	01 June 2021	9 Students Attendance register attached
BASIC FIRE FIGHTING BOTH SHIFTS	06 June 2021	25 Students Attendance register attached
RESCUE ACTION PLAN	07 June 2021	7 Students Attendance register attached
ABSAILING	11 June 2021	8 Students Attendance register attached
CHAINSAW OPERATION	15/27 June 2021	17 Students Attendance register attached

FIRE FIGHTING & FOAM INDUCTION	19 June 2021	12 Students Attendance register attached
RESCUE JACK - STABILIZATION	27 June 2021	6 Students Attendance register attached



The proactive component of the WRDM Fire Services consist of the Fire Risk Management section, Public Information Education Relations and Fire Protection Associations.

By placing the above three components under one unit, the municipality inter alia intended to achieve an aligned holistic approach of providing fire safety/prevention through the following steps:

The Fire Risk Management unit were not spared the ravages of COVID and as such it had an impact on the availability of personnel to ensure the smooth running of the section, but despite this the dedicated and professional members still managed to fulfil their functions and the three sections still managed to achieve a smooth synergy between fire causes detection, inspections and public training to ensure that we see a drop in the number of fatal fire incidents

The Fire Risk Management section also ensure compliance with all relevant building, hazardous material and veld fire legislation to minimise the risk of fire ignition and spread. This is done through rigorous compliance inspections of new and existing developments, building plan approvals and fire causes investigations. This was done to ensure that all community members comply with the norms and standards that ensures safe building practices. Vehicles transporting dangerous goods are inspected on a regular basis to ensure the safety of all our road users.

During the period under review the fire risk management unit conducted the following inspections on identified high risk areas in the region:

- 655 Building inspections;
- 742 Hazardous substances inspections;
- 78 Fire investigations; and
- 354 Building Plans approved in line with the National Building Regulations and By-Laws

The closure of many businesses due to the COVID pandemic placed a damper on the number of inspections conducted and building plans submitted. The section assisted with inspections at homeless shelters and quarantine sites to ensure the safety of the inmates. The section assisted businesses that were deemed essential services with compliance issues and assisted law enforcement agencies with the enforcement of the COVID 19 Regulations. The Fire Risk Management section continued to function during the lockdown and still assisted the public in a prompt and effective manner.

The Emergency Management Services coordinate the functioning and operations of the 11 Fire Protection Associations established and registered with the Department of Agriculture, Forestry and Fisheries. An umbrella Fire Protection Association was established to manage and coordinate the Fire Protection Associations. The function is placed under the auspices of the Fire Risk management section, in that the prevention of veld and forest fires forms a major part of the veld fire strategy. 47 fire safety audits were conducted to the existing 11 fire protection associations throughout the district. Regular compliance inspections are conducted throughout the district to ensure compliance with the National Veld and Forrest Fire act.

These programmes promoted the prevention of wild land fires which would have been impactful owing to a good rainy season and the high fuel load as a consequence. 11 Pre winter fire plans were drafted to ensure a uniform approach in dealing with the veld fires during the fire season. Three working on fire teams are deployed in the area under the command and control of the respective Regional Commanders to assist with veld fire prevention and suppression operations. Due to the COVID regulations the number of Working on Fire members were monitored and placed into smaller teams to ensure a continued service. With the diversification of the regional economy, the sustaining of agricultural and farming activities has become pivotal for the West Rand, in that agriculture has become the possible future economic base of the West Rand.

Public Information Education Relations (PIER), in its effort to capacitate community members on emergency related incidences, conducted a total of 132 awareness engagements on learn not to burn, paraffin, gas and candle safety as well as grassfires prevention. Community members were also trained on basic firefighting and basic first aid. The PIER section works closely with external stakeholders such as ESKOM, Paraffin safety council and various other government institutions to ensure that all relevant information is distributed to the community.

The PIER section embarked on a programme in conjunction with COGTA to install smoke detectors and safety stoves free of charge to vulnerable sections of our communities and as such to enhance the safety of such community members. The PIER section assists the local CPF'S with fire and first

aid training. Due to the COVID pandemic the number of awareness engagements decreased as the schools were closed and places where the aged is housed did not allow visitors. The PIER section assisted with COVID awareness at various places such as malls and public spaces. The PIER section spread their awareness messages through social media and reached approximately 8 449 people especially with COVID awareness material.



3.22 OTHER (DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL, CONTROL OF PUBLIC NUISANCES AND OTHER)

The provision of Disaster Management in the District is conducted in terms of Chapter 5 of the Disaster Management Act 57 of 2002, which covers the following:

- Compliance with Disaster Management Framework;
- Establishment of the Disaster Management Centre;
- Pro-active and Re-active Disaster Management services;
- Functioning of Disaster Management Advisory Forum;
- Preparation of Disaster Management Plans by Municipal Entities; and
- Implementation of Disaster Management plans for the Municipal areas

Disaster management is a continuous and integrated multi sectoral and multidisciplinary process of planning and implementation of measures aimed at district wide disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipality to develop a disaster management plan as an integral part of the Integrated Development Plans, whereas the said plan seeks to establish an arrangement and a process to adequately deal with disasters and disaster management related incidents.

The mission of the West Rand District Municipality's Disaster Management Centre (107) is to maximise disaster resistance of the WRDM's residents and communities, its public and private sector and its economy, through the coordination of all hazard prevention and preparedness and mitigation, response and recover activities, within the framework of sustainable development in the district.

The West Rand District Municipality in establishing a District Disaster Management Unit was privy to the fact that the poor, often are the group most vulnerable to environmental degradation. They live on the most marginal land, often in overcrowded conditions, whereas Lack of access to sewerage, sanitation or waste disposal services can have a harmful effect on the poor, who can least afford to bear these costs. The poor are also those most at risk in cases of major floods, fires, earthquakes or other hazards. Protection of the poor from environmental degradation is thus a key element in anti-poverty strategies at the local level. The most important step is for the municipality to become more aware of environmental risk and its incidents amongst different groups in the population and to prepare contingency programmes for emergency response, relief and measures for disaster prevention, preparedness, mitigation and awareness.

T 3.22.1

The WRDMs Disaster Management Centre has developed its new Disaster Management Framework which was adopted and approved by the WRDMs council on 30 July 2020.

With the establishment of the District Disaster Management Centre the municipality also established a communication centre/disaster management centre (107) which operates as a conduit of information on emergency and disaster management related issues between the West Rand District Municipality and its active stakeholders such as the three constituent local municipalities, National and Provincial Disaster Management Centres, other organs of state, communities etc.

The Disaster Management Centre (DMC) identifies, prevents or reduces the occurrence of disasters and softens the impact of those that cannot be prevented. The WRDM DMC also facilitate the coordination, integration and efficiency of multiple emergency services and other essential services to ensure that these organisations work together, both pro-actively through risk reduction, planning and preparedness; and reactively through response, relief, recovery rehabilitation, and awareness.

It is the DMC's responsibility to prepare and execute the WRDMs Disaster Management Plan. The Disaster Management Plan is driven by a Disaster Management Advisory Forum, which is a multi-disciplinary team that executes contingency plans, and also forms an integral part of the WRDMs IDP. In the event of a disaster or a large scale emergency, the Joint Operations Centre (JOC) assembles in the Disaster Management Centre (DMC), and acts as a central information point to communicate swiftly with the public during emergencies.

During the period under review the disaster management unit was manned 24 hours. However, it needs to be noted that there were some resignations and the sad demise of a colleague through the 2020/21 financial year. The 107 Emergency Operations Centre deals with essential services complaints, and life threatening emergencies, on a 24-hour basis.

Most of the calls received by the 107 Centre are service-related complaints. These complaints are then given through to the respective local municipality to ensure service delivery for each and every member of public. The Local municipalities provides the 107 centres with the relevant information for who is on standby after hours and on weekends, to make service delivery seamless and efficient throughout the district.

The 107 Centre is also in direct radio communication with the CPFs in the Mogale Region and hereby also saves a lot of time in bringing services to the people.

The Communication HUB that was introduced, makes use of 3 tablets that are mounted to the consoles inside of the 107 Centre. The tablets are loaded with WhatsApp® and community members can request services or register complaints by sending a mere WhatsApp® message to the 107 Centre. This was created in the form of a WhatsApp® groups that have been created called: Mogale Response Services, Fochville Response Services, Merafong Response Services, Magaliesburg Response Services. Within this group are members from all services including SAPS, Mogale Traffic, Fire and Rescue, Disaster Management, Community Safety, NetCare 911, ER24, Towing Services, CPF's, FPA's, Disaster Management Volunteers and Fire and Rescue Reservists. The 107 Centre WhatsApp® numbers are: 082 905 5199, 068 571 8146, 068 570 4585.

The following information is shared through the Communication HUB (not limited to):

- COVID-19 Information
- Municipal Supply Matters
- Emergency Matters (Such as to avoid areas)
- General Government Information

The WRDMs DMC also assists the Gauteng Provincial Traffic and Health Services with tents during roadblocks, temporary screening and testing sites at various clinics throughout the district.



The DMC facilitates the Command Centre Meetings to curb, contain and control the COVID-19 Pandemic. The meetings are convened weekly, where information is disseminated by respective work streams prior to the meetings. The information is then consolidated for presentation to the District Command Council and subsequently the Provincial Command Centre.

The following projects and programmes are focused on reduction of vulnerabilities:

- **Risk and vulnerability assessment:**

Vulnerability from a Disaster Management perspective refers to a combination of risk aspects ranging from physical, economic, social, environmental and political vulnerabilities. A municipality that cannot effectively deal with its risk is prone to subjecting its wellbeing to vulnerabilities and ultimately becoming vulnerable in all aspects.

The District conducted risk & vulnerability assessments which culminated in the compilation of the Composite Risk Profile as contained in the District Disaster Management Plan which forms an integral part of the Integrated Development Plan of the WRDM. The WRDMs Disaster Management Plan also serves as directive tool for disaster management priorities, activities and

strategies within the district; hence during the period under review the WRDM conducted six (6) risk and vulnerability assessments in consultation with the three (3) constituent local municipalities.

These assessments were focused on reducing possible risks within the vulnerable communities' infrastructure, education and economic investments. During the period under review twenty-four (24) risk and vulnerability assessments and twenty-four (24) water bearing infrastructure assessment we conducted respectively in the areas of the three local municipalities in the region. These were done to so as to prevent any possible sinkhole formation and ground subsidence as a result of ingress of water into compromised bedrock.

- **Disaster response, relief and recovery:**

During the period under review, disaster relief referred to as the provision of humanitarian assistance in the form of material aid and emergency medical care necessary to preserve human lives and property was provided to the community of the West Rand in different ways.

It also enabled affected families to meet their basic needs for medical and health care, shelter, clothing, water and food. Relief supplies or services were typically provided, free of charge, in the days and weeks immediately following the sudden onset of the event. The South African Food Bank and the Red Cross assisted in this regard.

Disaster management programmes in relation to the provisions of the District Disaster Management Plan which is also in concurrence with the National Disaster Management Act. It is important to also indicate that 100% disaster related incidents reported and identified were responded within 24 hours. The effective functioning of the West Rand District Municipal Disaster Management Advisory Forum strengthened the overall readiness of the unit and also encouraged the culture of multi-sectoral and multi-discipline approach on disaster related issues in the region.

- **Risk profiling the West Rand:**

The regional composite risk profile information gathering was conducted during the period under review. Amongst these fundamental risk areas, the process still revealed that the greatest risk in the West Rand is inter alia flooding led by ineffective storm water drainage systems, dolomite ground, veld and informal house fires particularly affecting all densified informal settlements in the area of jurisdiction. The composite risk profile of the West Rand also demonstrate that the region has well over two-hundred (200) informal settlements.

The WRDM DMC has established a Steering Committee in Merafong to manage and coordinate the sinkholes in the Merafong area.

- **Development of evacuation plans & drills:**

As one of precautionary measures evacuation plans and drills were conducted to various high-risk establishments throughout the region, the drills were aimed at testing the readiness and also ensuring safe passage of human beings and animals during any disaster related incident involving these institutions. The institutions referred herewith were but not limited to hospitals, schools,

factories/industries and institutions of National, Provincial and Local Government. During the year under review a total of twenty-four (24) evacuation plans and drills were conducted in high-risk establishments such as hospitals, malls and schools in the region as a whole.



Employees: Disaster Management, Animal Licencing and Control, Control of Public Nuisances, etc					
Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalent)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	1	0	1	
4 - 6	1	2	1	1	
7 - 9	14	18	14	4	
10 - 12	14	23	14	9	
13 - 15					
16 - 18					
19 - 20					
Total	29	44	29	15	
T 3.22.4					

Note: Clustered Disaster Management & Community Safety

Financial Performance Year 0: Disaster Management, Animal Licencing and Control, Control of Public Nuisances, etc		
R'000		
Details	Year -1	Year 0

	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	3	-	9	6	100%
Expenditure:					
Employees	2 139	2 079	2 049	2 072	0%
Repairs and Maintenance					#DIV/0!
Other	131	169	47	47	-263%
Total Operational Expenditure	2 270	2 247	2 096	2 118	-6%
Net Operational Expenditure	(2 267)	(2 247)	(2 087)	(2 112)	-6%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					T 3,22.5

COMPONENT H: SPORT AND RECREATION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites. All facilities that are mentioned above belong to the four local municipalities.

3.23 SPORT AND RECREATION

INTRODUCTION AND OVERVIEW OF SPORTS, RECREATION, ARTS AND CULTURE (SRAC)

The Department Health and Social Development within the district coordinate and support the four Local Municipalities within the District. Therefore, whilst coordinating services by various government departments, the department supports by identifying gaps and providing for such.

As a coordinating and support structure, the WRDM is responsible for SRAC activities that work towards achievement of ensuring that the WRDM personnel practice healthy living style. Over and above the WRDM supports identified schools with coaching clinics in the sporting codes of soccer, volley ball and netball.

Other activities are those of supporting primary schools in promoting reading clubs, arts and cultural groups.

The unit focus mainly on primary schools and ECDC'S by offering support to various schools with sports & arts, in the following codes: Soccer, Netball and Volleyball. Extracurricular activities under life skills in the following genres: Pantsula, Traditional Dance and Choral music were offered. Due to the scourge of the pandemic sport codes were put on hold until further notice, therefore, only physical educational support could be provided for grades five (5) and six (6) under life skills.

A number of Early Childhood Development Centres were supported with resources in the form of books and advisory services; these helps in developing children story-telling and reading skills. The unit has been in the forefront supporting in kind a number of community activities jointly with the Gauteng Department of Sports, Art, Culture and Recreation together with the municipalities.

SPORTS EVENTS & ARTS ACTIVITIES

Women in Sports Awards

This event was held on the 14 of September 2020 at the Imbizo Chambers at the West and District Municipality. The event was graced by the Executive Mayor of the District together with the MMC Sports. One hundred and ninety six women were nominated in West and only 68 received the awards.

Recreation in Communities

The unit supported the Collossus Athletic Aerobics on the 23rd of September at Mohlakeng Recreation Centre.

School Sport

On the 22nd of September the unit visited the Hoërskool Monument but due to COVID 19 Pandemic the schools are behind with the curriculum and are in the process of catching up therefore the unit was forced to do COVID 19 exercises with the learners.

Soccer Tournaments

This event happened at Greenhills Stadium on the 24th September 2020, and it was sponsored by an Individual named Mr Douglas. There were four teams one from Kagiso, Mohlakeng, Randfontein and Westonaria. The winning team received trophies and medals. Best players who will represent the region were selected from all the clubs on the day

West Rand Regional Netball Tournament

Throughout the years the region struggled in getting more diverse cultures to be part of the teams but at last this time more than 10 minority groups participated in the games. This happened at the regional games that happened at Western Deep Levels in Careltonville Merafong on the 24 October 2020. Under 19 and senior female teams who were selected represented the region at the championships games from 5-12 December 2020 in Limpopo.

Rand West Cancer Fun Walk

The events were held on the 25 of October 2020 at the Greenhills stadium at the Rand West Municipality. The unit supported the event and some of our officials attended. The main purpose was to educate the Rand West City communities of the dangers of cancer to both males and females. It was graced by the Rand West City MMC Sports

Verto Fitness Training

The unit supported the abovementioned fitness training on 22 February 2021 and was held at Greenhills Stadium. This kind of training brings the Rand West City diverse cultures together and also assist everyone to live healthy.

Provincial Aerobic Instructors Workshop

The workshop was held at Kagisho Memorial Museum on the 26 February 2021 The 30 attendees learned how to coach and do some of the palates exercises on the day.

Soccer tournament

This game was held in Toekomsrus Stadium on the 13 March 2021 and the unit formed part of the games. This match was between the Oasis Football Club and Zenzele Masters and both clubs are from Rand West City.

Good Example Fitness Solutions

The unit further supported the aerobic and fitness solutions on the 9 March 2021. That took place at the Kagiso Memorial Museum in Mogale city.

ANNUAL WEST RAND MARATHON

The 10 km virtual marathon took place on the 21 March 2021. Only Merafong municipality was represented but this is due to the issue of online registrations.

The O.R Tambo Soncini Social Cohesion Games (ORTSSC) Meeting

The abovementioned meeting was held: 7 of April 2021 at Meelsemajh Boardroom at the West Rand District Municipality. The draft proposal and schedule for regional games were received and the games commenced in May 2021.

REPORT ON SACR PROGRAMS

PROGRAM NAME OF INSTITUTION DATE & AREA:

- Reading & Storytelling at ECDCs
- Supported the following ECDCS: Onkarabetse
- Thakaneng King's Kids and covered 25 kids.
- Thutoboswa ECDC Mohlakeng Rand West City 28 S 2020
- Khutsong Merafong
- Magalies in Mogale City: 29 March 2021
- Zuurbekom RandWest City 30 April 2021

PROGRAM NAME OF INSTITUTION DATE AND AREA

Establishment of Arts through development of Choir and Traditional Dance Groups this covered the following schools:

- Thutobokamoso Primary School
- Naya Boswa, Brandvlei Tarlton Primary School
- Schaumburg C/S,
- FJL Wells Primary School
- Tarlton Primary School (17 September 2020)

MOGALE

Supporting schools through sports activities with Physical Education (balancing, catching and throwing) this covered the following schools:

- Lesego Primary School
- De Poort Primary School
- FJL Wells Primary School
- Tarlton Primary School
- Mbulelo Primary School
- Maloneys Eyes Primary School

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.24 EXECUTIVE AND COUNCIL

The Municipal Council of the WRDM consists of 44 councillors who are made up of councillors elected on a proportional basis throughout the whole area of jurisdiction of the WRDM and councillors elected from the four participating local municipalities.

26 Councillors are from the local municipalities and 18 councillors are proportionally elected. A comprehensive list of all the WRDM councillors is contained in Appendix A.

T 3.24.1

The Executive and Council Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Please refer to the 2020/21 Annual Performance Report									
									T 3.24.3

Employees: The Executive and Council						
Job Level	Year -1	Year 0				
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)	
	No.	No.	No.	No.	%	
0 - 3	4	8	4	4		
4 - 6	14	26	14	12		
7 - 9	5	10	5	5		
10 - 12	14	18	14	4		
13 - 15						
16 - 18						
19 - 20						
Total	37	62	37	25		

T 3.24.4

Note: Clustered MM & Institutional Planning, Transformation & Governance

Financial Performance Year 0: Disaster Management, Animal Licencing and Control, Control of Public Nuisances, Etc.		
R'000		
Details	Year -1	Year 0

	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Expenditure	Refer to chapter 5				
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.22.5

Capital Expenditure Year 0: The Executive and Council					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Refer to chapter 5					T 3.24.6

Financial Performance Year 0: The Executive and Council					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Refer to chapter 5					T 3.24.5

3.25 FINANCIAL SERVICES

The municipality's liquidity ratio is sitting at 12% (0.12: 1) in 2020 compared to 23% (0.23: 1) in the prior year (2019). The municipality has a negative net asset value of R95 million in 2020 compared to R116 million in prior year (2019). The municipality's financial situation is dire now, however the municipality is presently implementing a financial recovery plan. The impact of COVID-19 pandemic has worsen the financial situation, however the municipality received additional equitable share allocation COVID-19 financial relief, which was one of positive attributes contributing to a District surplus budget.

The municipality tabled final budget with a surplus of R1.1 million for 2020/2021 financial year. There were also emergency measures implemented in terms of reducing municipal expenditure through cost benefit analysis on municipality's contracts, of which the previous year reported budgeted deficit was decreased from R51 million into a surplus of R1.1 million. The municipality is in the process of pursuing various revenue enhancement strategies in consultation with its strategic partners both in National and Provincial government in order to improve the financial situation of the municipality moving forward.

Necessary measures are already being implemented through the approved Financial Turnaround Strategy and the Financial Recovery Plan (FRP) seven (7) strategies and reports on progress made are submitted to Gauteng Provincial Treasury (GPT), Gauteng Department of Co-operative Governance and Traditional Affairs (CoGTA), National Department of Co-operative Governance (DCOG) and National Treasury (NT) on monthly basis. The municipality further tabled its financial

turnaround strategy as part of the approved budget related Policies Council which is unpacked as follows:

- Short-term intervention includes placing strict cost containment measures and implementation of the outcomes of the cost benefit analysis conducted by the municipality, i.e. Out of fourteen (14) contracts which were reviewed, eight (8) were scaled down in terms of scope and price, three contracts which were deemed not to be revenue enhancing were immediately terminated. Three major contracts lapsed and were not renewed. Alternative ways were considered to ensure that service delivery is not compromised.
- Medium term interventions includes evoking other possible revenue enhancement streams, i.e. re-application for the authorization to introduce/the imposition of fire service levy in terms of the Municipal Fiscal and Powers Act, 2007 and the promulgation of the regional parking by-laws. Leasing/renting out of excess network infrastructure to generate revenue. Enforcement of the Parking By-Laws as a revenue enhancement tool.
- Long term interventions includes the restoration and implementation of powers and function of the district in terms of section 84 (1) (j) of the Municipal Structures Act, 1998. It also includes the alternative sustainable funding model for fire services function by Provincial government.

Despite implementing the above mentioned short term interventions, the municipality is still facing cash flow challenges with regards to the rendering of the fire services function. The impact of the turnaround strategy is anticipated to be realized in the second to third year of its implementation.

SERVICE PROVIDERS PERFORMANCE

The municipality is presently monitoring performance of service providers on the quarterly basis in terms of the service level agreements. Plans of actions are put in place where a supplier's performance is not satisfactory to the requirements of the signed service level agreement. These quarterly reports are tabled to the Performance audit committee for cognizance who tends to make recommendations in terms of efficiency and effectiveness of contract management.

SUPPLY CHAIN MANAGEMENT

Quarterly reports on the implementation of supply chain management policy were tabled to Council within 30 days after the end of each quarter for 2020/2021 financial year. Regulation 3(1) a, requires that the Accounting Officer review the SCM Policy at least once annually to ensure that it is aligned with the new legislative requirements. The policy was reviewed and adopted by council on 26 June 2019.

The municipality has an established Supply Chain Management Unit that operates under direct supervision of the CFO. On a continuous basis, the SCM unit of the municipality aims to improve on the operational processes and procedures pertaining to Supply Chain Management. As part hereof, Standard Operating Procedures will be reviewed and implemented in order to streamline internal process by removing obstacles that delays service delivery unnecessarily. This will ensure

continuous development of best practices in order to achieve a clean audit opinion from the Auditor General of South Africa.

All supply chain management contracts above a prescribed value were tabled to the municipal website in terms of section 75(1) (g) of the Municipal Finance Management Act. Four stock takings were done during this financial year, this is as per the legal requirements of the 2020/2021 SDBIP (one stock take per quarter). All approved contracts awarded through SCM processes are registered in the Contract Management Register to monitor expenditure and contract ends dates in order to commence with procurement strategy on time.

Employees: Financial Services					
Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	4	4	4	0	
4 - 6	4	4	4	0	
7 - 9	8	15	8	7	
10 - 12	3	3	3	0	
13 - 15	3	3	3	0	
16 - 18					
19 - 20					
Total	22	29	22	7	
<p><i>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days</i></p>					
<p>Note: Clustered SCM, Budget & Regional Support, Income & Expenditure and Fleet Management together</p>					T3.25.4

Financial Performance Year 0: Financial Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Refer to chapter 5					T 3.25.5

Capital Expenditure Year 0: Financial Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Refer to chapter 5					T 3.25.6

3.26 HUMAN RESOURCE SERVICES

The Human Resources Development function is composed of the following divisions:

- Occupational Health and Safety (OHS);
- Labour Relations;
- Skills Development;
- HR Administration and
- Employee Assistance Programme (EAP)

The unit supports strategic goal 4. Its inherent function is inward looking and is geared towards ensuring that the Municipality has relevant and sufficient staff members to allow it to meet its strategic objectives. This function becomes central as it is well documented that the success of any institution depends on the staff as they form a very critical contribution to the institution. The Human Resources unit plays a fundamental role in ensuring that the municipality through its relevant policies attracts, recruits, capacitates and retains the right type of resources with the necessary expertise.

POLICIES

The Human Capital Strategy was developed and is currently due for consideration at LLF. The Disclosure of Private Work Policy was drawn up.

Job Profiling

Human Capital is eighty percent complete with the Job Profile Exercise. What is now awaited is the delivery of the signed and approved job profiles from the various departments to ensure the completion of the project.

TRAINING AND DEVELOPMENT

Internship Programme

Learnership Programme

Work Intergrated learning

OCCUPATIONAL HEALTH AND SAFETY

OHS TRAINING CONDUCTED

The Coordinator OHS facilitated the following training / workshop for Cleaners:

- COVID – 19 and importance of workplace hygiene
- COVID – 19, Cleaning Protocol and use of PPE

NUMBER OF INSPECTIONS CONDUCTED

In total a number of 12 inspections were conducted during the year, 04 inspections were on the entire Municipality, and 8 were follow up inspections conducted on various Departments within the Municipality.

HAZARD INCIDENTS REPORTED

A total of 6 hazard incidents were reported within the Municipality of which 2 were incidents related to occupational diseases.

FUNCTIONALITY OF THE OHS COMMITTEE

OHS Committee within the Municipality are 70 % functional.

RISK ASSESSMENTS CONDUCTED

Risk assessments were conducted for the entire Municipality. Risk areas were identified and attended to and mitigation measures put in place.

NUMBER OF MEDICALLY TREATED INJURIES

6 injuries were medically treated, all 6 were minor incidents and there was no fatal incidents.

OHS COMPLIANCE LEVELS (%)

Currently the Municipality is deemed non-compliant with the OHS Act. This is as a result of the state of the municipal buildings. The Municipality is still working on implementing recommendations of the plan that was developed as and when budget is made available. The Covid-19 pandemic has made it further more difficult for the WRDM to comply with certain sections of the OHS Act and regulations. Budget still needs to be made available to ensure that maintenance of the buildings is in line and meet the building requirements.

EMPLOYEE ASSISTANCE PROGRAMME

Human Capital successfully hosted two Financial Wellness days during the year.

LABOUR LITIGATION

During the year in review the department was instrumental in ensuring the reduction of the number of matters that were referred to the Bargaining Council.

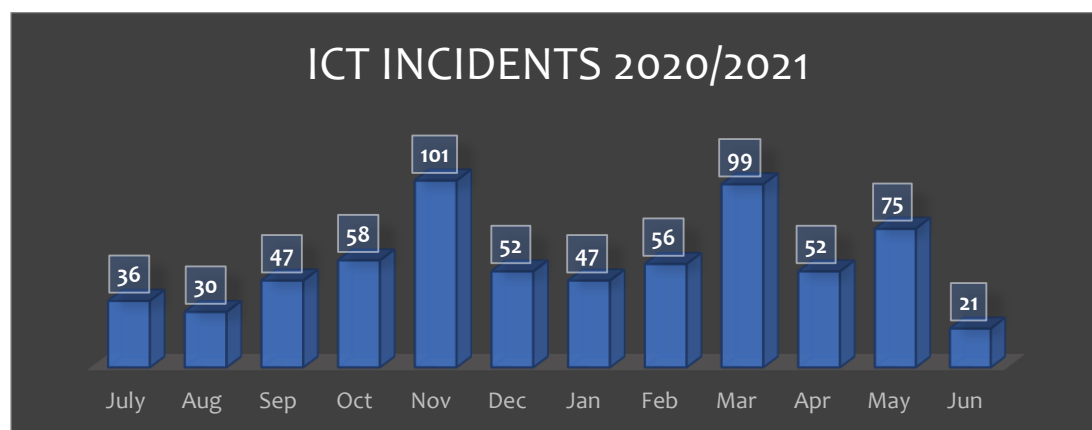


The disciplining and dismissal of employees accused of misconduct should be seen as reinforcing the Municipality's intention to uphold ethics and create a corruption free work place.

3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The Information communication and technology section is responsible for maintaining an enabling environment that's supports efficient and effective provision of ICT services within the WRDM.

For the year ending 30 June 2021, ICT has managed to efficiently manage the helpdesk through which all ICT related incidents and queries are logged. The helpdesk operating hours are 07:30am to 16:00 from Mondays to Fridays. In the reporting year, the ICT unit has managed to successfully resolve 674 incidents.



The ICT unit has managed to successfully enable remote working through the establishment of a virtual private network through which users were able to connect and access onsite resources throughout the various lockdown levels. ICT has ensured voice and data availability for remote work on Vodacom's 3G and LTE network.

ICT has successfully migrated all internet services to GBN (Gauteng Broadband Network) from 1 July 2020 with improved Local area network performance and Internet breakout improvement

ICT has successfully migrated all email services to the cloud using office 365 which has seen the municipality benefiting from improved email performance, less spam, more reliable and authentic email transmission, improved email uptime, increased email storage space and access to unlimited virtual meetings through Microsoft teams and One-drive for large email attachments.

ICT oversees the GIS (Geographic information systems) unit which is responsible for the creation, management and analysis of maps and spatial data in order to provide actionable data. In the current year under review, the unit has had over 250 new map designs and documents or Arcview and have attending to over 250 queries for which included exporting and email of maps.

ICT continues to be committed to providing excellent support services to the WRDM even with limited capacity and outdated infrastructure, ICT continue to strive for excellence.

ICT Services Policy Objectives Taken From IDP										
Service Objectives	Outline Targets	Service	Year -1		Year 0		Year 1	Year 3		
			Target	Actual	Target	Actual	Target			
Service Indicators			*Previous Year		*Previous Year	*Current Year		*Current Year	*Following Year	
(i)	(ii)		(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx										
Please refer to the 2020/21 Annual Performance Report									T 3.27.3	

Employees: ICT Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	1	0	1	
4 – 6	3	3	3	0	
7 – 9	5	7	5	2	
10 – 12	0	1	0	1	
13 – 15	1	2	1	1	
16 – 18					
19 – 20					
Total	9	14	9	5	

T3.27.4

Financial Performance Year 0: ICT Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	2 510	2 815	3 315	3 300	15%
Expenditure:					
Employees	6 106	7 133	6 327	5 940	-20%
Repairs and Maintenance	22	340	340	14	-2254%
Other	9 961	12 864	15 651	11 025	-17%

Total Operational Expenditure	16 090	20 337	22 318	16 980	-20%
Net Operational Expenditure	(13 579)	(17 522)	(19 003)	(13 680)	-28%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					T 3.27.5

3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

LEGAL SERVICES

LEGAL SERVICES

The mandate of this business unit is to consolidate and render all legal services and support to Council and its Administration. Central to this function is the responsibility to ensure compliance with legislative frameworks affecting the business of the Municipality. The purpose of the unit is to provide a comprehensive legal and logistical service to the municipality to safeguard the municipality's interest in all legally related matters.

Main functions of the unit include the following:

- Drafting and legal vetting of by-laws and Policies pertinent to Municipality.
- Providing of Legal Advice and Legal Opinions to Departments and to Council.
Carry out all administrative legal actions to ensure legal compliance by Council
Advice on the drafting and monitoring of service level agreements
- Provide sound legal advice and General Litigation support to Council
- Drafting of pleadings and Legal documents.
- Legal research
- Labour Litigation
- General advice and assistance on disciplinary matters.
- Representation of Council (CCMA, Courts and Private Arbitrations)
- General matters of compliance and risk management
- Management of external attorneys and service providers
- Responsible for the compilation of the Code of Delegations. With input from Senior Management

T3.28.1

LEGAL SERVICES

LITIGATION AND CONTINGENT LIABILITY

Due to the negative financial position of the Municipality and it not always being able to pay its outstanding debtors within 30 days, a number of legal cases were lodged against the Municipality during the course of the year. However, due to the ability to negotiate with debtors in terms of the Financial Recovery Plan, settlement agreements to pay of the outstanding debts were reached with the debtors concerned and the litigation process in all cases were halted. Litigation cases against the Municipality are well managed and the unit ensures the limitation of exposure of the Municipality.

CONTRACTS AND SLA

The unit administers the recording of contractual relationships entered into between the Municipality and third parties.

COMPONENT J: MISCELLANEOUS

This component includes: the provision of Airports, Abattoirs, Municipal Courts and Forestry as municipal enterprises.

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

2020/21 ANNUAL PERFORMANCE REPORT (APR) ANALYSIS

Read with Annexure A

Glossary of terms	
Abbreviation	Description
3Y	3 Years
AC	Audit Committee
AFS	Annual Financial Statement
AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
AOPO	Audit of the Predetermined Objective
APR	Annual Performance Report
CBD	Central Business District
CCTV	Closed Circuit Television
CFO	Chief Financial Officer
CI	Corporate Identity
CIM	Corporate Identity Manual
CRU	Community Residential Units
DCF	District Communication Forum
DID	Department of Infrastructure Development
DITP	Development & Implementation of District Integrated Transport Plan
DRD&LR	Department of Rural Development & Land Reform
DWIMP	District Wide Infrastructure Master Plan
EMF	Environmental Management Framework
RePMS	Regional Electronic Performance Management System
EPWP	Expended Public Works Programme
ESI	Employee Satisfaction Index

FPA	Fire Protection Association
GCIS	Government Communication and Information System
GFC	Gauteng Fashion Council
GIFA	Gauteng Infrastructure Funding Agency
GIS	Geographic Information System
H&SD	Health and Social Development
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HR	Human Resources
IA	Internal Audit
IDP	Integrated Development Planning
IGR	Intergovernmental Relations
JMPT	Joint Municipal Planning Tribunal
KPA	Key Performance Area
KPI	Key Performance Indicator
LGMIM	Local Government Management Improvement Model
LM	Local Municipality
MFMA	Municipal Finance Management
MM	Municipal Manager
MOA	Memorandum of Understanding
NDP	Neighbourhood Development Programme
NDP	National Development Plan
NYS	National Youth Services
OPCA	Operation Clean Audit
PMS	Performance Management System
POA	Programme of Action
PPP	Public Private Partnership

Q1	Quarter 1
Q2	Quarter 2
Q3	Quarter 3
Q4	Quarter 4
RMC	RMC- Risk Management Committee
RPRI	Regional Planning and Re-Industrialisation
RRAMS	Rural Roads Administrative Management System
RS	Retention Strategy
RTO	Regional Tourism Organization
RWSAF	Regional Water Services Authority Framework
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SETA	Skills Education Training Education
SHSP	Sustainable Human Settlements Plan
SLA	Service Level Agreement
SMMS	Small Medium Micro Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
TOR	Terms Of Reference
WRDA	West Rand Development Agency
WRDM	West Rand District Municipality
WSP	Workplace

PURPOSE AND BACKGROUND

The Annual Performance Report is hereby submitted to the WRDM Council in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 on annual reporting. This report covers the performance information from 01 July 2020 to 30 June 2021 and focuses on the implementation of the Service Delivery and Budget Implementation Plan (SDBIP), in relation to the Strategic Goals as encapsulated in the Municipality's Integrated Development Plan (IDP) for the year under review.

This report reflects actual performance of the Municipality as measured against the performance indicators and targets in its Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for 2020/21. The format of the report reflects the District's Key Performance Indicators (KPI) per regional outcome (Key Performance Area). Each regional outcome has a number of KPIs that the WRDM has utilised to ensure a more focused approach on the achievement of the development priorities. This report endeavours to report to Council the District's performance in line with its fourteen regional outcomes. Which are as follows:

- Regional Outcome 1 - Basic Service Delivery Improvement;
- Regional Outcome 2 - Accountable Municipal Administration;
- Regional Outcome 3 - Skilled, Capacitated, Competent and Motivated Workforce;
- Regional Outcome 4 - Ethical Administration and Good Governance;
- Regional Outcome 5 - Safe Communities;
- Regional Outcome 6 - Educated Communities;
- Regional Outcome 7 - Healthy Communities;
- Regional Outcome 8 - Sustainable Environment;
- Regional Outcome 9 - Build Spatially Integrated Communities;
- Regional Outcome 10 - Socially Cohesive Communities;
- Regional Outcome 11 - Reduced Unemployment;
- Regional Outcome 12 - Economic Development;
- Regional Outcome 13 - Robust Financial Administration; and
- Regional Outcome 14 - Institutional Planning and Transformation

LEGISLATIVE REQUIREMENTS

This Annual Performance Report has been compiled in compliance with the requirements of section 46 (1) of the Local Government: Municipal Systems Act, 32 (Act 32 of 2000); which stipulates as follows:

- (1) *A municipality must prepare for each financial year a performance report reflecting—*
 - (a) *The performance of the municipality and each external service provider during that financial year;*
 - (b) *A comparison of the performance referred to in paragraph (a) with targets set for performance in the previous financial year; and*
 - (c) *Measures taken to improve performance.*

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.” Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organisation as well as the external service providers and the municipal entities.

Concerning role players in line with performance processes of the Municipality, from a good governance perspective. On 1 January 2017, the municipality appointed its Performance Audit Committee (the Committee) in terms of the Local Government Municipal Planning and Performance Management Regulations (R796 dated 24 August 2001).

The objective of the Performance Audit Committee is to be advisory in nature with matters relating to both Individual and Organisational Performance.

The Committee has to assist the Municipality in achieving the following:

- (i) review the quarterly reports submitted to it in terms of sub-regulation (1)(c)(ii);
- (ii) review the Municipality's Performance Management System and make recommendations in this regard to the Council of the Municipality; and
- (iii) at least twice during a financial year submit a report to the Municipal Council.

The Performance Audit Committee is properly constituted and functions in accordance with provisions of the performance management regulation stated above and other relevant Acts, Regulations, Policies, etc.

The Committee membership is as follows:

- Mr. P. Mongalo (*Chairperson*) - External
- Mr. P. Fourie – (External)
- Dr. K. Govender - (External)
- Mr. A. Bashir – (External)
- Mr. A Mangokwana (External)

The Committee activities:

Since its appointment, the Committee has, *inter alia*, reviewed/considered and made recommendations on the following reports:

- Service Delivery & Budget Implementation Plan (SDBIP's);

- Organizational quarterly performance report;
- Annual Report;
- Follow-up on issues raised by the Auditor-General in the Audit Report 2016/17; and
- Performance Management System and Performance Information.

PAC MEETING ATTENDANCE

PAC Members	Total PAC meetings 2020/21	Total Attendance	Total Non-Attendance
Percy Mongalo (Chairperson)	3	3	0
Piet Fourie	3	3	0
Bashir Ahmed	3		0
Dr Roger Govender	3	3	0
Andries Mangokwana	3	2	1

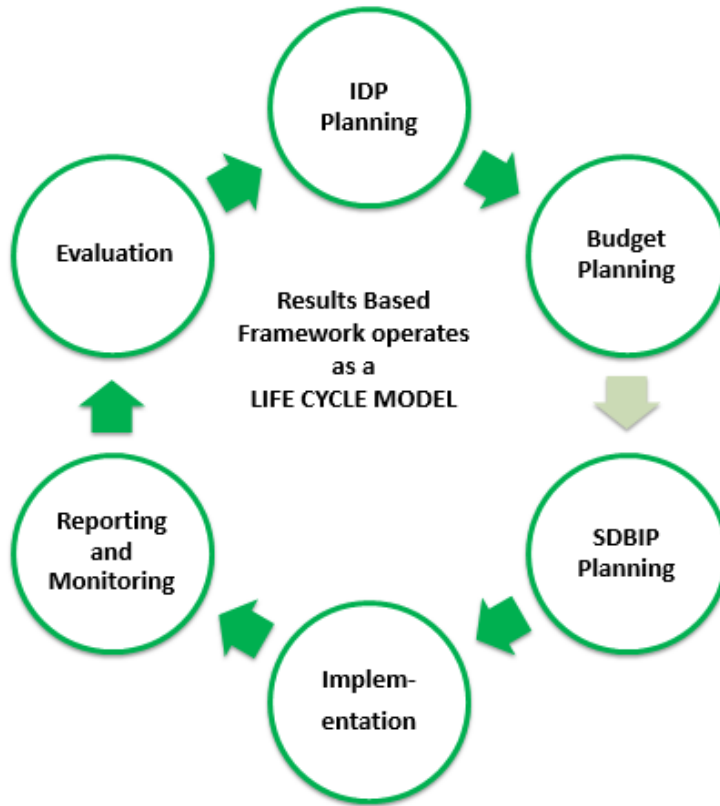
MUNICIPAL OVERVIEW

- Vision: Integrating District Governance to achieve a better life for all;
- Mission: To provide an integrated and excellent developmental district governance system in the West Rand; and
- Core values: pride, integrity, responsibility, innovation and teamwork

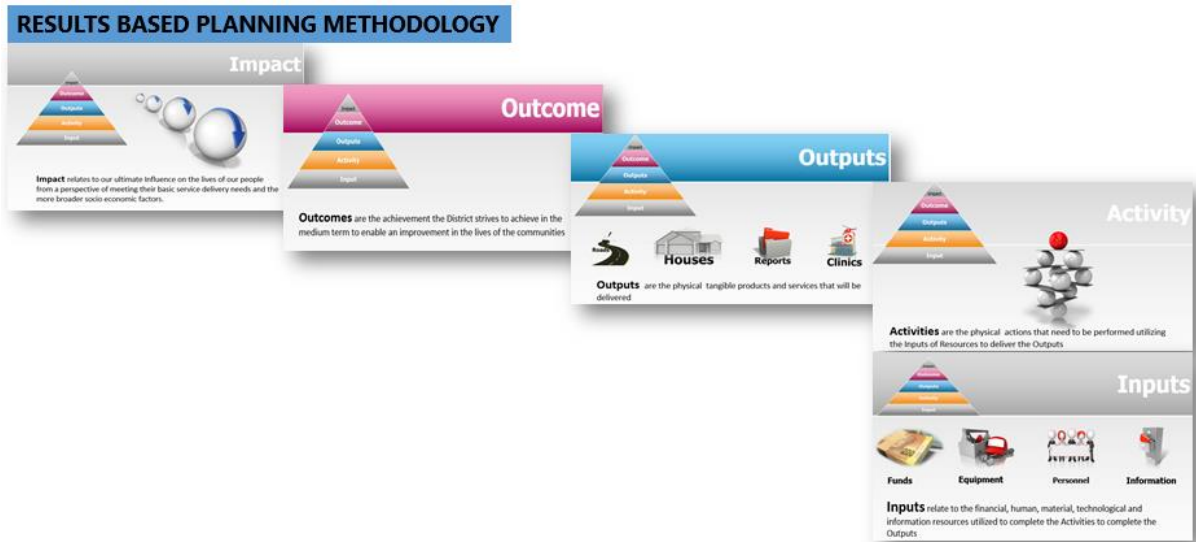
PERFORMANCE MANAGEMENT OVERVIEW AND PROCESS

The District assumes a Results Based Planning methodology in line with managing its performance information (predetermined objectives). For the period under review, in June 2019, the District approved its annual scorecard (SDBIP) which contained the following indicator levels: Outcome Indicators, Output Indicators and Activity Indicators and Input Indicators.

The performance cycle of the District is as follows:



The diagrams below provides a depiction of Results Based Planning Methodology:



FINANCIAL PERFORMANCE

Refer to chapter 5

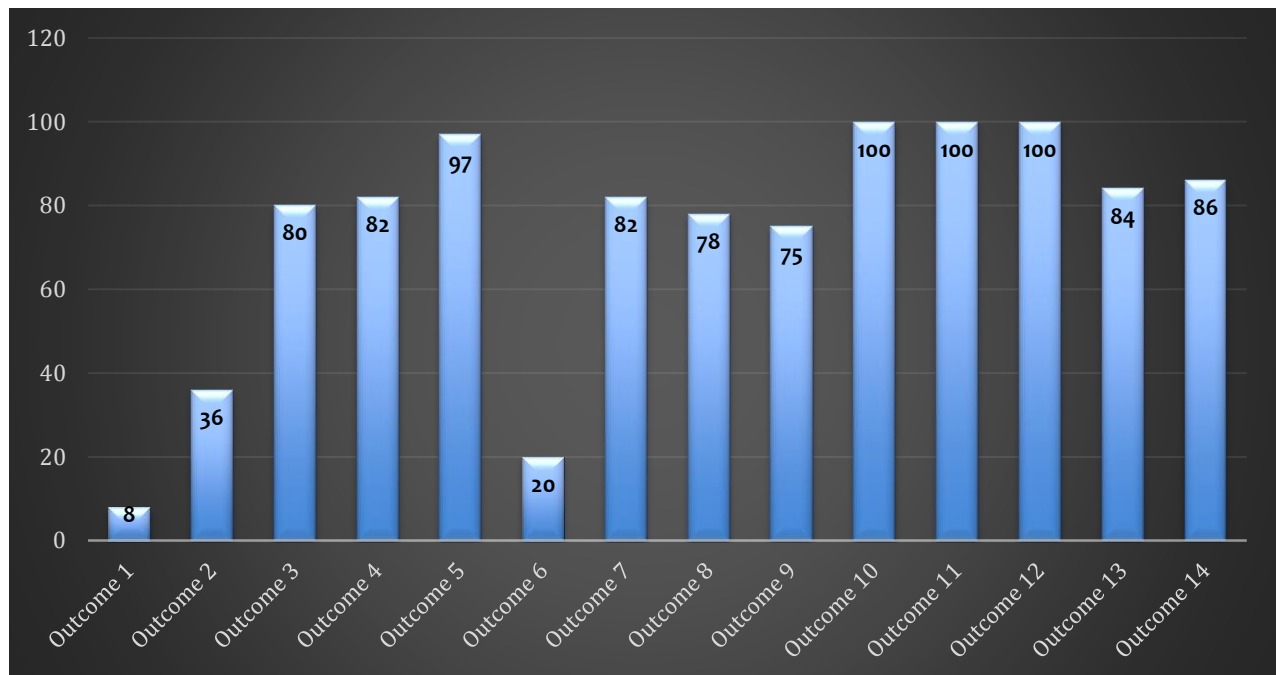
3. DATA INTEGRITY

The PMS Division performed data integrity on all performance information contained on the report. The data integrity process has been done in line with the Framework for Managing Programme Performance Information as issued by National Treasury.

4. MANAGEMENT RESPONSIBILITY

Management provides quality assurance on the portfolio of evidence submitted to the PMS Division and subsequently for audit purpose.

4. ANNUAL PERFORMANCE PER OUTCOME



In line with the graph above, municipal performance flows from a high of **100%** to a low of **8%**.

Variations and improvement plans detailed as follows:

Outcome 1:

The following targets could not be achieved due to non-submission of reports at the MMC's Forum:

- Number (2) of Reports on the Implementation of Indigent Programme Framework by Local Municipalities submitted to Portfolio Committee /Maycom

- Number (2) of Reports on the Implementation of Regional Electricity Framework by Local Municipalities submitted to Portfolio Committee /Maycom
- Number (4) of reports on the process to develop an integrated infrastructure master plan developed
- Number (2) of Reports Developed to Monitor the Implementation of the District Integrated Transport Plan (DITP) submitted to Portfolio Committee/Maycom
- Number (4) of reports on visual assessment regional internal roads and stormwater networks
- Number (2) of Reports on the Maintenance Activities of Reliable Storm Water Infrastructure
- Number (2) of Reports on the Implementation of Regional Road Maintenance Plan
- Number (2) of Reports on the Implementation of Gravel Maintenance Roads Plan
- Number (2) of Reports on the Implementation of Potholes Maintenance Plan
- Number (1) of Reports on the Monitoring of the Provision of Quality and Reliable Sanitation and Waste Management
- Number (2) of Reports on the Implementation of the Sanitation Infrastructure Framework by Local Municipalities submitted to Portfolio Committee /Maycom
- Number (2) of Reports on the Maintenance of Sewer Infrastructure by Local Municipalities submitted to Portfolio Committee /Maycom
- Number (2) of Reports on the Provision of Reliable Water Supply by Local Municipalities submitted to Portfolio Committee /Maycom
- Number (2) of Reports on the Maintenance of Efficient Water Treatment Infrastructure by Local Municipalities submitted to Portfolio Committee /Maycom
- Number (2) of Reports on the securing of strategic source of Water Supply by Local Municipalities submitted to Portfolio Committee /Maycom
- Number (2) of Reports on improvement initiatives for Water Services Infrastructure and Maintenance by Local Municipalities submitted to Portfolio Committee /Maycom
- Number (2) of Reports on implementation of Water Loss Strategies by Local Municipalities submitted to Portfolio Committee /Maycom
- Number (1) of reports on the establishment of formalised regional water services authority.
- Number (4) of reports on planned electrical activities by Local Municipalities
- Number (2) of reports on implementation of Regional Electricity Infrastructure Maintenance Policy by Local Municipalities.
- Number (2) of reports on implementation of Framework plan on maintenance of Electricity Infrastructure by Local Municipalities
- Number (2) of reports on implementation of Regional Electricity Loss Strategy by Local Municipalities

Outcome 2:

The following targets could not be achieved:

- Number (4) of reports on implementation of programmes to strengthen Councillor Accountability

- Number (1) of assessments of the Executive Committee (MMCs)
- Number (8) of councillor (MMCs) performance agreements compiled and signed
- Number (1) of legislative compliance checklist developed
- Number (4) of reports on implementation of active citizenry programmes
- Number (1) of Councillor Trainings conducted
- Number (4) reports on implementation of sustainable Governance for Local Communities programmes

Outcome 3:

There were 2 only targets not achieved:

Number (1) of employee Awareness initiatives undertaken

Number (1) of performance management cascade initiatives undertaken

Outcome 4:

There were 2 only targets not achieved:

Number (44) of financial disclosure forms completed by councillors

Number (4) of Reports on the Status of the Political Governance (IGR) initiatives undertaken

Outcome 5:

The following could not be achieved under community safety:

Number (36) of Community policing forums engagements to address community participation against crime

Outcome 7:

The following targets could not be achieved due to covid-19 regulations:

- Number of food training sessions conducted in line with food safety legislation
- Number (480) of water samples taken for analysis in line with SANS 241
- Number (288) of all training sessions held on promotions of Municipal Health Services by laws

Outcome 8:

From an environmental sustainability perspective the following could not be achieved:

- Number (4) of reports on compliance with Ambient Air Quality Monitoring Standards

- Processing of Atmospheric Emission Licence Applications to ensure compliance with Air Quality Act

Outcome 9:

These are fourth quarter targets that could not be achieved:

- Number (1) of District Planning Tribunal established
- Number (2) of reports on facilitation of Social Housing programmes

Outcome 13:

In line with robust financial administration, only 4 targets could not be achieved:

Percentage (30) of at least the municipality procurement plan is sourced from EME and QSE

Percentage (12) of RFQ awarded to Township service providers

Percentage (100) of Tenders awarded within 90 working days after the closing date.

Number (1) of reports submitted to MayCom/Council for approval of bad debts write offs

The municipality is still pursuing long outstanding debts. Assessment to be performed in the new financial year concerning the write off bad debts

Outcome 14:

The following targets could not be achieved:

Percentage (100) of minutes submitted to relevant chairperson(s) within (5) working days

Number (1) of reports on systems of delegations submitted to Maycom/Council

Number (4) of Performance Evaluations conducted

5. ANNUAL PERFORMANCE

The table below provides an overview of performance across six (6) functional areas of the WRDM: The table below depicts a trend analysis from 2017/18 financial year to 2020/21 financial year.

DEPARTMENT	2020/21	2019/20	2018/19	2017/18
Regional Planning & Re Industrialisation	35	98	73	84
Institutional transformation and good governance	64	76	66	93
Corporate Services	90	95	68	100

Public Safety	97	91	87	100
Health & Social Development	84	43	74	89
Financial Services	80	96	82	97

	2020/21	2019/20	2018/19	2017/18
Planned	183	183	221	208
Achieved	131	152	167 (see adjustment comment below)	192
Mean	72	83	76 (see adjustment comment below)	92

The table above provides a depiction of performance trend over a three year period. A decline in performance in 2017/18 and 2018/19 financial year was observed. In 2019/20 financial year there seem to be an improvement in performance though 2020/21 financial year decline by 11% as a result of non-achievement of planned targets stemming from the municipal financial constraint as well as Covid-19 pandemic.

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees

Description	Year -1	Year 0			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
Water					
Waste Water (Sanitation)					
Electricity					
Waste Management					
Housing					
Waste Water (Stormwater Drainage)					
Roads					
Transport					
Planning	14	34	14	20	%
Local Economic Development					%
Planning (Strategic & Regulatory)	37	62	37	25	%
Local Economic Development					
Community & Social Services					
Environmental Protection					
Health	55	73	55	18	%
Security and Safety	203	386	203	183	%
Sport and Recreation					%
Corporate Policy Offices and Other	68	135	68	67	%
Totals	377	690	377	313	-
Water					

Headings follow the order of services as set out in chapter 3. Service totals should equate to those included in the Chapter 3 employee schedules. Employee and Approved Posts numbers are as at 30 June, as per the approved organogram.

T 4.1.1

- 1 Planning - Regional Planning & Re-industrialization and Technical Services
- 2 Planning (Strategic & Regulatory) - MM & Institutional Planning, Transformation & Governance
- 3 Health - Health and Social Development
- 4 Security and Safety - Public Safety
- 5 Corporate Policy Officers and Other - Clustered rest of depts.

Vacancy Rate: Year 0			
Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	1	0	0,00
CFO	1	0	0,00
Other S57 Managers (excluding Finance Posts)	4	2	50,00
Other S57 Managers (Finance posts)	0	0	0,00
Police officers	0	0	0,00
Fire fighters	307	150	48,86
Senior management: Levels 13-15 (excluding Finance Posts)	12	7	58,33
Senior management: Levels 13-15 (Finance posts)	4	1	25,00
Highly skilled supervision: levels 9-12 (excluding Finance posts)	144	50	34,72
Highly skilled supervision: levels 9-12 (Finance posts)	28	22	78,57
Total	501	232	46,31
<p>Note: *For posts which are established and funded in the approved budget or adjustments budget (where changes in employee provision have been made). Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p>			T 4.1.2

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
Year -2	27	85	315%
Year -1	30	39	130%
Year 0	32	22	69%
<p>* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year</p>			T 4.1.3

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

Note: MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998.

T 4.2.0

HR Policies and Plans				
	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
		%	%	
1	Acting & Payment of Allowance Policy	100		Dispute
2	Capacity Building Policy	100	30/6	
3	Code of Conduct	100	P	
4	HIV/AIDS	100	P	
5	Sexual Harassment	100	P	
6	Disciplinary Procedure (SALGBC)	100	P	
7	Dress Code Procedures	100	P	
8	Employee Assistance	100	P	
9	Leave Policy	100		Dispute
10	Long Service Award Policy	100	P	
11	Main Collective Agreement (SALGBC)	100	P	
12	Movement Policy & Procedure	100	P	
13	Overtime, Night-shift & Standby Policy	100		Dispute
14	Performance Management	100	P	
15	Personnel Bereavement Policy	100	P	
16	Personnel Policy	100	P	
17	Provision of Sports Gear (OR Tambo)	100	P	
18	Recruitment & Selection Policy	100	P	
19	SHERQ Policy	100	P	
20	Skills Retention	100	P	
21	Smoking Policy	100	P	
22	Succession Planning Policy	100	P	
23	Working Hours	100		Dispute
1	Acting & Payment of Allowance Policy	100		Dispute
2	Capacity Building Policy	100	30/6	
Use name of local policies if different from above and at any other HR policies not listed.				T 4.2.1

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'ooo
Required basic medical attention only	146	6	4%	29	0
Temporary total disablement					
Permanent disablement					
Fatal					
Total	146	6	4%	29	0
					T 4.3.1

In an environment where service delivery could lead to injuries on duty, the WRDM had 18 staff members who got injured on duty. These employees were assisted and in line with the Occupational Injuries and Disease Act and received the necessary medical treatment.

T 4.3.4

Number and Period of Suspensions				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
None				
				T 4.3.5

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
NOT APPLICABLE FOR THE YEAR OF REVIEW			
			T 4.3.6

4.4 PERFORMANCE REWARDS

Performance Rewards By Gender					
Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 1	Proportion of beneficiaries within group
				R' 000	%
Refer to chapter 5					Yes/No
					T 4.4.1

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Note: MSA 2000 S68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.

T 4.5.0

4.5 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix															
Management level	Gender	Employees in post as at 30 June Year 0	Number of skilled employees required and actual as at 30 June Year 0												
			Learnerships			Skills programmes & other short courses			Other forms of training			Total			
			No.	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target
MM and S57	Female	3				3									
	Male	3				3									
Councillors, senior officials and managers	Female	22				22									
	Male	39				39									
Technicians and associate professionals*	Female	130				130									
	Male	124				124									
Professionals	Female	29				29									
	Male	31				31									
Sub total	Female	184				184									
	Male	197				197									
MM and S57	Female	3				3									
*Registered with professional Associate Body e.g CA (SA)															
														T 4.5.1	

Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting officer	1	0	1	1	1	1
Chief financial officer	1	0	1	1	1	1
Senior managers	4	0	4	4	4	4
Any other financial officials	19	0	19	14	0	14
Supply Chain Management Officials						
Heads of supply chain management units	0	0	0	0	0	0
Supply chain management senior managers	1	0	1	1	1	1
TOTAL	26	0	26	21	7	21
T 4.5.2						

Skills Development Expenditure										
11-Sep-11										
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development Year 1							
			Learnership		Skills programmes & other short courses		Other forms of training			
			No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget
MM and S57	Female	3								
	Male	3								
Legislators, senior officials and managers	Female	22								
	Male	39								
Professionals	Female	29								
	Male	31								

Technicians and associate professionals	Female	17								
	Male	1								
Clerks	Female	34								
	Male	14								

Service and sales workers	Female	67								
	Male	81								
Plant and machine operators and assemblers	Female									
	Male									
Elementary occupations	Female	12								
	Male	11								
Sub total	Female	184								11000 00
	Male	180								11000 00
Total		364	0	0	0	0	0	0	1100000	
<i>%% and *R value of municipal salaries (original budget) allocated for workplace skills plan.</i>									%%	11000 00
										T4.5.3

The West Rand District Municipality has a legislative mandate to develop and improve the skills of its workforce. The Skills Development Act, Act no 97 of 1998 inter alia states the purpose of the act as follows:

- (a) to develop skills of the South African workforce
- (b) to increase the level of investment in education and training in the labour market and to improve return on investment
- (c) to provide employees with opportunities to acquire new skills
- (d) to encourage workers to participate in learnership and other training programmes
- (e) to improve employment prospects of persons previously disadvantaged by unfair discrimination and to redress those disadvantages through training and education.

The obligations of the municipality is further emphasised in terms of the provisions of the Municipal Finance Management Act Regulation, which requires that relevant employees of the municipality to undergo competency training. During the financial year under review the municipality subjected a noticeable number of employees to competency training, these employees includes three Senior Managers, Managers and other relevant officials. A total of 15 officials and 5 Councillors were subjected to this training.

T 4.5.4

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

Refer to chapter 5

4.6 EMPLOYEE EXPENDITURE

Choose name from list - Supporting Table SA22 Summary councillor and staff benefits						
Summary of Employee and Councillor remuneration	Ref	Year - 3	Year - 2	Year - 1	Year 0	2019/20 Medium Term Revenue & Expenditure Framework
Refer to chapter 5						

Number Of Employees Whose Salaries Were Increased Due To Their Positions Being Upgraded		
Beneficiaries	Gender	Total
Lower skilled (Levels 1-2)	Female	
	Male	
Skilled (Levels 3-5)	Female	
	Male	
Highly skilled production (Levels 6-8)	Female	
	Male	
Highly skilled supervision (Levels 9-12)	Female	
	Male	
Senior management (Levels 13-16)	Female	
	Male	
MM and S 57	Female	
	Male	
Total		0
<i>Those with disability are shown in brackets '(x)' in the 'Number of beneficiaries' column as well as in the numbers at the right hand side of the column (as illustrated above).</i>		T 4.6.2

Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation					
Occupation	Number employees	of	Job evaluation level	Remuneration level	Reason for deviation
NO INFO TO REPORT					
					T 4.6.3

Employees appointed to posts not approved				
Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exist

Employees are only appointed as per the approved organizational structure

T 4.6.4

DISCLOSURES OF FINANCIAL INTERESTS

Please refer to Appendix J,

T 4.6.6

CHAPTER 5: FINANCIAL PERFORMANCE

INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

T 5.0.1

Please refer to Annexure B for more details on this chapter.

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

Note: Statements of Revenue Collection Performance by vote and by source are included at **Appendix K**.

T 5.1.0

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Financial Summary						
Description	Year -1 Actual	Current: Year 0			Year 0 Variance	
		Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance						
Property rates	-	-	-	-	-	-
Service charges	1 559	-	-	1 197	-	-
Rental of facilities and equipment	2 106	1 961	1 961	1 957	100%	100%
Interest on outstanding debtors	533	750	750	258	34%	34%
Government grants & subsidies	270 663	239 295	238 569	240 107	100%	101%
Licences and permits	117	400	400	104	26%	26%
Recoveries	8	-	-	58	0%	0%
Operating income	3 628	16 510	16 177	4 883	30%	30%
Interest earned	975	427	427	1 075	252%	252%
Total Revenue (excluding capital transfers and contributions)	279 590	259 342	258 283	249 639	96%	97%
Employee costs	(183 983)	(189 656)	(189 856)	(197 555)	104%	104%
Remuneration of councillors	(13 808)	(13 931)	(13 931)	(12 751)	92%	92%
Depreciation & asset impairment	(4 602)	(7 000)	(4 040)	(4 573)	65%	113%
Interest costs and penalties	(9 724)	-	-	(8 676)	0%	0%
Lease rentals on operating lease	(5 523)	-	-	(339)		
Contributions to/ (reversals) of debt impairment provision	(8 240)	-	-	3 028		
Materials and bulk purchases	-	(220)	(220)	-	0%	0%
Contracted services	(18 171)	(9 324)	(9 198)	(5 713)	61%	62%
Transfers and grants	(7 444)	(11 223)	(11 223)	(9 562)	85%	85%
Operating costs	(25 460)	(29 441)	(24 195)	(21 605)	73%	89%
Losses	-	-	(320)	-	0%	0%
Total Expenditure	(276 956)	(260 795)	(252 983)	(257 746)	99%	102%
Surplus/(Deficit)	2 634	(1 453)	5 301	(8 106)	558%	-153%
Transfers recognised - capital	-	2 615	3 118	-	0%	0%
Contributions recognised - capital & contributed assets	-	-	-	-		
Surplus/(Deficit) after capital transfers & contributions	2 634	1 162	8 419	(8 106)	-697%	-96%
Loss on disposal of assets and liabilities	(2)	-	-	-	0%	0%
Loss on foreign exchange	-	-	-	(319)		
Fair value adjustments	1 233	-	-	(773)	0%	0%
Actuarial gains/losses	17 170	-	-	932	0%	0%
Impairment of assets	(2 427)	-	-	-	0%	0%
Loss on investment in controlled entities	-	-	-	(3 540)		
Workmen's compensation movement	(1 149)	-	-	(1 237)	0%	0%
	14 825	-	-	(4 937)	%	%
(Deficit) surplus for the year from continuing operations	17 461	1 162	8 419	(13 044)	-1122%	-155%
Loss on transfer of functions	-	-	-	(11)		
(Deficit) surplus for the year	17	1	8	(24)		

Capital expenditure & funds sources						
Capital expenditure	-	-	-	-	%	%
Transfers recognised - capital	-	-	-	-	%	%
Public contributions & donations					%	%
Borrowing	-	-	-	-	%	%
Internally generated funds	-	4 650	5 000	-	%	%
Total sources of capital funds	-	4 650	5 000	-	%	%
Financial position						
Total current assets	17 214	18 131	15 281	8 159	45%	53%
Total non current assets	72 009	88 859	71 942	70 702	80%	98%
Total current liabilities	133 259	113 067	87 772	122 836	109%	140%
Total non current liabilities	56 691	56 637	56 637	62 409	110%	110%
Community wealth/Equity	(100 727)	(62 714)	(57 187)	(106 385)	170%	186%
Cash flows						
Net cash from (used) operating	10 452	3 850	1 655	881	23%	53%
Net cash from (used) investing	(18)	(3 850)	(2 700)	(4 040)	105%	150%
Net cash from (used) financing	(13 217)	-	-	-	0%	0%
Cash/cash equivalents at the year end	4 481	-	-	1 323	#DIV/0!	#DIV/0!
Cash backing/surplus reconciliation						
Cash and investments available	-	-	-	-	%	%
Application of cash and investments	-	135 189	115 480	135 189	100%	117%
Balance - surplus (shortfall)	-	(135 189)	(115 480)	(135 189)	100%	117%
Asset management						
Asset register summary (WDV)	65 788	-	-	58 912	#DIV/0!	#DIV/0!
Depreciation & asset impairment	(7 029)	7 000	4 040	(4 573)	-65%	-113%
Renewal of Existing Assets	-	-	-	-	%	%
Repairs and Maintenance	-	764	764	-	-	-
Free services						
Cost of Free Basic Services provided	-	-	-	-	%	%
Revenue cost of free services provided	-	-	-	-	%	%
Households below minimum service level						
Water:	-	-	-	-	%	%
Sanitation/sewerage:	-	-	-	-	%	%
Energy:	-	-	-	-	%	%
Refuse:	-	-	-	-	%	%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A1						T 5.1.1

5.2 GRANTS

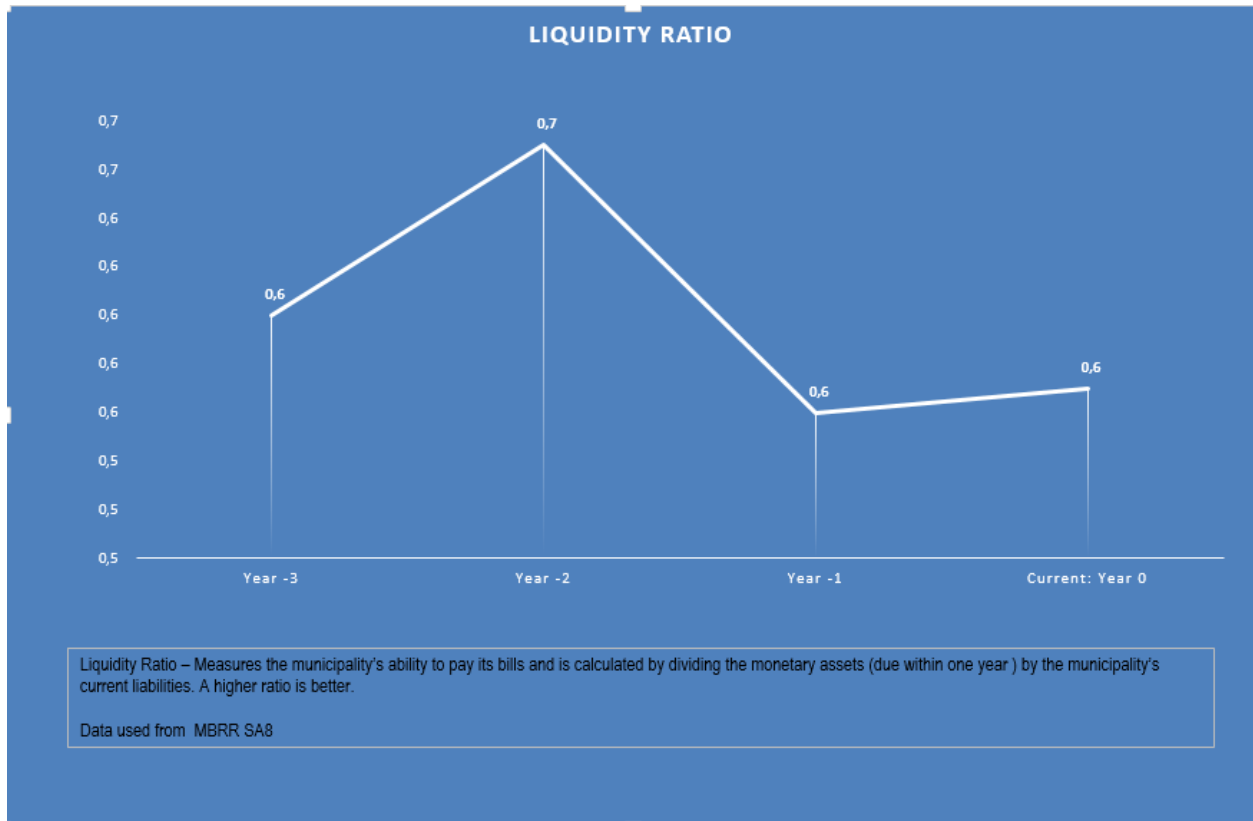
Grant Performance							R' 000
Description	Year -1	Year 0			Year 0 Variance		
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)	
Operating Transfers and Grants							
National Government:	209 701	225 766	225 766	225 766			
Equitable share	39 436	42 470	42 470	42 470	100,00%	100%	
Municipal Disaster Relief Grant	119	-	-	-	-	0%	
Municipal Systems Improvement		-	-	-			
Levy replacement	168 066	181 276	181 276	181 276	100,00%	100%	
Finance Management	1 000	1 000	1 000	1 000	100,00%	100%	
EPWP Incentive	1 080	1 020	1 020	1 020	100,00%	100%	
Provincial Government:	60 963	11 949	11 223	14 341			
Health subsidy	7 433	11 223	11 223	11 223	100,00%	100%	
Performance Management grant	500	726	-	-	0%	0%	
Disaster management grant	7 877	-	-	-	0%	0%	
Gauteng Department of Agriculture And Rural Development (GDARD)	2 245	-	-	3 118	0%	0%	
Fire and Rescue services	40 108	-	-	-	0%	0%	
Network Libraries	2 800	-	-	-	0%	0%	
District Municipality:	-			-			
<i>[insert description]</i>	-						
Other grant providers:	-			-			
LG SETA	-	1 580	1 580	-	0%	0%	
Total Operating Transfers and Grants	270 663	237 715	236 989	240 107			
<i>Variiances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Full list of provincial and national grants available from published gazettes.</i>							
						T 5.2.1	

5.3 ASSET MANAGEMENT

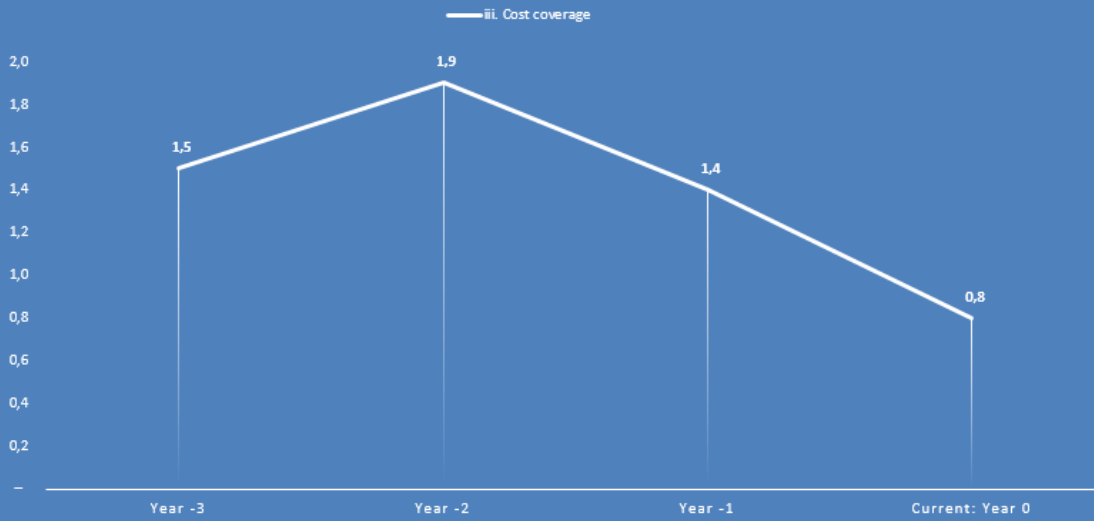
TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 0				
Asset 1				
Name				
Description				
Asset Type				
Key Staff Involved				
Staff Responsibilities				
Asset Value	2017/2018	2018/2019	2019/2020	2020/21
	0	0	0	0
Capital Implications				
Future Purpose of Asset				
Describe Key Issues				
Policies in Place to Manage Asset	Asset Management Policy			

Asset 2				
Name				
Description				
Asset Type				
Key Staff Involved				
Staff Responsibilities				
Asset Value	2016/2017	2017/2018	2018/2019	2019/2020
Capital Implications				
Future Purpose of Asset				
Describe Key Issues				
Policies in Place to Manage Asset				
Asset 3				
Name				
Description				
Asset Type				
Key Staff Involved				
Staff Responsibilities				
Asset Value	2016/2017	2017/2018	2018/2019	2019/2020
Capital Implications				
Future Purpose of Asset				
Describe Key Issues				
Policies in Place to Manage Asset				
				T 5.3.2

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS



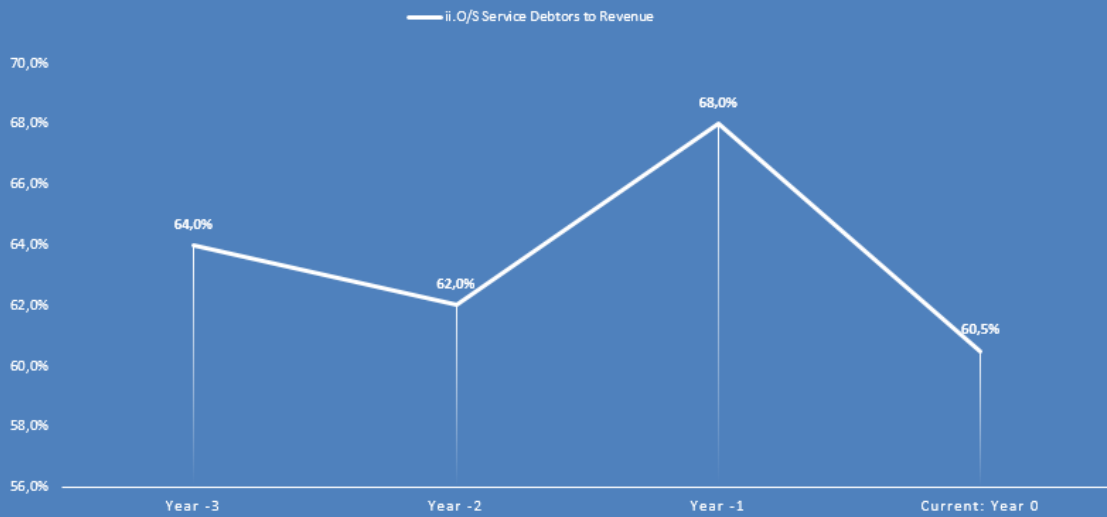
COST COVERAGE



Cost Coverage– It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated

Data used from MBRR SA8

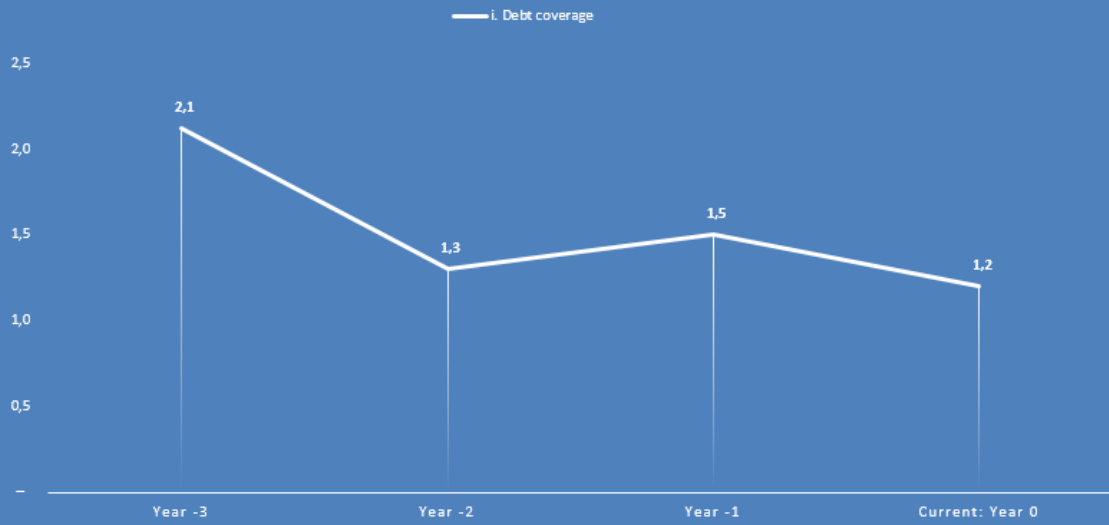
TOTAL OUTSTANDING SERVICE DEBTORS



Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

Data used from MBRR SA8

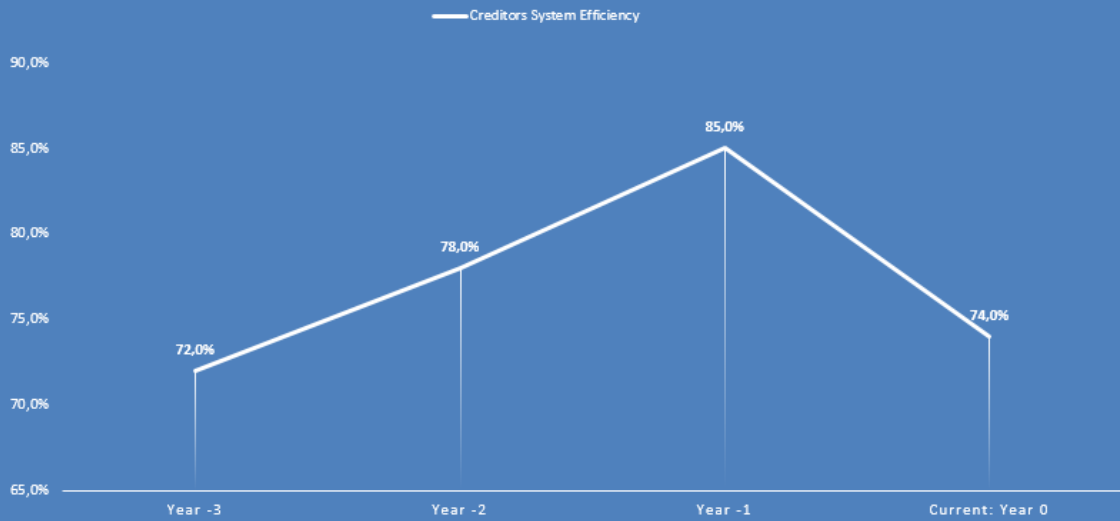
DEBT COVERAGE



Debt Coverage– The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SA8

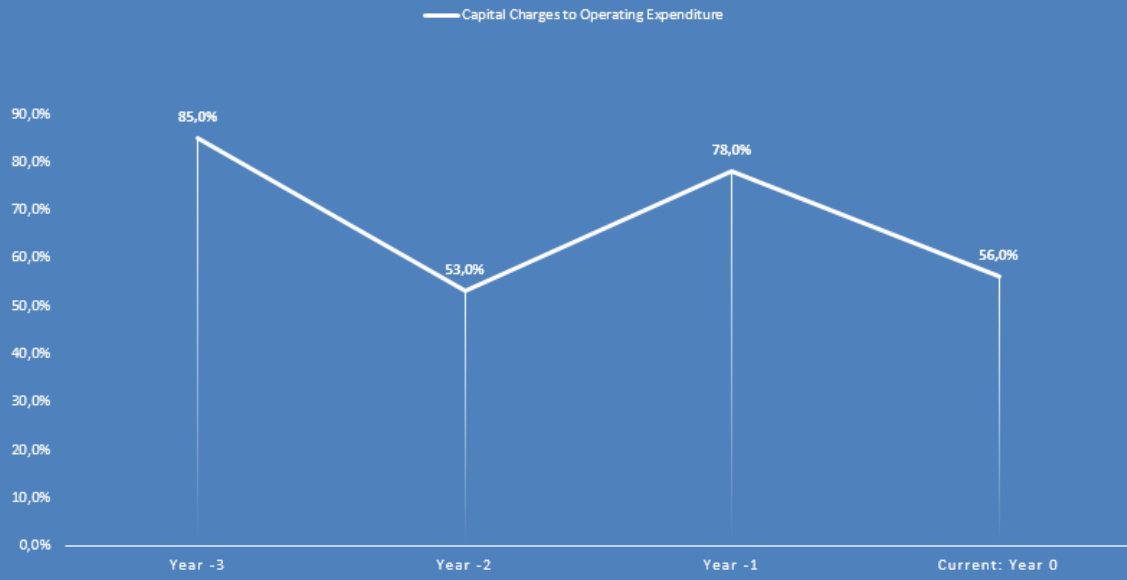
CREDITORS SYSTEM EFFICIENCY



Creditor System Efficiency – The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8

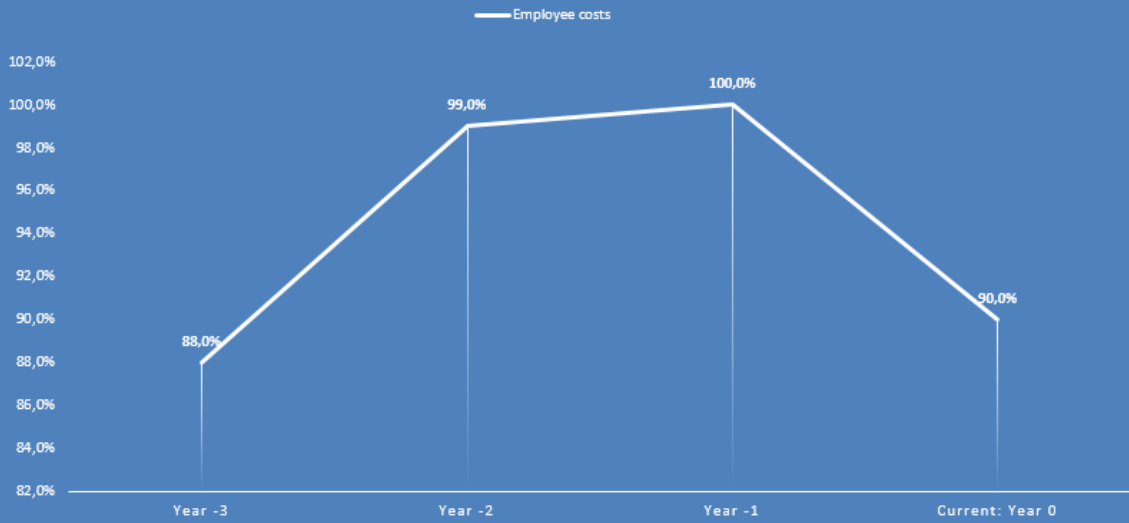
CAPITAL CHARGES TO OPERATING EXPENDITURE



Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

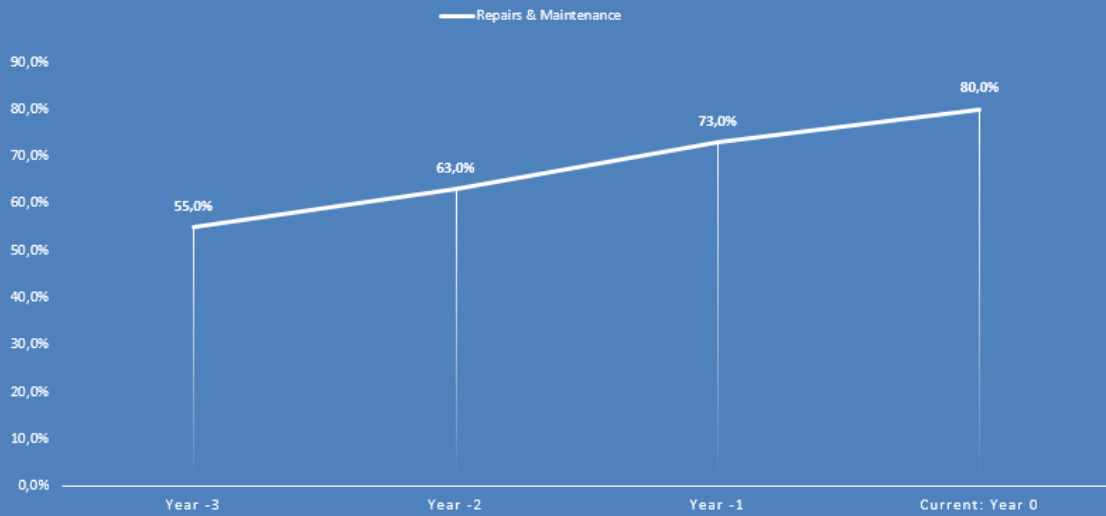
EMPLOYEE COSTS



Employee cost – Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.

Data used from MBRR SA8

REPAIRS & MAINTENANCE

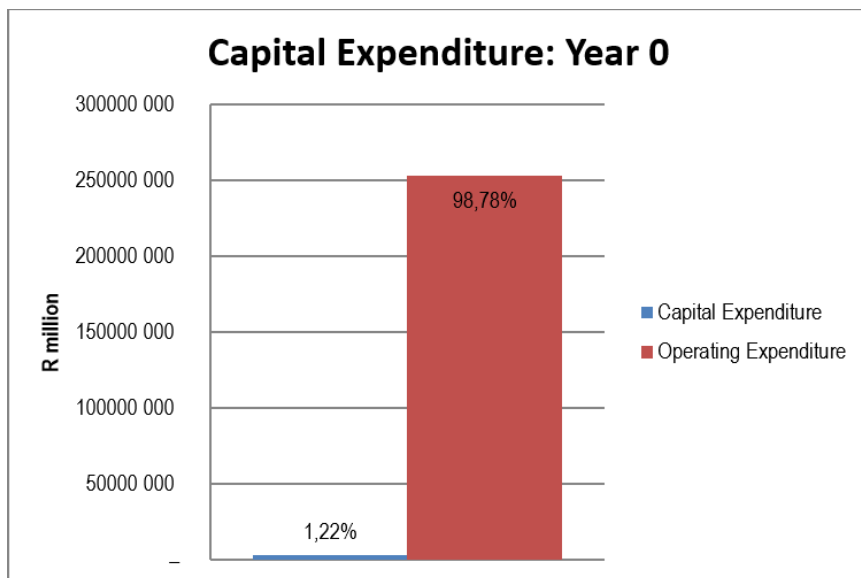


Repairs and Maintenance – This represents the proportion of operating expenditure spent and is calculated by dividing the total repairs and maintenance.

Data used from MBRR SA8

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE



R million	Original Budget	Adjustment Budget	audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Capital Expenditure	2 615 000,00	3 118 000,00	-	100,0%	100,0%
	3	3	-	100,0%	100,0%
Operating Expenditure	261	253	258	1,2%	-1,9%
	261	253	258	1,2%	-1,9%
Total expenditure	263	256	258	2,2%	-0,6%
Water and sanitation	-	-	-		
Electricity	-	-	-		
Housing	-	-	-		
Roads, Pavements, Bridges and storm water	-	-	-		
Other	-	-	-		
	-	-	-		
External Loans	-	-	-		
Internal contributions	-	-	-		
Grants and subsidies	241 910	241 687	240	-99154,7%	-99246,3%
Other	-	-	-		
	241 910	241 687	240	-99154,7%	-99246,3%
External Loans	-	-	-		
Grants and subsidies	241 910	241 687	240	-99154,7%	-99246,3%
Investments Redeemed	750	750	-	100,0%	100,0%
Statutory Receipts (including VAT)	-	-	-		
Other Receipts	19 297	18 964	5	-25203,8%	-25648,1%
	261 957	261 401	245	-93423,0%	-93621,9%
Salaries, wages and allowances	203 587	203 787	210	-103200,3%	-103098,9%
Cash and creditor payments					
Capital payments	-	-	-		
Investments made	-	-	-		
External loans repaid	-	-	-		
Statutory Payments (including VAT)	-	-	-		
Other payments	56 988	48 976	22	-37810,9%	-44012,7%
	260 575	252 763	232	-88899,5%	-91650,2%

1,22%

98,78%

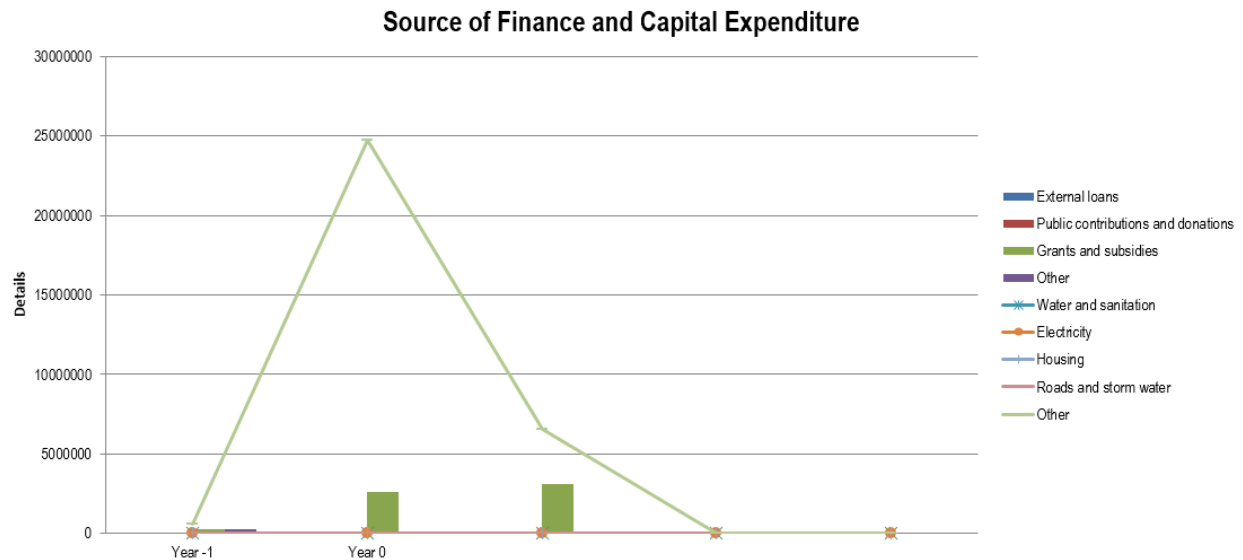
	Original Budget	Adjustment Budget	audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Property rates	-	-	-		
Service charges	-	-	1 196 906		
Other own revenue	259 342	258 283	248	-95697,2%	-96090,0%
	259 342	258 283	250	-96158,8%	-96553,4%
Employee related costs	203 587	203 787	-	100,0%	100,0%
Provision for working capital	-	-	-		
Repairs and maintenance	764	764	-	100,0%	100,0%
Bulk purchases	220	220	-	100,0%	100,0%
Other expenditure	56 988	48 976	22	-37810,9%	-44012,7%
	261 559	253 747	-	100,0%	100,0%
Service charges: Electricity	-	-	-		
Grants & subsidies: Electricity	-	-	-		
Other revenue: Electricity	-	-	-		
	-	-	-		
Employee related costs: Electricity	-	-	-		
Provision for working capital: Electricity	-	-	-		
Repairs and maintenance: Electricity	-	-	-		
Bulk purchases: Electricity	-	-	-		
Other expenditure: Electricity	-	-	-		
	-	-	-		
Service charges: Water	-	-	-		
Grants & subsidies: Water	-	-	-		
Other revenue: Water	-	-	-		
	-	-	-		
Employee related costs: Water	-	-	-		
Provision for working capital: Water	-	-	-		
Repairs and maintenance: Water	-	-	-		
Bulk purchases: Water	-	-	-		
Other expenditure: Water	-	-	-		
	-	-	-		

Txxx

5.6 SOURCES OF FINANCE

Capital Expenditure - Funding Sources: Year -1 to Year 0							R' 000
Details	Year -1	Year 0					
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)	
Source of finance							
External loans	0	0	0	0	0,00%	0,00%	
Public contributions and donations	0	0	0	0	0,00%	0,00%	
Grants and subsidies	276	2 615	3 118		0,00%	0,00%	
Other	276			25	0,00%	0,00%	
Total	552	2 615	3 118	25	0,00%	0,00%	
<i>Percentage of finance</i>							
External loans	0	0	0	0	0,0%	#DIV/0!	
Public contributions and donations	0	0	0	0	0,0%	#DIV/0!	
Grants and subsidies	0%	100%	100%	0%	0,0%	#DIV/0!	
Other	100%	0	0	100%	0,0%	#DIV/0!	
Capital expenditure							
Water and sanitation	0	0	0	0	0,00%	0,00%	
Electricity	0	0	0	0	0,00%	0,00%	
Housing	0	0	0	0	0,00%	0,00%	
Roads and storm water	0			0	0,00%	0,00%	
Other	552	24 739	6 539	25	0,00%	0,00%	
Total	552		6 539	25	0,00%	0,00%	
<i>Percentage of expenditure</i>							
Water and sanitation	0	0	0	0	0,0%	0,0%	
Electricity	0	0	0	0	0,0%	0,0%	
Housing	0	0	0	0	0,0%	0,0%	
Roads and storm water	0			0	0,0%	0,0%	
Other	100%	100%	100%	100%	0,0%	0,0%	

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS



5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

Service Backlogs as at 30 June Year 0				
Households (HHs)				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water	Covered in chapter 1			
Sanitation				
Electricity				
Waste management				
Housing				
% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to * formal and ** informal settlements.				T 5.8.2

Municipal Infrastructure Grant (MIG)* Expenditure Year 0 on Service backlogs						
R' 000						
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustment Budget	
Infrastructure - Road transport				%	%	
Roads, Pavements & Bridges				%	%	
Storm water				%	%	
Infrastructure - Electricity				%	%	
Generation				%	%	
Transmission & Reticulation				%	%	
Street Lighting				%	%	
Infrastructure - Water				%	%	
Dams & Reservoirs				%	%	
Water purification				%	%	
Reticulation				%	%	
Infrastructure - Sanitation				%	%	
Reticulation				%	%	
Sewerage purification				%	%	
Infrastructure - Other				%	%	
Waste Management				%	%	
Transportation				%	%	
Gas				%	%	
Other Specify:				%	%	
				%	%	
				%	%	
				%	%	
Total				%	%	
* MIG is a government grant program designed to fund a reduction in service backlogs, mainly: Water; Sanitation; Roads; Electricity. Expenditure on new, upgraded and renewed infrastructure is set out at Appendix M; note also the calculation of the variation. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						T 5.8.3



COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.9 CASH FLOW

R'000				
Description	Year -1	Current: Year 0		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Ratepayers and other	339	–	–	202
Government - operating & capital	233 346	241 910	241 184	244 436
Interest	1 002	–	750	1 075
Other receipts	21 735	19 297	19 107	16 694
Payments				
Employees & Suppliers	(245 321)	(246 134)	(248 163)	(261 525)
Transfers and grants	–	(11 223)	(11 223)	–
Interest costs and penalties	(649)	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES	10 452	3 850	1 655	881
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	–	800	800	–
Decrease (Increase) in non-current debtors	–	–	–	–
Decrease (increase) other non-current receivables	–	–	1 500	–
Decrease (increase) in non-current investments	–	–	–	–
Payments				
Purchase of property, plant and equipment	(18)	(4 650)	(5 000)	(4 040)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(18)	(3 850)	(2 700)	(4 040)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	–	–	–	–
Finance lease payments	(13 217)	–	–	–
Inter-company loan	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–
Payments				
Repayment of borrowing	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES	(13 217)	–	–	–
NET INCREASE/ (DECREASE) IN CASH HELD	(2 783)	–	(1 045)	(3 158)
Cash/cash equivalents at the year begin:	7 264	–	1 045	4 481
Cash/cash equivalents at the year end:	4 481	–	–	1 323
Source: MBRR A7				T 5.9.1

5.10 BORROWING AND INVESTMENTS

Actual Borrowings: Year -2 to Year 0			
	R' 000		
Instrument	Year -2	Year -1	Year 0
Municipality			
Long-Term Loans (annuity/reducing balance)	0		
Long-Term Loans (non-annuity)	0		
Local registered stock	0		
Instalment Credit	0		
Financial Leases		(13 217)	0
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Municipality Total		(13 217)	
Municipal Entities			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases	-2000000	0	0
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Entities Total	-2 000 000	0	0

T 5.10.2

5.11 PUBLIC PRIVATE PARTNERSHIPS

In terms of Section 120 of the Municipal Finance Management Act a municipality may enter into a public-private partnership agreement subject thereto that it can demonstrate that the agreement will provide value for money for the municipality and that it is affordable.

In adhering to the above and also expanding on Economic Development opportunities, the WRDM investigated the possible entering into of a Collaboration agreement with Messrs Timbali for the turn-around of Merafong Flora into a viable enterprise. The entering into of the collaboration agreement was also subject to the availability of Job Fund finance.

Timbali Technology Incubator has been setting up small-scale farmers in sustainable businesses since 2003. As a non-profit organisation they provide business development services including but not limited to business management, accounting and sales. The technical skills, technology and clustering (grouping farmers together to share services and create bulk buying power) create the ability for a small-scale farmer to compete with commercial farmers.

Timbali provides farmers with access to quality management systems and ensure that proper risk management is in place. In addition to this, they assist with their route-to-market, ensuring they sell products and get a good rate paid into their accounts, linking closely with careful financial planning and other business skills.

Way forward:-

Further possible role out of the above process, in compliance with the regulations of the MFMA, and subject to the identification of alternative funding sources, is currently underway

T 5.11.1

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

The West Rand District Municipality has established Supply Chain Management unit that operates under direct supervision of the Chief Financial Officer. As per Section 111 of Municipal Finance Management Act (Act No. 56 of 2003) West Rand District Municipality adopted its Supply Chain Management policy. The policy was also amended and tabled for adoption on 05 December 2011 to align it with the changed Preferential Procurement Regulations (new Preferential Procurement regulations implemented on 7th December 2011) The SCM policy is reviewed and amended annually. The current policy was amended and adopted by Council on 31 May 2017. As per legislation, SCM is responsible for the following prescribed functions:

- Demand Management;
- Acquisition Management;
- Disposal Management;
- Logistics Management;
- Performance Management; and
- Risk Management.

An Invitation was placed on the website and newspapers circulating on local and national media for both current and prospective service providers to update their information or to register on the West Rand District Municipality Supplier Database and National Treasury Central Supplier Database (CSD). The database is reviewed on a quarterly basis. With effect from 1 July 2016, Municipalities and Municipal Entities must use the CSD supplier number starting with (MAAA) which is auto generated by the Central Database System after successful registration and validation of the prospective provider as mandatory requirement as part of listing criteria for accrediting prospective provider in line with Section 14(1) (b) of the Municipal Supply Chain Management Regulations. This is in accordance with the requirements of the Regulation 14 of the Municipal Supply Chain Management and MFMA Circular No. 81

Bid committees (Bid Specification committee, Bid Evaluation Committee and Bid Adjudication committee) are established to allow for the smooth implementation of competitive bidding processes. All committee members have been appointed by the Accounting Officer and no Councillors are members of these committees. In line with the MFMA Competency Regulation Guidelines, the SCM Manager has reached the prescribed levels of competency. Other officials within the SCM Manager's supervision are currently being trained through COGTA.

A quarterly report on implementation of supply chain management was tabled to Council within 30 days after the end of each quarter for 2020/21 financial year. The municipality's Supply Chain Management Policy was approved and adopted by council on 05 December 2011. Regulation 3(1) a, requires that the Accounting Officer review the SCM Policy at least once annually to ensure that it is aligned with the new legislative requirements. The policy was reviewed and adopted by council on 26 June 2019.

All supply chain management contracts above a prescribed value were tabled to the municipal website in terms of section 75(1) (g) of the Municipal Finance Management Act. Four stock takings were done during this financial year, this is as per the legal requirements of the 2020/21 SDBIP (one stock take per

quarter).The Internal Auditors were present during stock takings. Auditor Genera SA was invited to be part of year end stock taking. However, they indicated that they would not be present due to COVID 19 regulations. All approved contracts awarded through SCM processes are registered in the Contract Management Register to monitor expenditure and contract ends dates in order to commence with procurement strategy on time.

The municipality is also monitoring the performance of service providers on the quarterly basis in terms the service level agreements. Plans of actions are put in place where a supplier’s performance is not satisfactory to the requirements of the signed service level agreement. These quarterly reports are tabled to the Performance audit committee for cognizance who tends to make recommendations in terms of efficiency and effectiveness of contract management.

5.13 GRAP COMPLIANCE

The WRDM 2020/21 AFS are prepared in accordance with the following GRAP standards and directives:

- **GRAP 25:** Employee benefits;
- **GRAP 105:** Transfers of functions between entities under common control;
- **GRAP 106:** Transfers of functions between entities not under common control;
- **GRAP 11:** Consolidation – Special purpose entities;
- **GRAP 6** (as revised 2010): Consolidated and Separate Financial Statements;
- **GRAP 1** (as revised 2012): Presentation of Financial Statements;
- **GRAP 3** (as revised 2012): Accounting Policies, Change in Accounting Estimates and Errors;
- **GRAP 9** (as revised 2012): Revenue from Exchange Transactions;
- **GRAP 12** (as revised 2012): Inventories;
- **GRAP 13** (as revised 2012): Leases;
- **GRAP 16** (as revised 2012): Investment Property;
- **GRAP 17** Property, Plant and Equipment;
- **GRAP 31** (as revised 2012): Intangible Assets (Replaces;
- **GRAP 102);** and
- **GRAP16:** Intangible assets website

CHAPTER 6: AUDITOR GENERAL AUDIT FINDINGS

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR-

1

6.1 AUDITOR GENERAL REPORTS YEAR -1 (PREVIOUS YEAR)

*Auditor-General Report on Financial Performance Year -1**

Status of audit report:	Unqualified with matters of emphasis
Non-Compliance Issues	Remedial Action Taken

Note:* The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 0.

T 6.2.1

*Auditor-General Report on Service Delivery Performance Year -1**

Status of audit report:	Unqualified – Clean Audit
Non-Compliance Issues	

Note:* The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 0.

T 6.2.1

COMPONENT B: AUDITOR-GENERAL OPINION YEAR o (CURRENT YEAR)

6.2 AUDITOR GENERAL REPORT YEAR

Detailed report will form Annexure D of this document

Auditor-General Report on Financial Performance: Year o

Audit Report Status*:	Unqualified Audit opinion
Non-Compliance Issues	Refer to annexure (audit report)
Note:*The report status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse)	
	T 6.1.1

Auditor-General Report on Service Delivery Performance: Year o

Audit Report Status:	Unqualified Audit opinion
Non-Compliance Issues	Refer to annexure (audit report)
	T 6.1.2

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer): L S Ramaele

T 6.2

MANAGEMENT LETTER ACTION PLAN

In line with the MFMA 131 (2), the municipality must address any issues raised by the Auditor General in an audit report.

Refer to Annexure

2017/18 CAPX



GLOSSARY

Accessibility indicators

Explore whether the intended beneficiaries are able to access services or outputs.

Accountability documents

Documents used by executive authorities to give “full and regular” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.

Activities

The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.

Adequacy indicators

The quantity of input or output relative to the need or demand.

Annual Report

A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.

Approved Budget

The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.

Baseline

Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.

Basic municipal service

A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.

Budget year

The financial year for which an annual budget is to be approved – means a year ending on 30 June.

Cost indicators

The overall cost or expenditure of producing a specified quantity of outputs.

Distribution indicators

The distribution of capacity to deliver services.

Financial Statements

Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.

General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure. • Economic development. • Municipal transformation and institutional development. • Financial viability and management. • Good governance and community participation.
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered).
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-

level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMS performance standards are divided into indicators and the time factor.

Performance Targets:

The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.

Service Delivery Budget Implementation Plan

Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.

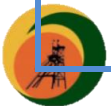
Vote:

One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.

Section 1 of the MFMA defines a "vote" as:

- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned.

APPENDICES



APPENDIX A – COUNCILLORS: COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
Agondo ML (Replaces Cllr D Davids)	PT	Finance, MPAC	ANC	100%	0%
Bhayat FO	FT	Finance (MMC)	ANC	100%	0%
Blake BD	PT	Integrated Environmental Management & Finance	DA	100%	0%
Butler HO	FT	Public Safety (MMC)	ANC	94%	6%
Chabane P	FT	Regional Re-Industrialisation (MMC)	ANC	92%	8%
Cloete D (Passed on)	PT	Roads & Transport	DA	0%	100%
David DS (Resigned from WRDM)	PT	Roads and Transport, MPAC & Rules/Code of Conduct	ANC	100%	0%
Du Bruyn JDH	PT	Public Safety, Integrated Environmental Management, Regional Re-Industrialisation, Infrastructure & Human Settlement & Petitions Committee	VF PLUS	100%	0%
Du Plessis E	PT	Roads and Transport	DA	78%	12%
Hild H (Replaces Cllr Cloete)	PT	Integrated Environmental Management	DA	94%	6%
Isherwood GS	PT	Public Safety	DA	90%	10%
Khenene NS (Resigned from WRDM)	PT	Public Safety, Roads and Transport, Infrastructure &	ANC	83%	17%

		Human Settlement, Health & Social Development & SRAC, Petitions Committee			
<i>Khumalo VB</i>	FT	MPAC CHAIR	ANC	100%	%
<i>Konopi MS</i>	FT	Roads and Transport (MMC)	ANC	100%	0%
<i>Kotze J</i>	PT	Corporate Services	DA	100%	0%
<i>Lekagane K</i>	PT	Public Safety	DA	86%	14%
<i>Mafika BR</i>	PT	MPAC Health and Social	ANC	100%	0%
<i>Mandyu K</i>	PT	Corporate Services, MPAC	EFF	86%	14%
<i>Mapena Dlamini N (Resigned as WRDM Councillor)</i>	PT	Integrated Environmental Management, Regional Re-Industrialisation & MPAC	ANC	75%	15%
<i>Matuwane PT</i>	FT	Integrated Environmental Management (MMC)	ANC	98%	2%
<i>Merabe I (Replaces Cllr N Khenene)</i>	PT	Public Safety, Roads and Transport, Infrastructure & Human Settlement	ANC	94%	6%
<i>Mganu LA (Resigned from WRDM)</i>	PT	Public Safety, Finance, Corporate Services & Rules/Code of Conduct	ANC	75%	15%
<i>Mhlari V (Passed on)</i>	PT	Integrated Environmental Management	DA	96%	4%
<i>Mkruquli XL</i>	PT	Roads and Transport	EFF	94%	6%
<i>Modise L</i>	PT	Finance, Infrastructure & Environmental	ANC	100%	0%
<i>Molusi RT</i>	PT	Regional Re-Industrialisation, Infrastructure & Human Settlement, Finance,	EFF	92%	8%

		Rules/Code of Conduct			
--	--	-----------------------	--	--	--

Monoane SP	FT	Council Whip, Rules/Code of Conduct	ANC	100%	0%
Moretsenye DD	FT	Corporate Services (MMC)	ANC	100%	0%
Mpeke BA	PT	Roads and Transport, Integrated Environmental Management, Health & Social Development & Petitions Committee	ANC	80%	20%
Munyai B	PT	Finance	EFF	70%	30%
Myeki M	PT	Finance, Regional Re-Industrialisation, Infrastructure & Human	ANC	96%	4%
Naki M (Replaces Cllr Mganu)	PT	Corp Serv	ANC	100%	0%
Ndamase M	PT	Health & Social Development & SRAC, Corporate Services, Petitions Committee, Rules/Code of Conduct & MPAC	ANC	96%	4%
Ndzilane N	PT	Integrated Environmental Management	ANC	96%	4%
Njani WS (replaces Cllr N Mapena-Dlamini)	PT	Finance, Re-Industrialisation & MPAC	ANC	100%	0%
Nkoe M	PT	Infrastructure & Human Settlement & Petitions Committee	RPP	80%	20%

Orpen-Reid PC	PT	Integrated Environmental Management	DA	92%	8%
Pannall J(Replaces Cllr Mhlari)	PT	Integrated Environmental Management	DA	100%	0%
Pretorius DH	PT	Finance, Petitions Committee & Rules/Code of Conduct	DA	100%	0%
Rowles-Zwart AL	PT	Health & Social Development & SRAC	DA	90%	10%
Segolodi W	PT	Health & Social Development & SRAC	EFF	96%	4%
Selibo MJ	PT	Infrastructure and Human Settlement MMC	ANC	96%	4%
Sello MA (Replaces Cllr B Mahuma)	PT	Corporate Services, Re-Industrialisation & Public Safety	ANC	100%	0%
Thabe DS	FT	Executive Mayor	ANC	100%	0%
Teleko M	PT	Integrated Environmental Management	EFF	100%	0%
Tundzi-Hawu N	FT	Speaker, Rules/Code of Conduct	ANC	100%	0%
Van Der Berg B	PT	Finance, MPAC & Corporate Services & Rules/Code of Conduct	FF PLUS	96%	4%
Van Tonder A	PT	Public Safety & Corporate Services	DA	100%	0%
Xulu BC	FT	Health & Social Development & SRAC (MMC)	ANC	96%	4%
Zwart JDW	PT	Regional Re-Industrialisation, Infrastructure & Human Settlement, MPAC & Petitions Committee	DA	100%	0%
Note: * Councilors appointed on a proportional basis do not have wards allocated to them and also changed or resigned for deployment to higher positions.					

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees

Municipal Committees	Purpose of Committee	
<i>Sec 80 Health & Social Development</i>	Advise the Executive Mayor on health and social development related matters	
<i>Sec 80 Corporate Services</i>	Advise the Executive Mayor on corporate services related matters	
<i>Sec 80 Rural Development</i>	Advise the Executive Mayor on rural development related matters	
<i>Sec 80 Human Settlement</i>	Advise the Executive Mayor on human settlement related matters	
<i>Sec 80 Infrastructure</i>	Advise the Executive Mayor on infrastructure development related matters	
<i>Sec 80 Local Economic Development</i>	Advise the Executive Mayor on local economic development related matters	
<i>Sec 80 Finance</i>	Advise the Executive Mayor on financial related matters	
<i>Sec 80 Public Safety</i>	Advise the Executive Mayor on public safety and emergency services related matters	
MPAC	Deals with the oversight report regarding the annual report and annual financial statements of Council	
Audit Committee	Deals with the audit report and audit related matters	
IDP Rep Forum	Public participation in the IDP process by stakeholders	
<i>Equity Employment Forum</i>	Ensures that the WRDM compiles an Equity Employment Plan and monitors the implementation thereof	
<i>Training Committee</i>	Identifies the training needs of employees and manages implementation of training	
<i>Local Labour Forum</i>	Discuss labour matters and implement the Organisational Rights Agreement	
<i>Mining Forum</i>	Engage with the different mining houses on the implementation of the mining charter	
<i>IGR Forum</i>	Deals with all matters relating to intergovernmental matters	
<i>Petitions Committee</i>	Consider and deal with petitions received by the WRDM	
<i>Rules Committee</i>	Advise council on Rules and Orders and Ethics	

Committees (other than Mayoral / Executive Committee) and Purposes of Committees

Municipal Committees	Purpose of Committee
<i>Sec 80 Health & Social Development</i>	Advise the Executive Mayor on health and social development related matters
<i>Sec 80 Corporate Services</i>	Advise the Executive Mayor on corporate services related matters
<i>Sec 80 Rural Development</i>	Advise the Executive Mayor on rural development related matters
<i>Sec 80 Human Settlement</i>	Advise the Executive Mayor on human settlement related matters
<i>Sec 80 Infrastructure</i>	Advise the Executive Mayor on infrastructure development related matters
<i>Sec 80 Local Economic Development</i>	Advise the Executive Mayor on local economic development related matters
<i>Sec 80 Finance</i>	Advise the Executive Mayor on financial related matters
<i>Sec 80 Public Safety</i>	Advise the Executive Mayor on public safety and emergency services related matters
MPAC	Deals with the oversight report regarding the annual report and annual financial statements of Council
<i>Audit Committee</i>	Deals with the audit report and audit related matters
<i>IDP Rep Forum</i>	Public participation in the IDP process by stakeholders
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<i>IGR Forum</i>	Deals with all matters relating to intergovernmental matters
<i>Petitions Committee</i>	Consider and deal with petitions received by the WRDM
<i>Rules Committee</i>	Advise council on Rules and Orders and Ethics

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure

Department	Director/Manager (State title and name)
<i>Office of the MM</i>	Acting Municipal Manager – ME Koloji
<i>Financial Services</i>	Chief Financial Officer - LS Ramaele
<i>Corporate Services</i>	Executive Manager: Corporate Services - R Mokebe
<i>Public Safety</i>	Acting Executive Manager: Public Safety – N kahts
<i>Regional Planning & Re-industrialization</i>	Acting Executive Manager: Regional Planning & Re-Industrialization – M Nevhungoni
<i>Health & Social Development</i>	Executive Manager: Health & Social Development - M M Mazibuko
<i>Institutional Planning, Transformation & Governance</i>	Manager: Regional Planning & Performance Management - LM Seabi
<i>Technical Services</i>	Manager: Water and Sanitation - N Govender
<i>Health & Social Development</i>	Manager: Municipal Health Services - O T N Makhoba
<i>Financial Services</i>	Acting Manager: Dan Monamoli
<i>Financial Services</i>	Acting Manager: Kagiso Hlatswayo
<i>Financial Services</i>	Manager: Herman Sebelebele
<i>Corporate Services</i>	Manager: Legal Services - Adv JJ Nieuwoudt
<i>Corporate Services</i>	Manager: Human Capital - Dr EM Pretorius
<i>Public Safety</i>	Manager: Emergency Management Services - HNJ Kahts
<i>Regional Planning & Re-industrialization</i>	Manager: Re-industrialization - AZ Mphaphuli
<i>Regional Planning & Re-industrialization</i>	Manager: Human Settlement & Transport Planning - M Nevhungoni
<i>Regional Planning & Re-industrialization</i>	Manager: Air Quality Management - MS Zwane
<i>Regional Planning & Re-industrialization</i>	Manager: Environmental Management - SJW Stoffberg
<i>Internal Audit</i>	Manager: Internal Audit - N Seabi
<i>Institutional Planning, Transformation & Governance</i>	Chief of Staff
Use as a spill-over schedule if top 3 tiers cannot be accommodated in chapter 2 (T2.2.2).	T C

APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

Municipal / Entity Functions

MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	Y	
Building regulations	N	
Child care facilities	N	
Electricity and gas reticulation	N	
Firefighting services	Y	
Local tourism	Y	
Municipal airports	Y	
Municipal planning	Y	
Municipal health services	Y	
Municipal public transport	Y	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Y	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	N	
Stormwater management systems in built-up areas	N	
Trading regulations	N	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	N	
Beaches and amusement facilities	N	
Billboards and the display of advertisements in public places	N	
Cemeteries, funeral parlours and crematoria	N	
Cleansing	N	
Control of public nuisances	N	
Control of undertakings that sell liquor to the public	N	
Facilities for the accommodation, care and burial of animals	N	
Fencing and fences	N	
Licensing of dogs	N	
Licensing and control of undertakings that sell food to the public	N	
Local amenities	N	
Local sport facilities	N	
Markets	Y	
Municipal abattoirs	N	
Municipal parks and recreation	N	
Municipal roads	N	
Noise pollution	N	
Pounds	N	

Public places

N	
---	--

Refuse removal, refuse dumps and solid waste disposal

N	
---	--

Street trading

N	
---	--

Street lighting

N	
---	--

Traffic and parking

N	
---	--

*** If municipality: indicate (yes or No); * If entity: Provide name of entity**

T D

APPENDIX E – WARD REPORTING

The District Municipality does not have wards but may share information related to its role with regard to ward committees. Report on wards reflect that Mogale City Local has 39, 28 in Merafong City Local and 35 in Rand West City Local municipalities respectively.

As practice and expected most ward reports are tabled on a quarterly basis. All local municipalities have established ward committees. The ward councillors as chairpersons of these committees have submitted schedules of meetings. The Offices of Speakers have dedicated warm bodies to work with ward councillors and ward committees. The Offices of the Speaker continues to coordinate reports from the ward committees and compile reports that are submitted to COGTA this is at local municipal level. The ward committees although faced with challenges from time to time are functional and submit reports to relevant Speakers' Offices.

The District Municipality does not have wards but may share information related to its role with regard to ward committees. Please note that through the District's Speakers' Forum there is a report on functionality and the work of ward committees in the local municipalities - (39 in Mogale City Local Municipality, 28 in Merafong City Local Municipality and 35 in Randwest City Local Municipality).

These reports are tabled on a quarterly basis. All local municipalities have established ward committees between April and July 2017. The ward councillors as chairpersons of these committees have submitted schedules of meetings. The Offices of Speakers have dedicated warm bodies to work with ward councillors and ward committees. The Offices of the Speaker coordinates reports from the ward committees and compile reports that are submitted to COGTA this is at local municipal level. The ward committees although faced with challenges from time to time are functional and submit reports to relevant Speakers' Offices.

Functionality of Ward Committees

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
No info to report	No info to report	No info to report	No info to report	No info to report	No info to report
					T E

APPENDIX F – WARD INFORMATION

The District Municipality does not have wards but may share information related to its role with regard to ward committees. Please note that through the District's Speakers' Forum there is a report on functionality and the work of ward committees in the local municipalities - (39 in Mogale City Local Municipality, 28 in Merafong City Local Municipality and 35 in Rand West City Local Municipality).

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These reports are tabled on a quarterly basis. All local municipalities have established ward committees between April and July 2017. The ward councillors as chairpersons of these committees have submitted schedules of meetings. The Offices of Speakers have dedicated warm bodies to work with ward councillors and ward committees. The Offices of the Speaker coordinates reports from the ward committees and compile reports that are submitted to COGTA this is at local municipal level. The ward committees although faced with challenges from time to time are functional and submit reports to relevant Speakers' Offices.

Ward Title: Ward Name (Number)

Capital Projects: Seven Largest in Year o (Full List at Appendix O)

No.	Project Name and detail	Start Date	End Date	R' 000
				Total Value
No info to report	No info to report	No info to report	No info to report	No info to report

Basic Service Provision

Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery	No info to report	No info to report	No info to report f	No info to report	
Total Households*					
*Including informal settlements	(The municipality is not an implementing authority)				T F.2

Top Four Service Delivery Priorities for Ward (Highest Priority First)

No.	Priority Name and Detail	Progress During Year o
	No info to report	No info to report
The municipality is not an implementing authority.		

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR

Municipal Audit Committee Recommendations

Date of Committee	Committee recommendations during Year 0	Recommendations adopted (enter Yes) If not adopted (provide explanation)
Refer to the audit committee report (Annexure E),		
T G		

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Revenue Collection Performance by Vote

Vote Description						R' 000
	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Example 1 - Vote 1						
Example 2 - Vote 2						
Example 3 - Vote 3						
Example 4 - Vote 4						
Example 5 - Vote 5						
Example 6 - Vote 6						
Example 7 - Vote 7						
Example 8 - Vote 8						
Example 9 - Vote 9						
Example 10 - Vote 10						
Example 11 - Vote 11						
Example 12 - Vote 12						
Example 13 - Vote 13						
Example 14 - Vote 14						
Example 15 - Vote 15						
Total Revenue by Vote						
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3						T K.1

Disclosures of Financial Interests

Period 1 July to 30 June of Year 0 (Current Year)

Position	Name	Description of Financial interests* (Nil / Or details)	
(Executive) Mayor	Thabe DS	Business, Property	
	Member of MayCo / Exco	Bhayat FO	Financial, Property
		Butler HO	Financial
		Chabane P	Property
		Konopi MS	Nil
		Matuwane P	Property
		Thabe DS	Nil
		Xulu BC	Nil
Councillor	Moretsenye DD	Director	
	Blake BD	Business, Property	
	Cloete D	Nil	
	David DS	Nil	
	Du Bruyn JDH	Nil	
	Du Plessis E	Financial, Director, Property	
	Isherwood GS	Financial	
	Khenene NS	Nil	
	Khumalo VB	Nil	
	Kotze J	Nil	
	Lekagane K	Nil	
	Mafika BR	Nil	
	Mandyu K	Nil	
	Masemola R	Nil	
	Mganu LA	Business	
	Mkruquli XL	Nil	
	Modise L	Nil	
	Mokuke T	Businss	
	Molusi RT	Nil	
	Monoane SP	Financial. Property	
	Mpeke BA	Nil	
	Mukwevho IE	Nil	
	Ndamase M	Nil	
	Ndzilane N	Financial, Property	
	Njani WS	Not declared	
	Nkoe M	Not declared	
	Orpen-Reid PC	Not declared	
	Pretorius DH	Business, Director, Financial, Property	

	Rowles-Zwart AL	Nil
	Segolodi W	Nil
	Selibo MJ	Nil
	Sello MA	Nil
	Tundzi-Hawu N	Financial, Property
	Van Der Berg B	Financial, Property
	Van Tonder A	Business
	Zwart JDW	Financial
Municipal Manager	Koloi ME	1. Directorship / Partnership 2. Land & Property
Chief Financial Officer	LS Ramaele	Land & Property
Deputy MM and (Executive) Directors	N/A	
Other S57 Officials	Acting Executive Manager Public Safety	Land & Property
	Executive Manager Health & Social Development	Land & Property
	Executive Manager Corporate Services	Land & Property

APPENDIX K II: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K II: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 0

R' 000		
Capital Project	Ward(s) affected	Works completed (Yes/No)
-	-	-

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools and Clinics

Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection
	-	-	-	-

APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether or not act on agency basis)

Services and Locations	Scale of backlogs	Impact of backlogs
	-	-

Declaration of Loans and Grants made by the municipality: Year o

All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value Year o R' 000	Total Amount committed over previous and future years
* Loans/Grants - whether in cash or in kind				T R

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

Declaration of Loans and Grants made by the municipality: Year o

All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value Year o R' 000	Total Amount committed over previous and future years
* Loans/Grants - whether in cash or in kind				T R

VOLUME II: ANNUAL FINANCIAL STATEMENTS

Refer to Annexures (2020/21 Audited Financial Statements)

