



2024/2025 ANNUAL REPORT

Volume 1

Final Version: January 2026

Table of Content

INTRODUCTION TO BACKGROUND DATA	1
CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY	3
COMPONENT A: MAYOR’S FOREWORD	3
COMPONENT B: EXECUTIVE SUMMARY	7
CHAPTER 2 – GOVERNANCE	30
COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE	31
COMPONENT B: INTERGOVERNMENTAL RELATIONS	39
COMPONENT C: PUBLIC ACCOUNTABILITY	43
COMPONENT D: CORPORATE GOVERNANCE	49
CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)	57
COMPONENT A: BASIC SERVICES	57
COMPONENT B: ROAD TRANSPORT	69
COMPONENT C: PLANNING AND DEVELOPMENT	81
COMPONENT D: COMMUNITY & SOCIAL SERVICES	102
COMPONENT E: ENVIRONMENTAL PROTECTION	105
COMPONENT F: HEALTH	111
COMPONENT G: SECURITY AND SAFETY	124
COMPONENT H: SPORT AND RECREATION	147
COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES	149
COMPONENT J: MISCELLANEOUS	167
COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD	167
1. INTRODUCTION	167
2. LEGISLATIVE REQUIREMENTS	168
3. PAC MEETING ATTENDANCE	170
4. PERFORMANCE MANAGEMENT OVERVIEW AND PROCESS	171
5. FINANCIAL PERFORMANCE	172
6. DATA INTEGRITY	172
7. MANAGEMENT RESPONSIBILITY	172
8. BACKGROUND ON THE ANNUAL REPORT PROCESS	172
9. ORGANISATIONAL PERFORMANCE	175
10. PERFORMANCE MANAGEMENT SYSTEM	178
11. ANNUAL PERFORMANCE PER REGIONAL OUTCOME	178
12. ANNUAL PERFORMANCE	178
CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)	182
COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL	183
COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE	188
COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE	193
COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE	200
CHAPTER 5 – FINANCIAL PERFORMANCE	203
COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE	203
COMPONENT B: SPENDING AGAINST CAPITAL BUDGET	216
COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS	222
COMPONENT D: OTHER FINANCIAL MATTERS	225
CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS	226
COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR -1	
COMPONENT B: AUDITOR-GENERAL OPINION (CURRENT YEAR - 2024/25)
GLOSSARY	240
APPENDICES	243
APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE	243

Contents

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES	249
APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE	251
APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY	252
APPENDIX E – WARD REPORTING (Not applicable)	253
APPENDIX F – WARD INFORMATION (not applicable)	253
APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR	253
APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS	253
APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE	254
SERVICE PROVIDER PERFORMANCE SCHEDULE	255
APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS	260
APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE	261
APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE	262
APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE	263
APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG	264
APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES	266
APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME	266
APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME	266
APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR	266
APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR	266
APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS	266
APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION	266
APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY	267
APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA s71	267
APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT	267
VOLUME II: ANNUAL FINANCIAL STATEMENTS	268

ACRONYMS

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
AQMP	Air Quality Management Plan
CFO	Chief Financial Officer
COGTA	Cooperative Governance and Traditional Affairs
CRU	Community Residential Units
CSIR	Council for Scientific and Industrial Research
DCF	District Communication Forum
DDM	District Development Model
DFFE	Department of Forestry, Fisheries and the Environment
DID	Department of Infrastructure Development
DITP	District Integrated Transport Plan
DPLG	Department of Provincial and Local Government
DPSA	Department of Public Service and Administration
DRD&LR	Department of Rural Development & Land Reform
DWIMP	District Wide Infrastructure Master Plan
DWYP	Department of Women Youth and Persons with Disabilities
ECD	Early Childhood Development
EMF	Environmental Management Framework

Contents

EPWP	Expended Public Works Programme
ESI	Employee Satisfaction Index
FBOs	Faith-based organisations
FPA	Fire Protection Association
FWRDWA	Far West Rand Dolomitic Water Association
GBVF	Gender Based Violence and Femicide
GCIS	Government Communication and Information System
GDED	Gauteng Department of Economic Development
GDRT	Gauteng Department of Roads and Transport
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
KGR	Krugersdorp Game Reserve
KPA	Key Performance Area
KPI	Key Performance Indicator
LGMIM	Local Government Management Improvement Model
LITP	Local Integrated Transport Plan
LM	Local Municipality
MFMA	Municipal Finance Management Act
MM	Municipal Manager
MOA	Memorandum of Understanding

Contents

MTFSP	Minibus Taxi Facilities Survey Project
MTRMP	Minibus Taxi Routes Mapping Project
NARYSEC	National Rural Youth Service Corps
NDP	Neighbourhood Development Programme
NDP	National Development Plan
NDPG	National Development Grant
NPO	Non-Profit Organisation
NSP	National Strategic Plan
NYS	National Youth Services
OPCA	Operation Clean Audit
PAC	Performance Audit Committee
PMS	Performance Management System
POA	Programme of Action
PPP	Public Private Partnership
Q1	Quarter 1
Q2	Quarter 2
Q3	Quarter 3
Q4	Quarter 4
RePMS	Regional Electronic Performance Management System
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
SACR	Sports Arts Culture and Recreation
SANGF	South African National Goalball Federation
SDBIP	Service Delivery and Budget Implementation Plan

Contents

SDF	Spatial Development Framework
SETA	Skills Education Training Education
SEZ	Special Economic Zone
SHSP	Sustainable Human Settlements Plan
SLA	Service Level Agreement
SLP's	Social Labour Plans
SMMEs	Small Medium Micro Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
STI	Sexually Transmitted Infection
TISH	Township, Informal Settlement and Hostel
TOR	Terms Of Reference
TVET	Technical and Vocational Education and Training
WRDM	West Rand District Municipality
WSP	Workplace Skills Plan

Contents

INTRODUCTION TO BACKGROUND DATA

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”) prepares 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 2024/25 Annual Report reflects the performance of the District for the period 1 July 2024 to 30 June 2025. 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

Preface

		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 (Chapter 3) in line with section 46 of the MSA;
- the Accounting Officer's assessment of any arrears on municipal taxes and service charges.

The Annual Financial Statements (AFS) of the Municipality will be submitted to the Auditor General separately for audit purpose. Subsequently the AFS and the Auditor General's report will be included in the annual report post audit process.

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 in line with Section 129 of the MFMA.

Chapter 1

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

MAYOR’S FOREWORD



The West Rand District Municipality continues to discharge the mandate bestowed on it in accordance with the principles of corporate governance to ensure compliance with relevant legislation and regulations.

The coherence and a unified approach between the political leadership and administration has brought about the much needed significant strides to address historical financial management, service delivery and governance challenges.

We must hasten to impress upon the administrative component of the institution that the collaboration of efforts from management and all stakeholders in the quest to bring about financial stability has not gone unnoticed. Similarly, we confirm that the navigation to sustainable financial management and stability has borne much desired results. The latter is affirmed by the WRDM being able to maintain the Clean Audit opinion for the second consecutive financial year as granted by the Auditor-General South Africa.

This annual report enunciates the financial information in context and provides an analysis of the performance information and outlines our successes and shortcomings in relation to our political mandate as provided for in the key focus areas of Local Government.

The collective of Councillors and officials continue to identify areas of concern in and out of the annual report and swiftly rectify them. In the same breath. Improved mechanisms were found to strengthen the accountability and discipline of officials in their daily work, both to each other and to their political principals. We will need to increase speed and excellence in the quality of work we undertake.

Pursuant to our vision of integrating the District governance to achieve a better life for all, we continue to guide all our decisions and partnerships in line with this vision.

We have left no stone unturned in achieving our mission to provide an integrated and excellent developmental District governance system in the West Rand. We strive to achieve the standards we set ourselves on how we deliver services, manage resources, and engage with stakeholders in line with our mission, and we will not fail.

Chapter 1

Our work remains underpinned by our core values of:

Service excellence, pride, integrity, responsibility, transparency, accountability, innovation, and teamwork. Together, all these values shape our conduct, our priorities, and our interactions with the communities we serve. Our slogan, “Green is the New Gold,” captures our belief that environmental stewardship and the green economy are central to unlocking the West Rand’s long-term prosperity.

We remain committed to ensuring that we register notable and visible progress in advancing our strategic priorities:

- The **West Rand Special Economic Zone (SEZ)** must progress to strengthen our position as a manufacturing and coordination hub and attracting investor interest that will translate into job creation.
- The **West Rand Mega Park** moved forward in bulk infrastructure planning, paving the way for agro-processing, coordination, and industrial development.
- The **Bokamoso ba Rona** programme expanded skills training and enterprise development opportunities for youth, women, and persons with disabilities.
- Environmental and tourism projects needs to advance, including the **Krugersdorp Game Reserve public-private partnership**, the **Merafong Flora Project**, and the rehabilitation of **Donaldson Dam**, all aimed at boosting tourism, protecting biodiversity, and creating new economic opportunities.
- The **Roads Asset Management System** improved our ability to prioritise road maintenance and upgrades, maximising the impact of infrastructure budgets.
- **Fire and Rescue Services** strengthened their capacity, resulting in faster emergency response times and enhanced public safety awareness campaigns.
- The **District AIDS Council** continues its multi-sectoral health programmes, addressing HIV, TB, and STIs through prevention, care, and awareness initiatives.

The Challenges confronting us, amongst others, are:

- The battle to restore the powers and functions of WRDM continues unabated.
- The underfunded and unfunded mandates continue to be an impediment.
- **High unemployment**, particularly among our youth, requires scaling up skills development and supporting entrepreneurship.
- **Service delivery backlogs** in critical areas such as water, sanitation, and road infrastructure, requiring stronger coordination across different spheres of government.
- **Financial constraints** that necessitate disciplined expenditure, improved revenue collection, and innovative funding models.
- **Capacity gaps** in certain technical areas, which we are addressing through targeted

Chapter 1

recruitment, training, and performance management reforms.

Noting the above challenges, we remain committed to Good Governance:

- Our commitment to openness, transparency, accountability, and maximum community participation is unwavering. As indicated above, this Annual Report provides not only a record of our achievements but also an honest account of the areas where we fell short. We continue to strengthen our internal controls, ensure alignment between spending and priorities, and uphold the highest standards of financial management. We welcome and re-affirm our commitment to co-operate with the oversight provided by the Municipal Public Accounts Committee (MPAC), the internal audit led by the Chief Audit Executive and the Auditor-General. This we do because it is our ethical, moral and fiduciary duty to account and strengthen the democratic institution.

The following are what we envisage going forward:

- To accelerate the rollout of catalytic economic projects such as the SEZ, Mega Park, and Game Reserve PPP.
- Deepen our focus on green economy opportunities.
- Creating an understanding on the Climate Change Act, and levelling the ground for adaptation and mitigation.
- Strengthen partnerships with local municipalities, the private sector, and civil society to mobilise resources and expertise.
- Continue improving service delivery outcomes through innovation, performance management, and a people-first approach.

We extend our gratitude to the Speaker, Members of the Mayoral Committee, Councillors, the Municipal Manager, management teams, and all municipal employees for their dedication and hard work. We also thank our residents, community organisations, traditional leaders, and private sector and all stakeholders for collaborating with us.

Working together, we will spare no effort in restoring the integrity and credibility of the West Rand District Municipality and ensuring that we continue to provide a better life for all.

On behalf of the West Rand District Municipality Council and Officials, I hereby present the Annual Report for the financial Year 2024/2025.

Chapter 1

Ald. Dennis Thabe Ald. Dennis Thabe



Executive Mayor

West Rand District Municipality

T 1.0.1

Chapter 1

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

MUNICIPAL MANAGER'S OVERVIEW



The 2024/25 Annual Report is presented to all relevant stakeholders including the community of the West Rand Municipality (WRDM) in line with Section 46 of the Local Government: Municipal Systems Act, 32 of 2000 (MSA); Local Government: Municipal Finance Management Act, 56 of 2003 (MFMA) and MFMA Circular 63 which serves as a guideline in the preparation of the Annual Report.

The 2024/25 financial year was characterised by a demanding operating environment for local government, marked by financial constraints, increasing service delivery pressures, and ongoing institutional capacity challenges. Within this context, the West Rand District Municipality remained steadfast in its commitment to sound governance, financial discipline, and legislative compliance.

Despite these challenges, the municipality successfully retained a clean audit opinion from the Auditor-General of South Africa (AGSA). This achievement reflects the effectiveness of the municipality's internal control environment, disciplined financial management practices, compliance with applicable legislation, and the consistent oversight provided by Council and Council Committees such as the Municipal Public Accounts Committee, the Mayoral Committee the Audit Committee, Performance Audit Committee, whereas this oversight is strengthened by the effective assurance provided by municipal Internal Audit. It further demonstrates the dedication of management and employees to upholding accountability, transparency, and ethical leadership in the management of public resources.

While the clean audit outcome is a significant governance milestone, management

Chapter 1

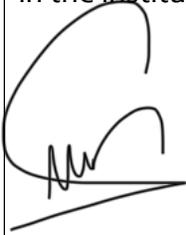
remains cognisant that it must be sustained alongside improvements in operational performance, financial sustainability, and organisational capacity, hence in the 2024/25 financial year, the municipality achieved an overall annual performance of 98% in line with its approved Integrated Development Plan (IDP) and the Service Delivery Budget Implementation Plan (SDBIP). The municipality continues to experience structural and resource limitations that impact the pace at which strategic objectives can be achieved. Targeted interventions aimed at strengthening institutional capacity, optimising revenue management, improving expenditure controls, and enhancing service delivery efficiency remain a priority. As an effort to address these deficiencies, during the period under review, the WRDM filled the critical vacant positions of Chief Financial Officer, Chief Audit Executive, Manager Supply Chain Management and Manager Information Communications Technology; whereas recruitment processes for the long-outstanding position of Executive Director Public Safety is at an advanced stage. In ensuring compliance with the Municipal Staff Regulations, the municipality has commenced with cascading of performance management and performance plans across all occupational levels in order to forge alignment between individual performance objectives, departmental plans and the approved IDP and SDBIP. This approach will reinforce a performance driven culture, enhance accountability and ensure that strategic priorities are translated into measurable operational outcomes at all levels of the organization.

During the year under review, the municipality also focused on consolidating governance gains, improving compliance monitoring, and reinforcing performance management systems. The municipality also focused on strengthening risk management practices and as such, made remarkable progress in mitigating the top 8 risks that have been identified. Mitigation strategies and measures such as the review of existing HR and ICT policies; as well as reviving the mining forum within the region, which provides a platform for the mining houses, municipalities and sector departments to engage on the economic development issues have been implemented . These initiatives are intended to ensure that governance excellence translates into tangible service delivery outcomes

Chapter 1

and long-term organisational resilience.

I wish to acknowledge the commitment of the Political Leadership of the West Rand District Municipality, management, employees, strategic partners, and oversight structures (National and Provincial Departments) for their collective contribution towards maintaining clean administration and advancing the municipality's developmental mandate. The municipality remains committed to continuous improvement, sustainable service delivery, and maintaining public confidence in the institution.



ME Kolo
Municipal Manager

T 1.1.1

Chapter 1

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA

The West Rand District Municipality (WRDM) is a Category C municipality located in the west of the Gauteng Province and consists of three local municipalities namely: Mogale City Local Municipality, Merafong City Local Municipality and Rand West City Local Municipality – is home to the famous Cradle of the Humankind World Heritage Site and is about 50 minutes from OR Tambo International Airport. It borders the North West Province and accessibility is easy from all major Gauteng centres. This region is a great base from which to explore the fascinating and ancient part of South Africa. The West Rand Region has a rich and diverse landscape with the lovely Magaliesberg Mountain forming the backdrop. Towns in the region include Krugersdorp, Randfontein, Westonaria and Carletonville. Each of these is in easy reach of the peaceful countryside well known for its warm hospitality.



Spatial context

Merafong's historical development is closely-knit with the discovery of rich gold deposits in the early 1930s. Fochville is the oldest town in the region and was declared a town in

Chapter 1

1951. The town Carletonville was named after Guy Carleton Jones, an engineer from the Gold Fields Ltd mining company, who played a prominent role in the discovery of the West Wits gold field, of which Carletonville forms a part. The mining company decided, in November 1946, to establish the town. Carletonville was proclaimed in 1948 and attained Town Council Status on 1 July 1959. Formerly a cross-border municipality, the entire municipality was transferred to the North West Province following the abolishment of cross-border municipalities in 2005. The municipality was part of the North West Province from 2005 to 2009, and was subsequently reincorporated into the Gauteng Province following violent protests in the township of Khutsong.

An urban concentration is found in the south-eastern part around Krugersdorp and Kagiso. The Krugersdorp CBD is the main business, social and administration centre and fulfils a regional function. The areas around Krugersdorp are established middle-to-high income residential areas with the full range of urban amenities, services and facilities. The areas to the south of Krugersdorp, namely Kagiso, Azaadville and Rietvallei (referred to as the Kagiso complex), are predominantly disadvantaged settlements with more limited access to service and facilities. The Kagiso complex is physically separated from Krugersdorp's urban areas by an extensive mining belt that runs roughly in an east-west direction through the area.

In terms of overall spatial structure, Rand West City has three distinct separate precincts: the urban residential and economic core, the mining precinct and agricultural land. The west of Rand West City is characterized by extensive farmland and agricultural holdings containing a rural residential node known as Badirile. The Rand West City Local Municipality is characterised by dispersed urban structures consisting of various urban areas and mining villages spread across the entire municipal area. The rural areas consist of a large number of farms, as well as agricultural holdings. There is very limited scope for new development north of the ridge due to dolomitic conditions. The established settlements e.g. Westonaria, Simunye, Bekkersdal and Venterspost cannot be expanded / can only be expanded in a very limited way.

The strategic location of the WRDM in relation to the Gauteng Province creates a huge potential for the agriculture sector to grow and stimulate economic development in the region. The advantage held by farmers within the West Rand is their close proximity to the largest consumer market of perishable goods in South Africa (i.e. City of Tshwane and City of Johannesburg), coupled with the fact that the region has areas with good to excellent agricultural potential. Furthermore, the region possesses the potential to develop agro-processing within its borders, as the majority of required resources are available. 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 is still to be felt for many years to come. Therefore, it's critical that the mining sector be used as a catalyst for developing other economic activities within the region.

Chapter 1

The WRDM is a structure created by legislation and therefore referred to as a “creature of statute” and can only perform the functions and duties allocated to it by Legislation.

The WRDM has a mandate in terms of section 152 (1) of the Constitution, which states the following:-

(1) Objects of local government are:

- a) provide democratic and accountable government for local communities
- b) ensure the provision of services to communities in a sustainable manner
- c) promote social and economic development
- d) promote a safe and healthy environment
- e) encourage the involvement of communities and community organisations in the matters of local government.

Following from the Constitution, specific powers and functions of the WRDM are regulated by National Legislation. The Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998) in Section 84(1) sets out the following powers and functions for the WRDM:

Section 84(1) states that a district municipality has the following functions and powers:

- (a) Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality.
- (b) Potable water supply systems.
- (c) Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity.
- (d) Domestic waste-water and sewage disposal systems.
- (e) Solid waste disposal sites, in so far as it relates to-
 - (i) the determination of a waste disposal strategy;
 - (ii) the regulation of waste disposal;
 - (iii) the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.
- (f) Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole.
- (g) Regulation of passenger transport services.

Chapter 1

- (h) *Municipal airports serving the area of the district municipality as a whole.*
- (i) *Municipal health services.*
- (j) *Fire fighting services serving the area of the district municipality as a whole, which includes-*
 - (i) *planning, co-ordination and regulation of fire services;*
 - (ii) *specialised firefighting services such as mountain, veld and chemical fire services;*
 - (iii) *Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures; s*
 - (iv) *training of fire officers.*
- (k) *The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.*
- (l) *The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.*
- (m) *Promotion of local tourism for the area of the district municipality.*
- (n) *Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.*
- (o) *The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.*
- (p) *The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.*

In executing its functions, the WRDM must seek to achieve the integrated, sustainable and equitable social and economic development of the area as a whole by-

- a) ensuring integrated development planning for the district as a whole*
- b) promoting bulk infrastructural development and services for the district as a whole*
- c) building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking*
- d) promoting the equitable distribution of resources between local municipalities in its area to ensure appropriate levels of municipal services within the area.*

T 1.2.1

Chapter 1

WEST RAND POPULATION SIZE AND GROWTH IN WEST RAND

The West Rand District population is 6 percent of the Gauteng Province's total population which makes it the least populated region in the province, with less than million residents. The StatsSA census 2022 reflects an increase in the population of the West Rand District which is from 821 191 in 2011, to 998 466 in 2022.

A table below shows the population for the West Rand District between 2011 and 2022 as expounded by the 2022 StatsSA census and it is the lowest compared to Sedibeng and the metros. The largest population within the West Rand District is Mogale City with Merafong City being the lowest.

Municipality	Population Size		Rank
	2022	2011	
West Rand	998 466	821 191	n/a
Mogale City	438 217	362 618	1
Rand West City	334 773	261 053	2
Merafong City	225 476	197 520	3

Source: StatsSA, Census 2022

POPULATION GROUPS AND GENDER DISTRIBUTION OF WEST RAND DISTRICT

Table below depicts population groups and gender which assists to explain current dynamics based on historical population settlement patterns.

	Population groups				
	1996	2001	2011	2016	2022
Black	503,130	586,440	650,029	660,179	853,000
White	130,517	132,815	136,987	148,062	102,910
Coloured	15,489	17,628	20,503	21,153	28,061
Indian	5,720	7,078	9,411	9,201	12,019
Other	4,720	NA	3,887	NA	2,476
Total	659,577	743,961	820,817	838,595	998,466

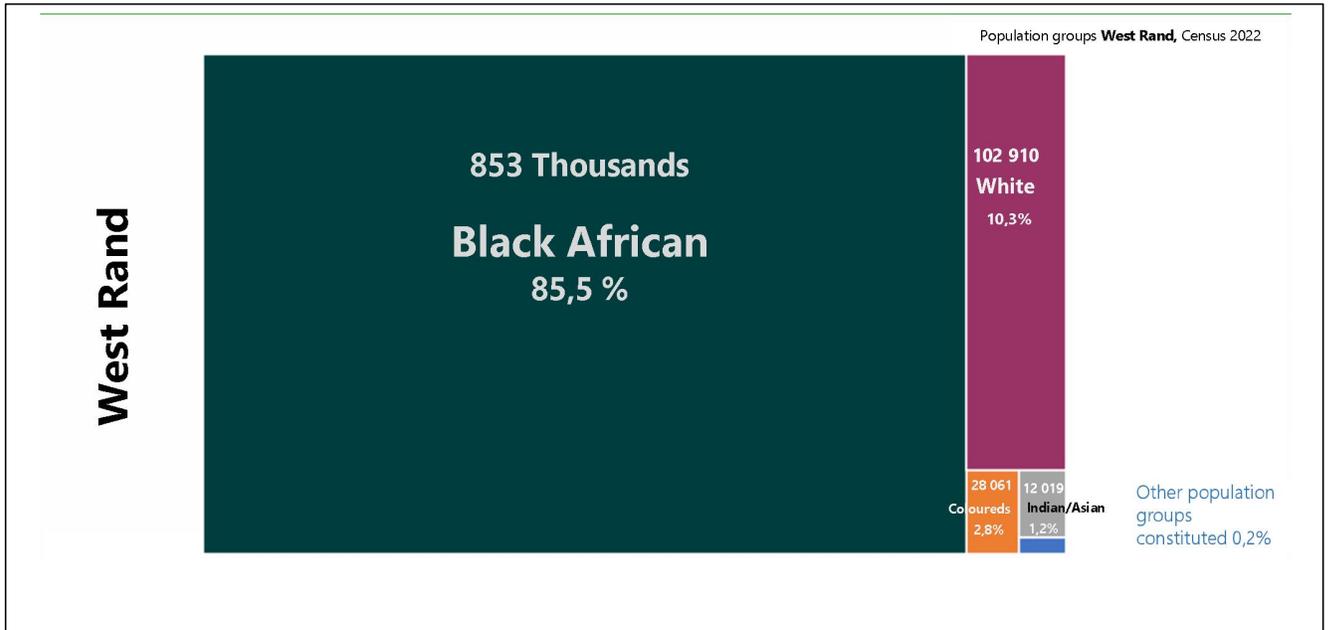
Chapter 1

Population and Gender

	1996	2001	2011	2016	2020†	2022
Males	385,125	399,745	428,057	434,602	484,630	505 187
Females	274,452	344,215	392,760	403,993	429,840	493 279
Population density (persons/ha)	0.72	1.82	2.01	2.05	2.24	2.44
Total Population	659,577	743,961	820,817	838,595	915,661	998 466

Source: StatsSA, Census 2022

At **85, 5%** the **Black African** population group constitutes the largest proportion of West Rand's population, followed by **White (10,3%)** and **Coloured (2,8%)**.

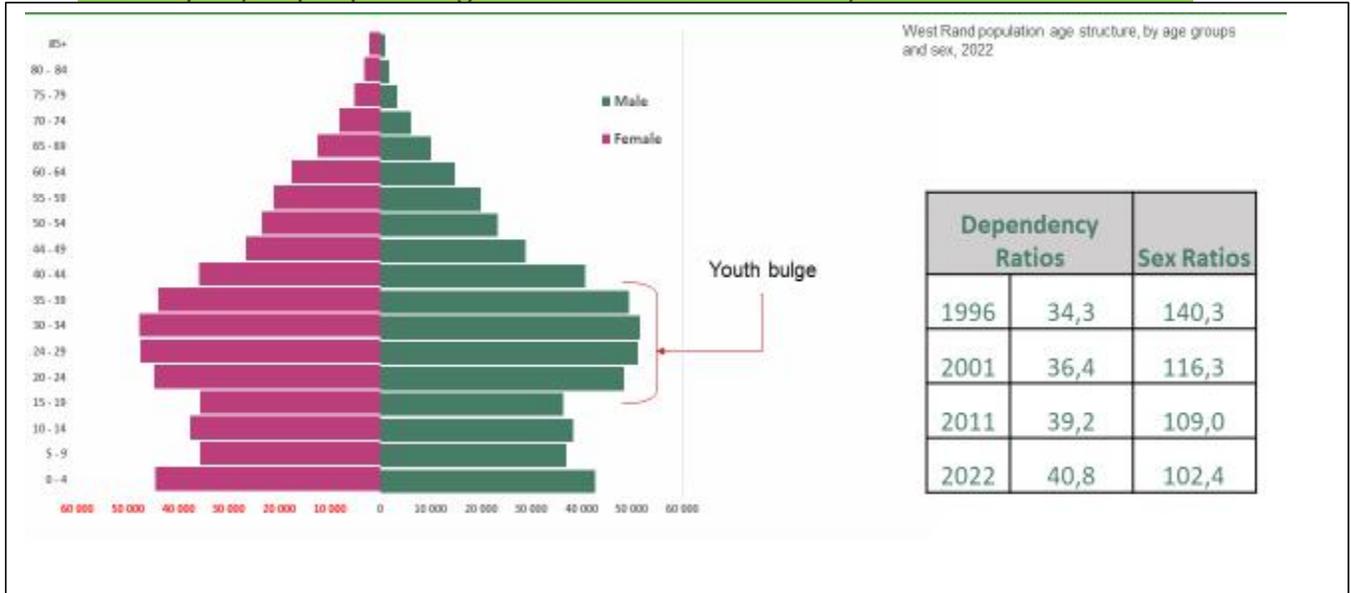


Source: StatsSA Census, 2022

Chapter 1

POPULATION AGE DISTRIBUTION OF THE WEST RAND DISTRICT

The majority of people living in West Rand District are youth



Source: StatsSA Census, 2022

Age groups census 2011-2022

	0-4	5-14	15-34	35-60	60+
2011	78 305	119 858	317 539	252 762	52 726
2022	87 339	148 917	363 429	313 155	85 524

T 1.2.2

In considering age groups, the 20 to 65-year cohort is very significant. The male-female ratio in this age group is important. As explained above male absenteeism or a male surplus is a good proxy for migrant labour. Furthermore, the number of women in this age group also indicates the expected number of households in an area.

Chapter 1

HOUSEHOLDS, SIZE AND DENSITY

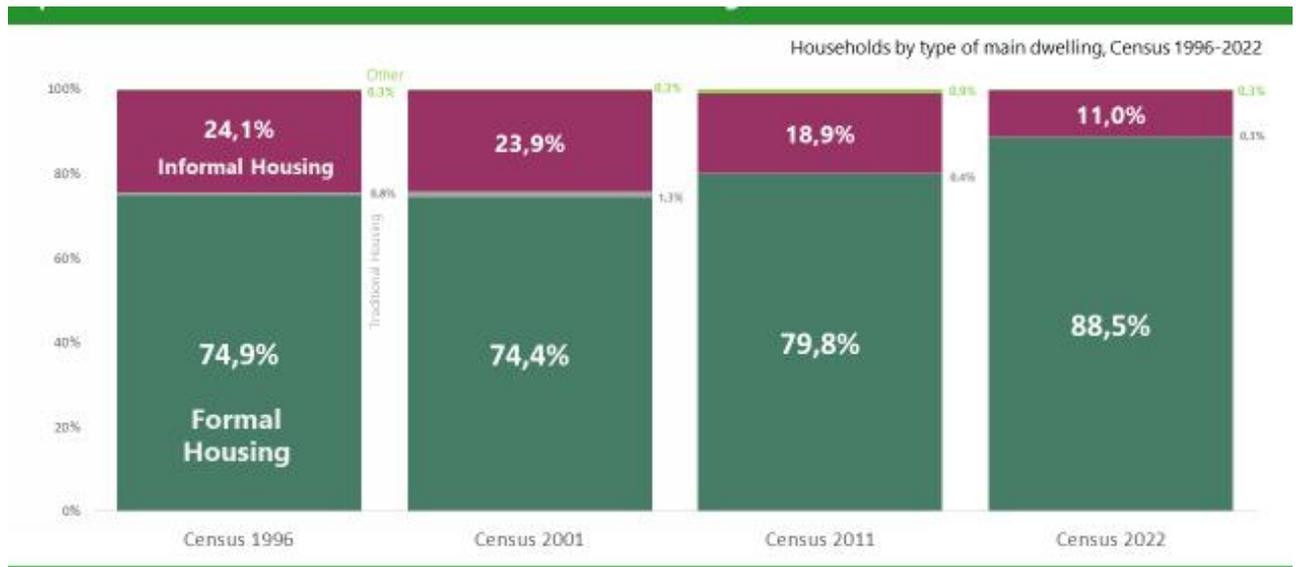
Table below depicts basic household profile for the West Rand District.

Total households, size and density					
	1996	2001	2011	2016	2022
Total households	152,514	282,867	266,907	330,572	356 530
Household density (households/ha)	0.17	0.69	0.65	0.81	0.87
Ave household size	4.32	2.63	3.08	2.54	2.8

T 1.2.3

ACCESS TO BASIC SERVICES OF HOUSEHOLD INFRASTRUCTURE

Households that resided in formal dwellings increased by **13, 6 percentage points**, from **74, 9%** in 1996 to **88, 5%** in 2022 in Gauteng



Source: StatsSA Census, 2022

Households by type of main dwelling in West Rand, Census - 2022

Chapter 1



Source: StatsSA Census, 2022

The graphs above highlight the type dwelling as per the three local municipalities. This is inclusive also in terms of the formal and informal household. There were more Households that resided in formal dwellings in Merafong City in 2022 as compared to other municipalities in West Rand.

1.3. SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY INTRODUCTION

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

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

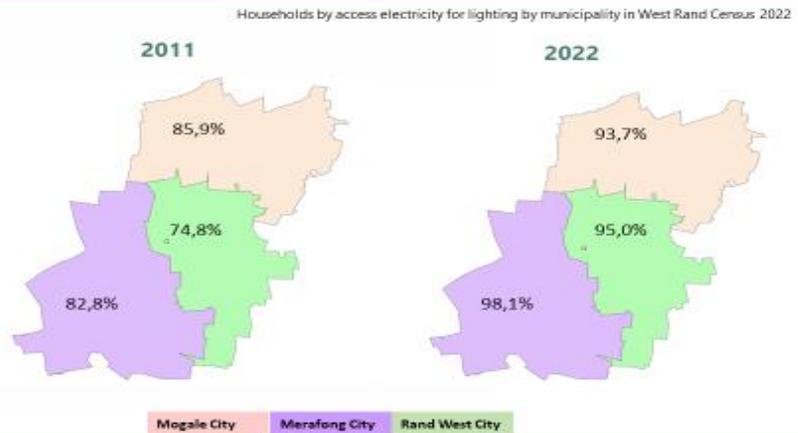
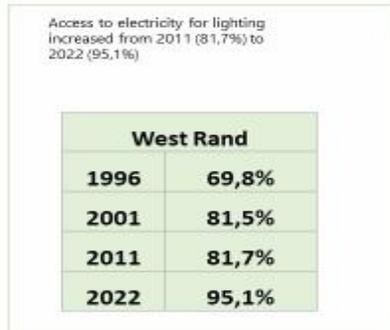
T 1.3.1

Chapter 1

ACCESS TO BASIC SERVICES

Access to electricity in West Rand District, Census - 2022

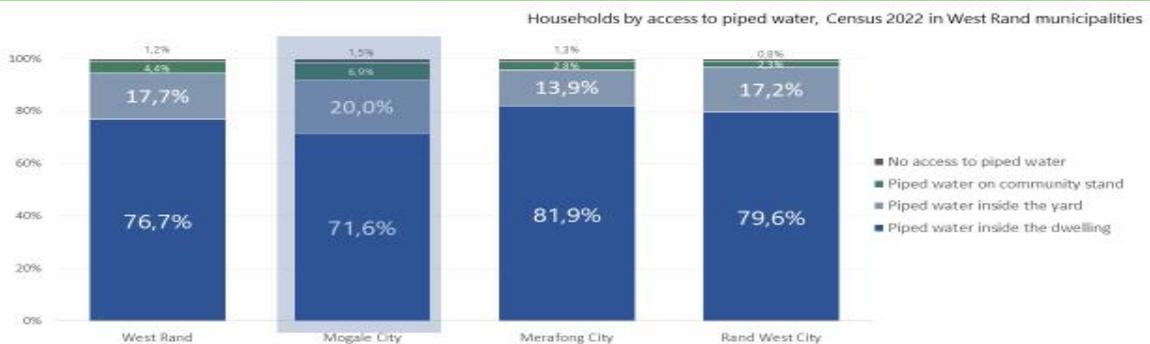
All municipalities in West Rand had more than 90% of households having access to electricity for lighting in 2022.



Source: StatsSA Census, 2022

Access to piped water in West Rand District, Census – 2022

Proportion of households with access to piped water inside the dwelling in West Rand District Municipality is at (76, 7%).



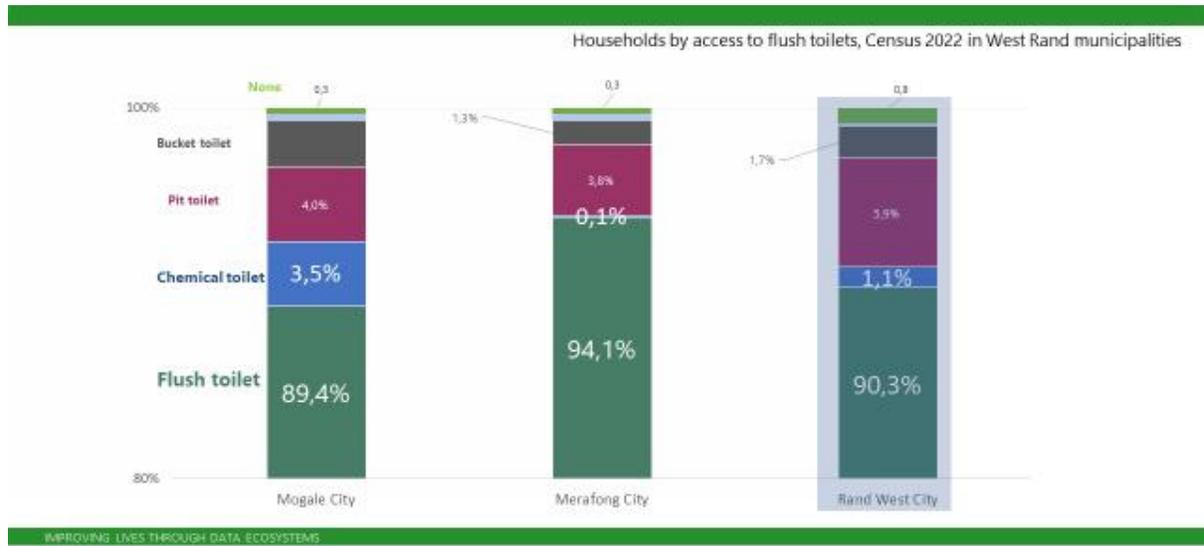
Source: StatsSA Census, 2022

The graph above depicts that Merafong City had the highest (81, 9%) proportion of households with access to piped water inside the dwelling. Rand West City had about 79,

Chapter 1

6% proportion of households with access to piped water inside the dwelling. Mogale City had the lowest (71, 6%) proportion of households with access to piped water inside the dwelling as compared to other municipalities.

Access to flushing toilets in West Rand District, Census – 2022



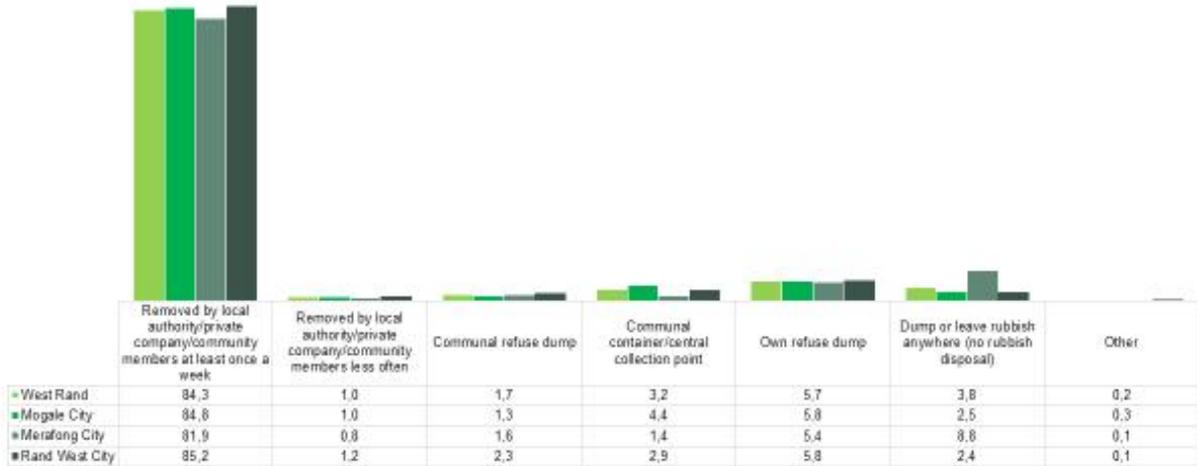
Source: StatsSA Census, 2022

The graph above depicts that Households in Merafong City (94, 1%) had the highest access to flush toilets than other municipalities. Households in Rand West City had 90, 3% access to flush toilets. Households in Mogale City (89, 4%) had the lowest access to flush toilets than other municipalities.

Chapter 1

Access to refuse removal in West Rand District, Census – 2022

Refuse removal in West Rand municipalities, Census 2022



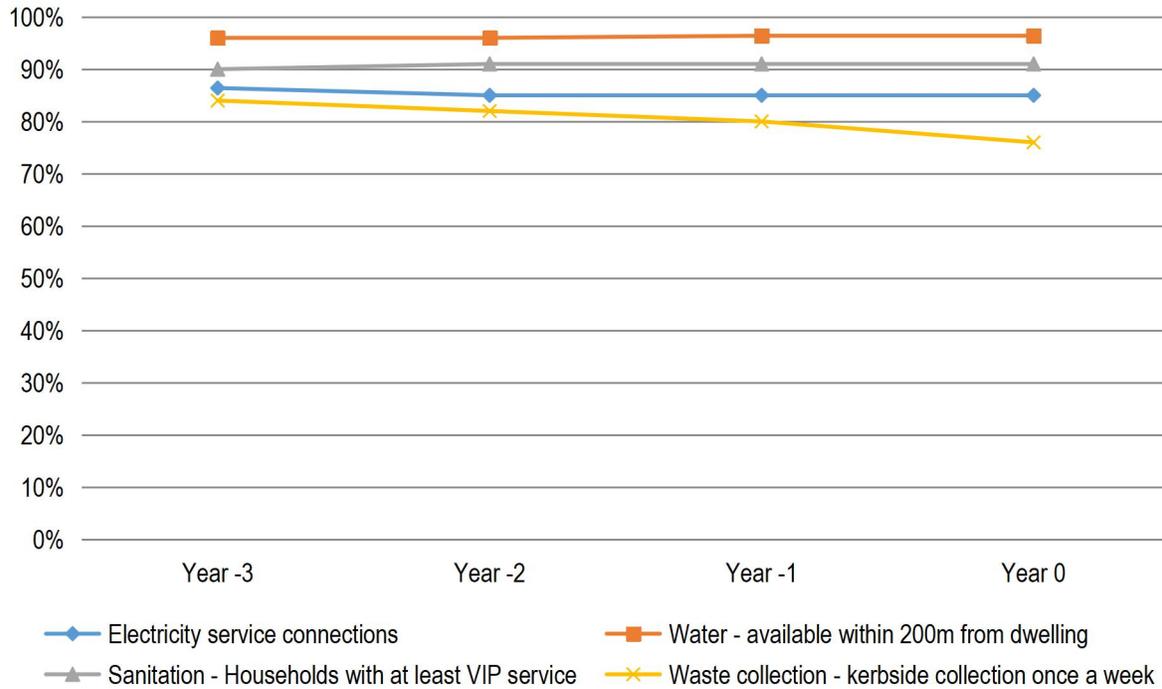
IMPROVING LIVES THROUGH DATA ECOSYSTEMS

Source: StatsSA Census, 2022

The graph above depicts that Rand West City (85, 2%) had the highest percentage of Refuse removal by local authority at least once a week as compared to other municipalities. Mogale City had 84, 8% of Refuse removal by local authority at least once a week. Merafong City had the lowest percentage (81, 9%) of Refuse removal by local authority at least once a week as compared to other municipalities.

Chapter 1

Proportion of households with access to basic services



T 1.3.2

COMMENT ON ACCESS TO BASIC SERVICES:

Graphs show the share of households with access to basic services for the West Rand district and its local regions. Across the district, there is an increase in households with access to electricity, piped water and hygienic toilets as well as waste removal services as outlined in StatsSA census 2022. The Rand West City had the highest percentage in access to waste removal than other municipalities. Merafong City had the highest percentage in access to piped water inside dwelling; as well as in access to flushing toilets. All the local municipalities in West Rand had more than 90% of households having access to electricity for lighting in 2022.

T 1.3.3

Chapter 1

1.4. FINANCIAL HEALTH OVERVIEW

The municipality tabled final budget with a surplus of **R1 thousands** for 2024/2025 financial year. The surplus was adjusted upwards to a surplus of R300 thousand additional revenue recovered from the impaired investment. The amount recovered was also utilized on other commitments to prevent unauthorized expenditure. It is important to note that expenditure required to address the challenges facing the municipality and our communities will always exceed the available funding.

Despite the challenges facing the municipality, the stringent measures were previously applied to curtail municipal expenditure such as using cost benefit analysis on all the functions of the district municipality. This allowed the municipality to close the books with cash and cash equivalents of R4,8 million. As a result of financial challenges and limited revenue resources the financial performance has slightly drop from the surplus of R2million in 2023/24 to the deficit of R2million in 2024/2025 financial year. The municipality is pursuing various revenue enhancement strategies in consultation with its strategic partners both in National and Provincial government to improve the financial situation of the municipality moving forward.

Necessary measures were implemented through the approved Financial Turnaround Strategy and the Financial Recovery Plan (FRP), seven (7) strategies and reports on progress made were 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. With the available resources within the municipality and measures that has been put in place the municipality has been officially release from Section 39.

The municipality further tabled its funding budget plan as part of the approved budget related Policies Council which is unpacked as follows:

Chapter 1

- Short-term interventions of managing the working capital and ensure commitments are honored. This also includes the reduction of both the creditors, debtors book, other liabilities and negative net asset value
- Medium term interventions of 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 which focuses on 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.

The district municipality has been committed to turnaround it's financial situation from the previous financial period when the funding budget plan was tabled. The municipality has, through its short-term strategy mainly focused on the following:

- Continuous review of contracts which has a financial bearing to the municipality
- Continued to apply cost benefit analysis on obligations which are of maximum financial burden to the municipality's fiscus.
- Review of employee related cost to realize savings
- Review of the working capital management plan to improve cash flow

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 outer years of its implementation.

T 1.4.1

Chapter 1

Financial Overview: Year 0 (2024/25)			
			R' 000
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	331 755	307 231	305 802
Taxes, Levies and tariffs	-		
Other	59 274	65 883	12 830
Sub Total	391 029	373 114	318 632
Less: Expenditure	389 737	370 715	320 709
Net Total*	1 292	2 399	(2 076)
* Note: surplus/(defecit)			T 1.4.2

Operating Ratios	
Detail	%
Employee Cost	68%
Repairs & Maintenance	0%
Finance Charges & Impairment	0%
Operating Ratios	
Detail	Expenditure
Employee Cost	340.725.575,00
Repairs & Maintenance	232.877.000,00
Finance Charges & Impairment	-
T 1.4.3	

COMMENT ON OPERATING RATIOS:

The employee cost is above the average norm of 25-40% to the total of operating costs. The equitable share of the municipality is utilized to cover the employee cost due to limited revenue streams.

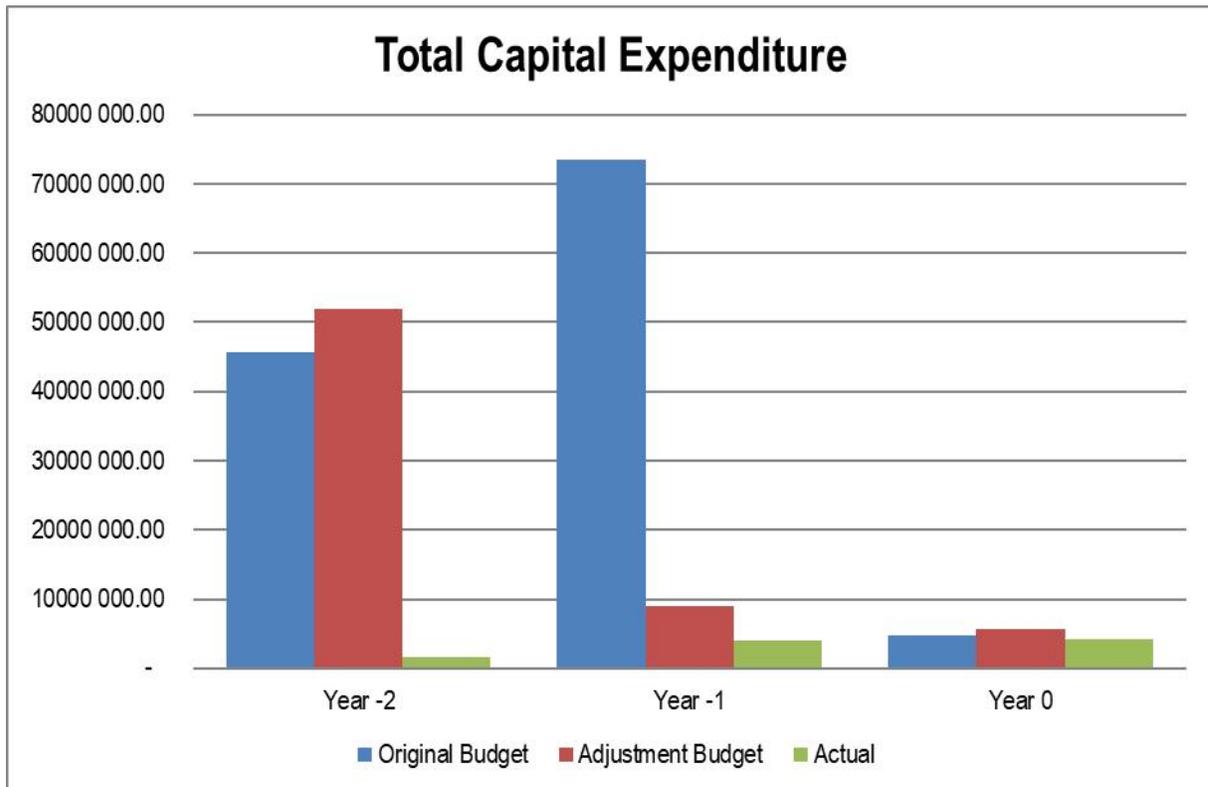
Chapter 1

The Repairs and maintenance' 20% are also below the norm due to cash flow challenges. It poses a risk of the assets that need to be serviced and maintained to retain their service potential

Finance Charges and Impairment do exceed the average norm. The municipality do not have any borrowings that will generate additional finance charges.

T 1.4.3.1

Total Capital Expenditure: Year -2 to Year 0			
	R'000		
Detail	Year -2	Year -1	Year 0
Original Budget	45 650 000.00	73 450 000.00	4 700 004.00
Adjustment Budget	51 900 000.00	8 902 000.00	5 700 004.00
Actual	1 560 853.00	3 974 000.00	4 175 123.55
			T 1.4.4



T1.4.5

Chapter 1

COMMENT ON CAPITAL EXPENDITURE:

The municipality allocated R4,7 million to capital expenditure which is inclusive of R3,6 million for fire services equipment funded by provincial government. The other portion of R1,1 million is for ICT equipment and municipal vehicle that funded by internally generated funds. The actual expenditure amounts to 4.1 million.

T 1.4.5.1

SERVICE PROVIDERS PERFORMANCE

The municipality is monitoring performance of service providers on a monthly 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. Suppliers Performance Assessment Reports are tabled to the Performance Audit Committee and Council for cognizance on a quarterly basis.

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 2024/2025 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 in May 2023. Over and above that, National Treasury introduced new regulations of Preferential Procurement which required each municipality to review their existing preferential procurement policies in line with the regulation. The reviewed preferential procurement policy was approved by Council in January 2023 for implementation of new amendments and subsequently approved with annual budget in May 2023.

The municipality has an established Supply Chain Management Unit that operates under direct supervision of the CFO. The manager supply chain was vacant during the financial year, the placement process was at the final stage by the end of 2024/25 financial year. On a continuous basis, the SCM unit of the municipality aims to improve on the operational processes and procedures pertaining to Supply Chain Management. The Unit promote continuous development of best practices in order to achieve a clean audit opinion from the Auditor General South Africa.

Chapter 1

All supply chain management contracts for the year under review were placed on the municipal website (www.wrdm.gov.za) 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 2024/2025 SDBIP (one stock take per quarter). All approved contracts awarded through SCM processes were registered in the Contract Management Register to monitor expenditure and contract end dates in order to commence with procurement strategy on time.

1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

Top structure

The top structure consists of the Office of the Municipal Manager and the six departments namely Finance, Health and Social Development, Regional Planning and Economic Development, Public Safety, Corporate Services and Internal Audit.

ORGANISATIONAL DEVELOPMENT PERFORMANCE

Organisational development inter alia, includes putting systems in place such as effective performance management system, risk management and capacitation of municipal workforce to promote good performance.

T 1.5.1

1.6. AUDITOR GENERAL REPORT

The report of the Auditor General is encapsulated in Chapter 6 of this Annual Report.

Chapter 1

1.7. STATUTORY ANNUAL REPORT PROCESS

No .	Activity	Timeframe
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
7	Mayor tables the unaudited Annual Report	
8	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
9	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
10	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September – November
11	Municipalities receive and start to address the Auditor General's comments	December/January
12	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
13	Audited Annual Report is made public, and representation is invited	
14	Oversight Committee assesses Annual Report	December/January
15	Council adopts Oversight report	
16	Oversight report is made public	
17	Oversight report is submitted to relevant provincial councils	January/February
18	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	

T 1.7.1

COMMENT ON THE ANNUAL REPORT PROCESS:

As outlined in the above table, the 2024/25 Annual Report has been compiled in accordance with the requirements of the MFMA Circular 63 and the Municipal System Act (MSA), 32 of 2000.

T 1.7.1.1

Chapter 2

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO 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 Executive Committee comprising of Executive Directors. 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, 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 Imbizo, 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.

T 2.0.1

Chapter 2

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

Governance overview for the 2024/25 financial year is provided above in T2.0.1

T 2.1.0

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

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 made up of councillors elected on a proportional basis throughout the whole area of jurisdiction of the WRDM and councillors elected from the three 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.

T 2.1.1

Chapter 2

<p>ALDERMAN. DS THABE EXECUTIVE MAYOR</p> 	<p>CLLR. N NDZILANE COUNCIL WHIP</p> 	<p>CLLR. HB MUNYAI SPEAKER</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>	<p>The functions and duties of the Council 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 him in terms of MSA and ensure compliance with the Code of Conduct by councillors.</p>

MAYORAL COMMITTEE

Section 60 of the Municipal Structure Act, 117 of 1998 provides that, Members of the Mayoral Committee (MMCs) are appointed by the Executive Mayor from amongst 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 and their respective portfolios are reflected below:

Chapter 2

**ALDERMAN. NONKOLISO
TUNDZI-HAWU**
MMC: Corporate Services



CLLR. ANTIONETTE SHIKOANE
MMC: Health and Social
Development



CLLR. KHOZA
MMC: Finance



CLLR. SIFISO DIKANA
MMC: Transport and Roads



CLLR. TUMELO MOLUSI
MMC: Public Safety



CLLR. LEROY LEGABE
MMC: Integrated Environment
Management



CLLR. SIVUYILE BOYCE
MMC: Economic Development



CLLR. THABISO BOVUNGANA
MMC: Infrastructure and Human
Settlement



Chapter 2

COUNCILLORS

Also refer to **Appendix A** which sets out committees and committee purposes.

T 2.1.2

POLITICAL DECISION-TAKING

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 IDP and budget*
- *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 meetings are held in public except in special circumstances, when the business being conducted makes it reasonable and justifiable to do so.

Chapter 2

POLITICAL DECISION MAKING

The District Municipality has the following key committees which are fully functional and execute their mandates.

Mayoral Committee

Section 80 Committees

Municipal Public Accounts Committee (MPAC)

Most of the items or reports presented to the Council emanate from primary discussions at Section 80 committee meetings which are held regularly as per schedule of the Municipality. All the items that serve at Section 80 are then forwarded for further discussion and recommendation to the Mayoral Committee, and ultimately find expression at Council. The functionality of the reports of the MPAC Committee is demonstrated by the presentation of its findings during the period under review and served in Council for approval.

The WRDM managed to review systems of delegation during the period under review. Councilors were taken through various workshops on policies and legislation to equip, prepare and capacitate them to engage and execute their tasks.

T 2.1.3

Chapter 2

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The Municipal Manager is the head of administration and the accounting officer. The latter is responsible for the formation and development of an economical, effective, efficient administration. The Municipal Manager must ensure that 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). The office is also responsible for Performance Management System (PMS) of the Municipality. Lastly, it is administratively responsible for the Political Office (Chief of Staff Unit).

The organizational design and structure of the Municipality is such that it has six departments aligned to the organizational strategic goals, objectives and priorities as contained in the IDP. These departments are headed by Executive Directors who report directly to the Municipal Manager and are appointed in terms of Section 56 of the Municipal Systems Act. The six departments are as follows:

- ✓ Public Safety Services;
- ✓ Health and Social Development;
- ✓ Regional Planning and Economic Development
- ✓ Corporate Services;
- ✓ Financial Services; and
- ✓ Internal Audit

T 2.2.1

Chapter 2

TOP ADMINISTRATIVE STRUCTURE

TIER 1

Municipal Manager:

Function: Head of administration and Accounting Officer. Responsible for formulation, development and management of an economic, effective, efficient and accountable administration.



Municipal Manager: Mr M.E. Koloji

TIER 2

EXECUTIVE DIRECTOR: Chief Financial Officer

Function: Head of financial services. Responsible for the overall sound financial management of the municipality.

EXECUTIVE DIRECTOR: Chief Audit Executive

Function: Head of Internal Audit. Responsible for independently discharging audit responsibilities over the management of the municipality.

EXECUTIVE DIRECTOR: CORPORATE SERVICES

Function: Head of corporate services. Responsible for the management of institutional and human development including Council support functions within the municipality.

EXECUTIVE DIRECTOR: REGIONAL PLANNING AND ECONOMIC DEVELOPMENT

Function: Head of regional planning and economic development. Responsible for the development of economy and spatial planning of the region.

EXECUTIVE DIRECTOR: HEALTH AND SOCIAL DEVELOPMENT

Function: Head of health and social development. Responsible for the Municipal Health Services, Environmental Health, SACR and the promotion of social development within the region.

ACTING EXECUTIVE DIRECTOR: PUBLIC SAFETY

Function: Head of public safety. Responsible for the promotion of safety and security within the region.

Chapter 2



Chief Financial Officer: Mr S. Ramaele



Chief Audit Executive: Ms N. Seabi



Executive Director: Corporate Services: Ms G. Magole



Executive Director: Health and Social Development: Dr M Daka



**Executive Director: Regional Planning and Economic Development
Mr Z. Mphaphuli**



**Acting - Executive Director: Public Safety
Mr N. Kahts**

T2.2.2

Chapter 2

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND 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, 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

INTERGOVERNMENTAL STRUCTURES

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.

The Executive Mayors IGR Forum has a year programme scheduled for quarterly meetings. The Speakers', Chief Whips' and MMCs' Forums as well as the Troika meetings are sitting. However, some of these Inter-Governmental Forums (IGR) (Executive Mayors IGR Forum, MMCs Forums) are experiencing challenges, such as non-attendance by the relevant members.

T 2.3.1

Chapter 2

PROVINCIAL INTERGOVERNMENTAL STRUCTURE

- 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
- Provincial Sinkhole steering committee
- DCS Community Safety workstream
- Disaster Management and Emergency Service working group
- Forum of Emergency Services Heads
- Heads of Centre (Disaster Management)
- SANRAL RIMS Steering Committee
- Premiers Crime Wardens meeting

Chapter 2

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 are 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 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

Chapter 2

DISTRICT INTERGOVERNMENTAL STRUCTURES

District Health Council - a statutory body where MMC of district 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 the Executive Mayor of the district meets with sector leaders (traditional healers, people living with HIV and AIDs, NGOs, CBO, FBOs etc.), government departments and private sector within the area of jurisdiction as well as political leadership;
- Sports, Art, Culture, Recreation, Library and Information Services - coordinate and ensures alignment of programmes from municipalities to province;
- Environmental management forum;
- Merafong Sinkhole Steering Committee
- 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.
- District Development Model (DDM) Forum- district, local municipal officials, provincial officials, national officials and private sector deliberate on various development issues, including the long-term projects.
- District IDP Managers Forum- district, local municipal and provincial officials deliberate on various planning, development and DDM issues, including compliance to legislation.
- District PMS Managers Forum- district, local municipal and provincial officials deliberate on various performance management, monitoring & evaluation issues, including compliance to legislation.

T 2.3.3

Chapter 2

COMPONENT C: PUBLIC ACCOUNTABILITY

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

Accountability and community participation were enhanced by engagements through media, publication, electronically, IDP public participation meetings and communication tools for Budget, Annual Report and sector plans linked to the IDP.

T 2.4.0

2.4 PUBLIC MEETINGS REGISTER

A table below provides activities and timelines which have been executed in line with the phases of the IDP:

Chapter 2

COMMUNICATION, PARTICIPATION AND FORUMS

Municipal engagements

PHASES	ACTIVITIES	Responsible	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
ANALYSIS	District IDP Review Framework (IDP Rep forum).	IDP Manager												
	Request Research additives (Situational Analysis by SERO)	GPT, District & LMs												
	Alignment of LMs Process Plans with the District IDP Review Framework.	IDP Manager (District & Local)												
	Council to Approve the IDP Review Framework.	IDP Manager												
	IDP week with Sector Departments constituent LMs.	MMC's, Internal HoD's and IDP Manager												
	– Social Analysis.	Health and Social and Development												
	– Public Safety Analysis.	Public Safety												
	– Economic Analysis.	LED												

Chapter 2

	– Institutional Analysis.	Corporate Services																	
	– Environmental Analysis.	Environment and Land Use Management																	
	– Spatial Analysis.	Environment and Land Use Management																	
	Sector Forum Meeting	Sector Departments and IDP Managers																	
	Submission of District Wide Community needs prioritization.	IDP Manager's (District & LM's) & Speaker's Office.																	
STRATEGIES	Submission of Priority Developmental Projects/Programs to the District	District and Locals																	
	Sector Plans Submission	All Departments																	
	Ensure alignment of projects and programs with the budget.	All Departments																	
PROJECTS & PROGRAMMES	Consolidation of the Draft IDP and Draft SDBIP.	All Departments																	
	Presentation of Situation Analysis	GPT, District & LMs																	
INTEGRATION APPROVAL	Presentation of the Draft IDP and Draft SDBIP	IDP Manager																	

Chapter 2

WARD COMMITTEES

Composition of ward committees

Not applicable

T 2.4.2

Functionality of ward committees

Not applicable

T 2.4.3

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

Public participation was held successfully by the local municipalities as well as the district municipality during the year under review, as indicated in the above section.

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	

T 2.5.1

Chapter 2

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

The West Rand District Municipality is a category C municipality situated in Western Gauteng, comprising of three local municipalities, namely Merafong City Local Municipality, Mogale City Local Municipality and Rand West City Local Municipality.

The council resolution of the approved framework on District Development Model that cuts across all three local municipalities. This model is aimed at enhancing sound intergovernmental relations.

In terms of governance, an Audit Committee, Performance Audit Committee and Risk Management were established under a Shared Services Model as of 2013 until 28 February 2025, wherein all three local municipalities including the district were using one Audit, Performance and Risk Committee structures. The Shared Services were functioning effectively during the year under review and managed to hold meetings on a quarterly basis in line with the approved charters.

The term of these governance structures came to an end on 28 February 2025 and new committees were established in May 2025. It should be noted that, Mogale City Local Municipality pulled out of the Regional Shared Services approach and has appointed their own committees.

T 2.6.0

2.6 RISK MANAGEMENT AND INTERNAL AUDIT

RISK MANAGEMENT

The Accounting Officer of a municipality is responsible for ensuring that the municipality has and maintains effective, efficient and transparent systems of financial, risk management and internal control, in terms of section 62 (2) e) of the Municipal Finance Management Act of 2003. The underlying intention of the enterprise risk management is that, Institutions should through the risk management process achieve, among other things, the following outcomes needed to underpin and enhance performance:

- a) More efficient, reliable and cost-effective delivery of services;
- b) More reliable decisions
- c) Innovation
- d) Minimised waste and fraud
- e) Prevention of fraud and corruption
- f) Better value for money through more efficient use of resources and

Chapter 2

g) Better outputs and outcomes through improved programme and project management.

The following are the top eight risks to the municipality:

1. Increase in crime
2. Loss of life and property
3. Continuous decline in the economy of the District
4. ICT Business discontinuity
5. Cyber Attack
6. Inadequate administrative accountability
7. Structural deteriorations/ Dilapidation of buildings.
8. Financial unsustainability

INTERNAL AUDIT

Internal Audit (I/A) is responsible for assisting Management by:

- Evaluating the adequacy and the effectiveness of actions taken by Management to fulfill their obligations.
- Examining and evaluating the adequacy and effectiveness of internal controls and the quality of performance in carrying out assigned responsibilities.
- Recommending corrective measures to improve systems of internal control.
- Evaluating compliance with the financial policies and standing orders/ procedures.

Detection consists of speedy identification of indicators pointing to the commission of fraud and/or theft and/or corruption. These indicators should be such as to warrant an investigation. They may come to light from the control established by Management, by Auditor's tests and/ or other sources both within and outside the WRDM.

It is the practice within the Municipality to allow reporting of suspected theft, fraud and corruption anonymously to either the Accounting Officer, WRDM Fraud Hotline, Internal Audit or Risk Management Committee and to protect the informants.

In conducting audit assignments, Internal Audit's responsibilities for assisting Management in detecting fraud and theft are:

- Possessing sufficient knowledge of the elements of these offences to timeously identify indicators denoting commission of possible offence.
- Recognizing the characteristics of fraud and theft, their essential elements, the techniques used to commit fraud and theft and the types of fraud and theft associated with the activities audited.
- Evaluating indicators that fraud and theft may have been committed and deciding whether any further action is required or whether an investigation should be recommended.

The Internal Audit Unit has performed its functions as outlined above in line with the approved Internal Audit Plan for the year under review.

T 2.6.

2.7 ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI-CORRUPTION STRATEGY

Responsibility for the prevention and detection of misconduct involving loss of assets rests with Management. In particular, fraud, theft and corruption can generally be deterred and /or detected through the design, implementation and operation of an adequate system of internal controls.

Internal controls may, however, fail to operate as designed and may be ineffective against fraud, theft and corruption, when committed with the collusion of employees and/or outside parties. Other factors may also militate against the operation of these controls.

Deterrence consists of the actions to discourage the perpetration of fraud and theft and to limit the loss to WRDM, which may arise thereof.

Management is responsible for developing sound policies and procedures, for maintaining an adequate and effective system of accounting, for safeguarding assets, and for devising a system of internal control that will inter alia, assist in the production of adequate financial statements and deter theft and fraud.

WRDM has developed and approved the Ethics Management Strategy to promote good ethical culture throughout the institution. The Consequence Management framework was developed and approved by Council and it aims at dealing with cases of detected misconducts.

WRDM established the Disciplinary Board as envisaged in terms of the Local Government Municipal Finance Management Act: Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings. The Board was functional and considered all the cases referred to it by Council. The last two cases referred were dealt with and the reports were tabled to Council in February 2025. WRDM has thus resolved all Irregular expenditure cases and as at 30 June 2025 the balance was R0.

T 2.7.1

Chapter 2

2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

In terms of Section 6(2)(a) of the MFMA, the Council is required to play an oversight role over the implementation of the municipal supply chain management policy. The accounting officer is required to provide quarterly reports to the Council regarding the execution of the supply chain management policy. On a quarterly basis, the Council regularly oversaw the implementation of the supply chain management policy in accordance with its objectives.

Regulation 3(1) (a), requires that the accounting officer reviews the SCM Policy at least once annually to ensure that it is aligned with any new legislative requirements. The policy was reviewed and adopted by council in May 2024 which included the Preferential Procurement Regulations of 2022.

The municipality has an established Supply Chain Management Unit that operates under the direct supervision of the Chief Financial Officer and is led by the Manager SCM who filled the post in September 2024, complemented by two SCM Officers.

Municipalities are required 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.

BID COMMITTEES

BID SPECIFICATION COMMITTEE	BID EVALUATION COMMITTEE	BID ADJUDICATION COMMITTEE
CHAIRPERSON		
Manager Emergency Services	Executive Director: Regional Planning and Economic Development	Chief Financial Officer
MEMBERS		
Manager Budget, Treasury and Asset Management	Manager Planning and Human Settlement	Executive Director: Health and Social Development
Manager: Information, Communication and Technology	Manager Revenue and Expenditure	Executive Director: Public Safety.
Manager: Municipal Health Services	Demand and Acquisition Officer	Executive Director: Corporate Services
Manager: Environment and Air Quality Management		Manager: Regional Planning and Performance Management

Chapter 2

Logistics and Disposal Officer

Manager Supply Chain
Management

The Procurement Plan was formulated for projects above the R200 000. Threshold value, and the bid committees ensured that projects were advertised and awarded according to the predetermined schedule to guarantee full utilization of grants. The Procurement Plan adhered to the Integrated Development Plan (IDP). All projects scheduled for the financial year were awarded through the competitive bidding processes and Transversal Contracts, without any deviations. Council also ensured that 99% of written quotations are awarded to historically disadvantaged individuals in line with specific goals as identified by Council.

A total amount of R 4 223 940.79 was awarded for transactions above R200 000.00. This amount excludes appointments that were appointed based on rates. The accounting officer dispensed with the official procurement processes established by the policy and procured required goods and services through Regulation 36 of the MFMA. The municipality incurred a total of R 2 299 615.19 with 10 incidents which were procured through Regulation 36 of the MFMA. The biggest contributor to the high deviation amount was as a result of SALGA membership fees.

On a continuous basis, the SCM unit of the municipality aims to improve on the operational processes and procedures pertaining to Supply Chain Management. The unit promotes continuous development of best practices and ethical conduct in order to sustain a clean audit opinion from the Auditor General South Africa.

SUPPLIER PERFORMANCE

The SCM unit facilitated inter-departmental collaborations in exercising oversight over the contract register and project monitoring. Plans of action were put in place where suppliers did not perform satisfactorily in terms of the terms and conditions set out in the Service Level Agreements. Suppliers Performance Assessment Reports were tabled to Council for cognizance on a quarterly basis.

Chapter 2

Four (04) Stock Takings were conducted during the financial year, as per the legal requirements of the 2024/2025 SDBIP (i.e. One Stock Take per quarter). All approved contracts awarded through SCM processes were registered in the Contract Register to monitor expenditure and contract end dates in order to commence with procurement strategy on time.

T 2.8.1

2.9 BY-LAWS

The following Municipal Health By-laws were reviewed and tabled in Council in the previous financial and were referred to public participation. During the year under review, these By-laws were subjected to public participation and subsequently approved by Council on 29 October 2024.

-By-law on governing general hygiene requirements for food premises, and the transport of food and related matters

-Noise control By-law

T2.9.1

COMMENT ON BY-LAWS:

It should be noted that the approved By-laws have not been promulgated as yet, due to financial constraints faced by the municipality. Below are the approved By-laws:

T 2.9.1.1

Chapter 2

2.10 WEBSITE

Documents published on the Municipality's / Entity's Website	Yes / No
Current Integrated Development Plan	Yes
Current annual and adjustments budgets and all budget-related documents	Yes
All current budget-related policies	Yes
Current Service Delivery and Budget Implementation Plan (SDBIP)	Yes
All Performance Agreements of Senior Managers	Yes
The previous annual report (2023/24)	Yes
Oversight report on the 2023/24 annual report	Yes
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2024/25) and resulting scorecards	Yes
All service delivery agreements (2024/25)	N/A
All long-term borrowing contracts (2024/25)	N/A
All supply chain management contracts above a prescribed value (give value) for Year 2024/25	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 the previous year (2023/24)	N/A
Contracts agreed in Year 2024/25 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	Yes
Public-private partnership agreements referred to in section 120 made in (2024/25)	N/A
All quarterly reports tabled in the council in terms of section 52 (d) during (2024/25)	Yes
<i>Note: MFMA 575 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments.</i>	

T 2.10.1

COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:

The above information was published on the WRDM Website in terms of section 75 of the MFMA, read together with section 21A of the Local Government: Municipal Systems Act.

Municipal website was functional and accessible to the public during the year under review. However, the WRDM embarked on a maintenance of the website during January 2024 which resulted in inadequate accessibility of information towards for the maintenance period. Re-publication of the documents which were no longer available in the website was done.

Chapter 2

T 2.10.1.1

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).

PUBLIC SATISFCATION LEVELS

Not applicable

T 2.11.1

Issues raised during the survey
Note applicable

T 2.11.2

COMMENT ON SATISFACTION LEVELS:

Not applicable

T 2.11.2.1

Chapter 3

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

INTRODUCTION

This chapter provides information on all the services provided by the municipality. However, it should be noted that basic services such as water, electricity, sanitation, roads and storm water, waste management and free basic services are not directly provided by the District rather by local municipalities. The District plays a coordination and monitoring role to the local municipalities.

This chapter also provides performance information against the predetermined objectives and targets set during the commencement of the financial year as depicted in the approved SDBIP which also gives effect to the approved IDP.

T 3.0.1

COMPONENT A: BASIC SERVICES

This component includes water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

Not applicable

T 3.1.0

Chapter 3

3.1. WATER PROVISION

INTRODUCTION TO WATER PROVISION

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

The role of the WRDM is coordinating and monitoring. Rand Water is the Bulk Water Supplier in the District. Water is pumped from the Vaal River, purified by Rand Water's Water Treatment Works and distributed in bulk into the Local Municipality's Storage Reservoirs. The local municipalities own and manage the local distribution infrastructure. Water supply in WRDM can be considered to be fairly good.

	T 3.1.1
Not applicable	T 3.1.2 & T 3.1.2.1
<i>Not applicable</i>	T 3.1.2.2
Not applicable	T 3.1.3
Not applicable	T 3.1.4
Not applicable	T 3.1.5
Not applicable	T 3.1.6
Not applicable	T 3.1.7
Not applicable	T 3.1.8
Not applicable	T 3.1.9
Not applicable	T 3.1.10

3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

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

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

The Legislative Mandate of the Department of Water and Sanitation 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 reasonably 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".

T 3.2.1

Not applicable

T 3.2.2

Not applicable

T 3.2.3

Not applicable

T 3.2.4

Not applicable

T 3.2.5

Not applicable

T 3.2.6

Chapter 3

Not applicable

T 3.2.7

Not applicable

T 3.2.8

Not applicable

T 3.2.9

Not applicable

T 3.2.10

Chapter 3

3.3 ELECTRICITY

INTRODUCTION TO ELECTRICITY

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

T 3.3.1

Not applicable

T 3.3.2

Not applicable

T 3.3.3

Not applicable

T 3.3.4

Not applicable

T 3.3.5

Not applicable

T 3.3.6

Not applicable

T 3.3.7

Not applicable

T 3.3.8

Not applicable

T 3.3.9

Chapter 3

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

The WRDM provides a co-ordinating and monitoring function and the local municipalities are responsible for the provision of this services.

INTRODUCTION TO WASTE MANAGEMENT

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. The WRDM 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 WRDM assist constituent local municipalities with materials for clean-up campaigns. A budget needs to be availed to procure material for the awareness campaigns

The WRDM **Integrated Waste Management Plan (IWMP)** was developed in 2010 and needs to be reviewed. A budget needs to be availed for the review of the IWMP to comply with legislative requirements.

The WRDM supported the constituent local municipalities with 4 clean- up campaigns as well as education and awareness campaigns and provided:

- 500 Plastic Bags
- 72 pairs cleaning gloves
- 200 wrist bands
- 60 rulers
- 100 bins
- 100 pens/pencils

T3.4.1

Chapter 3

Not applicable	T 3.4.2
Not applicable	T 3.4.3
Not applicable	T 3.4.4
Not applicable	T 3.4.5
Not applicable	T 3.4.6
Not applicable	T 3.4.7
Not applicable	T 3.4.8
Not applicable	T 3.4.9

COMMENT ON WASTE MANAGEMENT SERVICE PERFORMANCE OVERALL:

The WRDM supported the constituent local municipalities with 8 clean-up campaigns.
A budget needs to be availed for the review of the IWMP

T 3.4.10

3.5 HOUSING

INTRODUCTION TO HOUSING

There is a general observation that human settlements projects and programmes have unintentionally perpetuated apartheid spatial form; that housing demand in economic nodes has partly resulted in the mushrooming of informal settlements; and that there is a lack of diversification of housing opportunities. As a result, co-ordinated delivery of housing using a holistic human settlement approach remains an enormous challenge for municipalities and the other spheres of 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 concept approach.

Human Settlements planning has by and large been a national as well as provincial competency. This means that, with the exception of the metropolitan municipalities, very few municipalities have housing-related strategic planning capacities. 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

3.5.1 Coordination of Housing Projects

As per the mandate derived from the Housing Act, WRDM continues to play a co-ordination role within the region in the execution of projects delivering Subsidy Housing. Gauteng Department of Human Settlements initiated Mega Human Settlements back in 2015. The intention of Mega Human Settlement development is aimed at spatial integration of communities and delivery of numbers that will drastically reduce backlog. The following are the projects that are in different phases of development within the region:

The following are the projects that are in different phases of development within the region. The information below shows the status of the projects within the West Rand Region as of June 2025.

1. **Westonaria Borwa** is in Randwest city Local municipality is intended to yield 16000 units in its completion. To date, the project has delivered a total of 4,445 stands and 2740 completed and allocated units.
2. **Dan Tloome** is in Randwest city Local municipality and is intended to yield 13 768 units in its completion. To date, the project has delivered a total of 5931 serviced sites and 3917 completed units. The allocated units are 2671.
3. **Western Mega** is in Randwest city Local municipality is intended to yield 9875 units in its completion. To date the project has delivered a total of 2 498 serviced sites, delivered 677 completed units and allocated 310 units.
4. **Montrose** is in Randwest city Local municipality is intended to yield 13792 units in its completion. From inception in 2017 and to date the project has delivered 4 013 stands, & 394 units. The Montrose Mega Human Settlement development is currently on hold and that there is nothing happening in the project due to non-performance of the developer. The incomplete units have also been vandalised. The following can be noted:
 - i. There is legal processes underway by the Gauteng Department of Human Settlements
 - ii. A notice of termination has been issued to the developer for consideration
 - iii. Once process is concluded the Department will inform the municipalities on the project way forward
5. **Afrivillage** in Randwest city Local municipality is intended to yield 9880 units in its completion. To date, the project has delivered a total of 2724 serviced sites and 2520 completed and allocated units are 2103 (for Greenhills phase).

6. **Elijah Barayi** is in Merafong city Local municipality is intended to yield 12491 units in its completion. To date, the project has delivered a total of 5984 stands and 5419 completed and allocated units.



3.5.2 Social Housing Programme

Social housing in South Africa is rental or cooperative housing targeted at low- to middle-income households. It is aimed at promoting access to affordable and well-located accommodation in urban areas. Social housing encourages urban restructuring, economic development, and social integration, while offering secure and dignified living conditions. It is important to note that the WRDM (West Rand District Municipality) primarily facilitates the implementation of Social Housing projects, while other stakeholders are responsible for their physical implementation. Social Housing programme has been conceived with the intention to integrate communities.

The Social Housing Regulatory Authority (SHRA) regulates, promotes, and supports the development of the social housing sector. Its core functions include:

1. Accrediting Social Housing Institutions (SHIs) to ensure they meet regulatory standards.
2. Disbursing capital grants to qualifying SHIs and projects.
3. Monitoring the performance and impact of projects.
4. Supporting initiatives aligned with spatial transformation goals.

During the first half of 2025, social housing in the West Rand District Municipality saw progress in several areas:

Approximately 320 rental units were either completed or under development, primarily in Krugersdorp and Randfontein.

Chapter 3

- Projects contributed to urban renewal and employment creation, especially in areas near public transport hubs.
- Renovation efforts improved liveability of some older buildings, making them compliant with SHRA standards.

A few significant developments shaped social housing outcomes in this period:

- A funding delay in Q1 led to temporary halts in two major developments. These resumed by April 2025 after interventions by provincial authorities.
- Rising construction costs led SHIs to adjust their budgets and timelines.
- The SHRA conducted an impact review visit to the West Rand in March 2025, with findings to influence future grant allocations.

Restructuring Zones (RZs) are key geographic areas prioritized for social housing due to their potential for spatial transformation.

- As of June 2025, there were no changes in the delineation of RZs in the West Rand.
- However, local government submitted a proposal to expand RZ coverage to parts of Westonaria.
- A pilot program is under discussion to integrate social housing within a broader urban renewal framework for RZs.

3.5.3 Title Deeds Backlog Reduction Project

WRDM as part of government is supporting prioritisation of security of tenure through the issuing of title deeds in Pre-1994 (old stock) and Post-1994 properties. However, the set targets for title deeds registration are often not met, and as a result, there is a growing backlog as more houses are being built, mostly due to:

- Illegal sales, invaded properties, etc
- Service certificates not filed with the Deeds Offices
- Townships with incomplete township establishment milestones

The table below shows registration of title deeds at the deeds office during the financial year under review:

Chapter 3

Municipality	Q1: Jul-Sep 2024	Q2: Oct-Dec 2024	Q3: Jan-Mar 2025	Q4: Apr-Jun 2025	Annual Registrations
	Mogale City	150	0	0	
Merafong City	0	0	30	480	510
Randwest City	187	119	0	0	306
WRDM	337	119	30	480	966
	966				

Employees: Housing Settlements and 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	2	3	2	1	33%
6 - 7	2	3	2	1	33%
8 - 9	1	2	1	1	50%
Total	6	9	6	3	33%

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 3.5.4

Financial performance for the Housing Services -Not applicable

T3.5.5

Chapter 3

Capital expenditure for the Housing Services -Not applicable

T 3.5.6

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

All three Local Municipalities within the District give residents a total of 6 kilolitres of water and 50 kilowatts of electricity per month at no cost.

T3.6.1

Free Basic Household Services - Not applicable

T3.6.2

Free Basic Services to low income households- Not applicable

T3.6.3

Financial Performance Free Basic Services-Not applicable

T3.6.4

Free Basic Service Policy Objectives -Not applicable

T3.6.5

COMPONENT B: ROAD TRANSPORT

This component includes roads; transport; and waste water (stormwater drainage).

INTRODUCTION TO ROAD TRANSPORT

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 to the Local Taxi Fraternity and is in the process of introducing Subsidised Bus Services, in conjunction with the Gauteng Provincial Department of Roads and Transport into the area.

T 3.7

Chapter 3

3.7 ROADS

INTRODUCTION TO 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 coordination 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 still in the process of sourcing funds for the compilation of the District-Wide Integrated Infrastructure Master Plan that will contain elements of pavement management and stormwater management respectively

T 3.7.1

Gravel road infrastructure -Not applicable

T3.7.2

Not applicable

T 3.7.3

Not applicable

T 3.7.4

Not applicable

T 3.7.5

Not applicable

T 3.7.6

Employees: Road and Stormwater					
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	100%
6 - 5	1	2	1	1	50%
10 - 9	0	1	0	1	100%
Total	1	4	1	3	75%

*Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as of 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.*

T3.7.7

Not applicable

T 3.7.8

Not applicable

T 3.7.9

Not applicable

T 3.7.10

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

INTRODUCTION TO TRANSPORT

In 1993, the former Western Gauteng Services Council was declared a Metropolitan Transport Area in terms of the Urban Transport Act (Act 78 of 1977). As the core city, it was entrusted with comprehensive transport planning functions and the administration of public transport processes within the West Rand region.

Building on this foundation, the West Rand District Municipality (WRDM), in its role as a Transport Authority, continues to play a critical facilitation and administrative role in matters related to public passenger transport.

Key responsibilities include the development and regular review of the District Integrated Transport Plan (DITP), as well as supporting local municipalities in the formulation of their Local Integrated Transport Plans (LITPs). The WRDM also actively participates in various strategic programmes and projects initiated by the Gauteng Department of Roads and Transport.

While district municipalities such as WRDM are not mandated to operate public transport services or issue operating licenses, they serve an important coordinating function. Their role includes aligning local transport initiatives with provincial policy frameworks, contributing to Integrated Development Planning (IDP), and ensuring that transport needs are integrated into broader spatial and economic development strategies. The WRDM remains a key enabler of intergovernmental collaboration and long-term mobility planning in the region.

The WRDM, as a Transport Authority, administers processes relating to public passenger transport in general. The WRDM renders an administrative support service to the Taxi and Learner Transport Fraternity in General. Other functions include the development of the DITP, being involved in various projects / programmes initiated by the Gauteng department of roads and transport

Chapter 3

In Gauteng, district municipalities like West Rand have a limited but important role in transport, mainly focused on coordination and support. They help align local transport planning with provincial strategies, facilitate integrated development planning (IDP), and engage with provincial departments on transport-related issues. While they do not operate public transport services or issue licenses, they support planning, emergency transport coordination, and ensure transport needs are integrated into broader district development initiatives.

The WRDM was in the process of introducing Subsidised Bus Services, in conjunction with the Gauteng Provincial Department of Roads and Transport into the District.

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

T 3.8.1

Not applicable

T 3.8.2

Concerning T 3.8.2

The WRDM was in the process of introducing Subsidised Bus Services, in conjunction with the Gauteng Provincial Department of Roads and Transport into the District. However, The GDRT has subsequently advised that, due to financial constraints, the extension of the Subsidised Municipal Bus Service to the West Rand has been placed on hold. They have committed to approaching Provincial Treasury until funding is available to proceed with the introduction of a Subsidised Bus Service in the area.

T 3.8.2.1

COMMENT ON THE PERFORMANCE OF TRANSPORT OVERALL:

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.

Chapter 3

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

PASSENGER RAIL AGENCY OF SOUTH AFRICA

Historically, the WRDM has been served by two key rail lines:

- **Midway–Oberholzer–Johannesburg Line** (± 73.2 km)
- **Langlaagte–Randfontein–Johannesburg Line** (± 43.5 km)

Following the COVID-19 pandemic, rail services were suspended due to extensive vandalism and infrastructure theft. This led to increased reliance on minibus taxis, raising household transport costs and contributing to road congestion and maintenance challenges, particularly from heavy vehicles.

PRASA Intervention: Overhead Track Replacement Project

In response, PRASA launched the **Overhead Track Replacement Project** in September 2023, aiming to restore the Johannesburg–Rand West City corridor via Roodepoort. The project includes the replacement of stolen overhead wires and the rehabilitation of vandalized stations.

Project phases:

- **Phase 1 (Completed):** Johannesburg to Roodepoort
- **Phase 2 (Underway):** Roodepoort to Randfontein

PRASA appointed **G2NETGROUP** as the lead contractor, with local labour and contractors engaged to support local economic development.

Since the intervention, limited rail services have resumed, though not yet at full capacity. Full restoration is anticipated by **early 2026**.

The WRDM continues to engage PRASA regularly, requesting updates to the **Section 80 Roads and Transport Committee** to monitor progress and ensure accountability.

REVIEW OF THE GAUTENG INTEGRATED TRANSPORT MASTER PLAN (GITPM25)

The WRDM actively participated in the review of the Gauteng Integrated Transport Plan. Key initiatives highlighted in the plan include the development of an integrated, multi-modal transport system, the revitalization of rail infrastructure, promotion of non-motorised transport (such as walking and cycling), and improved coordination between transport modes and municipalities. WRDM's involvement ensured that the region's transport needs and priorities were represented in shaping a more accessible, efficient, and sustainable provincial transport network.

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 has undertaken 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.

The Developer has subsequently funded and installed bulk infrastructure to service the Hub.

REGIONAL AIRPORT

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

Chapter 3

The Department identified a need for a Regional Airport to be established in the West Rand Region. Motivations were made and the WRDM Council approved that an application be made to the Gauteng Infrastructure Financing Agency (GIFA) to undertake a desktop Prefeasibility Study. GIFA 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. are ongoing. In addition, GIFA has indicated that they will consider a further investigation into the feasibility and engage with other stakeholders.

Chapter 3

PUBLIC TRANSPORT MONTH

The West Rand District Municipality (WRDM) in partnership with the Department of Education (DOE), Gauteng Traffic Police: Road Safety and Public Safety Officials from the three Local Municipalities located within the WRDM undertook awareness campaigns on Road Safety at Primary Schools in the District. The following schools that were addressed were identified by the DOE:-

MUNICIPALITY	SCHOOL	DATE
Merafong City LM	Wedela Primary School – Wedela, Fochville	11 October 2024
Rand West City LM	Setholela Primary School – Wheatlands, Randfontein	18 October 2024
Mogale City LM	Setlolamathe Primary School – Kagiso, Krugersdorp	25 October 2024

The following photographs highlights these events undertaken as indicated above:



WEDELA PRIMARY SCHOOL



SETHOLELA PRIMARY SCHOOL



SETLOLAMATHE PRIMARY SCHOOL



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.

The GDRT has subsequently advised that, due to financial constraints, the extension of the Subsidised Municipal Bus Service to the West Rand has been placed on hold. They have committed to approaching Provincial Treasury until funding is available to proceed with the introduction of a Subsidised Bus Service in the area.

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, and 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 their role as a Transport Planning Authority and utilize the RRAMS 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.

Chapter 3

The West Rand District Municipality initially identified seven graduates who were employed and trained by the Service Provider. At the 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). One of the female graduates resigned as at end of January 2022 and she was replaced during the 2022/2023 financial year.

The appointment of the Service Provider came to an end at the end of June 2022. It was decided that the Graduates were skilled sufficiently to run the programme in-house. They have been performing sufficiently and have been complying with all the funder's requirements.

As at the end of June 2025 progress was as follows: -

- Classification (complete)
- GIS Network Centre-line Verification (completed)
- Visual Condition Assessments – Round 3 commenced but was put on hold.
- Road Asset Inventory Assessments - Round 2 commenced but was put on hold
- Paved Visual Condition Quality Control - Round 2 complete
- Verification of Visual Condition Data - Round 2 complete
- Bridge Inspections by Qualified Assessor - Round 1 complete
- Traffic Counts - Round 2 commenced

The Annual Report for 2024/2025 was developed in-house and submitted to NDoT timeously.

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

- 2024/2025 - R 2 911 000
- 2025/2026 - R 3 041 000
- 2026/2027 - R 3 181 000

A Service Provider was appointed to facilitate skills transfer to enable the programme to be facilitated in-house. The Graduates were capacitated in the following areas: -

- TMH9's Visual Condition Assessments (for Flexible, Concrete, Block & Unpaved Roads)
- Inventory Condition Assessments
- TMH22's Road Asset Management (Asset Valuation, Engineering Indices, Situational Analysis, Need Determination & Asset Management Planning)
- Labour Intensive Construction (NQF 7)
- QGIS (Introduction to QGIS, Basics Operations, Data Capturing & Mapping)
- TMH19's Bridge & Culvert Inspector's Visual Assessment
- TRH26's RISFSA & RCAM Classification

Chapter 3

- TMH18's Data Exchange Format
- Traffic Data and Analysis
- Preparation of the Roads Asset Management Plan.

Feedback from the Service Provider on the state of readiness of the Graduates to implement the RRAMS Programme in-house is very positive.

The WRDM has extended the appointment of the Graduates on a Three-Year Fixed Term Contract. A further two Graduates were appointed during the 2022/2023 Financial Year. This brings the total number of Graduates employed on the Programme to six. There are two females and four males. All six contracts will end on 30 June 2025.

All activities are currently being undertaken in-house except for Paved Visual Condition Quality Control and Bridge Inspections which are required to be undertaken by external Service Providers.

DISTRICT AND LOCAL INTEGRATED TRANSPORT PLANS

The District Integrated Transport Plan (DITP), along with the associated Local Integrated Transport Plans (LITPs), are statutory planning instruments mandated by the National Land Transport Act, 2009 (Act No. 5 of 2009). These plans provide strategic frameworks for the development, integration, and coordination of transport systems at both district and local levels. In line with legislative requirements, they must be reviewed every five years to ensure alignment with evolving spatial, social, and economic conditions, as well as with national and provincial transport priorities.

The most recent DITP for the West Rand District, and the respective LITPs for Merafong City, Mogale City, and Rand West City Local Municipalities, officially lapsed in late 2024. Due to financial constraints, the West Rand District Municipality (WRDM) and its constituent municipalities have been unable to independently fund the required reviews. As a result, the WRDM formally requested financial and technical support from the Gauteng Department of Roads and Transport (GDRT). On 28 May 2025, the GDRT confirmed that a business case for the DITP review had been approved by the Gauteng Provincial Treasury.

The review process officially commenced with an initiation meeting held on 4 June 2025, where it was announced that the Council for Scientific and Industrial Research (CSIR) had been appointed to support the process. The DITP aims to enhance mobility and accessibility across the West Rand, guiding future transport planning through key objectives such as developing an efficient, cost-effective, and reliable multi-modal transport system; aligning infrastructure and policy with municipal development goals; improving access to key destinations including employment and tourism hubs; promoting modal connectivity; and supporting non-motorised transport infrastructure.

Chapter 3

Importantly, a fully-fledged public participation process will form an integral part of the DITP review. This process will involve a broad range of stakeholders, including the general public, PRASA, SANTACO, business forums, the learner transport sector, and relevant government departments. The WRDM has also requested that the inclusion of LITPs in the current review cycle be reconsidered, and awaits formal feedback from the GDRT. The entire review is expected to take approximately 12 months, after which the final DITP will be submitted to the WRDM Council for approval and subsequently to the MEC for Transport for formal endorsement, in accordance with the provisions of the National Land Transport Act.

Employees: Infrastructure					
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	100%
4 - 6	2	4	2	2	50%
Total	2	5	2	3	60%

*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.*

3.8.4 T

Not applicable

T 3.8.5

Not applicable

T 3.8.6

Not applicable

T 3.8.7

Chapter 3

3.9 WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

The function of Stormwater Drainage is performed by the constituent Local Municipalities.
T 3.9.1

Not applicable T 3.9.2

Not applicable T 3.9.3

Not applicable T 3.9.4

Not applicable T 3.9.5

Not applicable T 3.9.6

Not applicable T 3.9.7

Not applicable T 3.9.8

Not applicable T 3.9.9

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes planning; and local economic development.

INTRODUCTION TO PLANNING AND DEVELOPMENT

This component focuses on planning and development of the region in terms of SPLUMA, which informs the Spatial Development Framework. Municipalities have to create opportunities for growth of local economy and poverty alleviation this is achieved through partnerships with local businesses.

T 3.10

3.10 PLANNING

INTRODUCTION TO PLANNING

The lives of many have changed through the delivery of housing opportunities. However, the significant public sector investments especially in the human settlements sector have not resulted in more equitable, inclusive and integrated communities within cities and towns. The spatial location of state-funded housing projects continues to marginalise the poor and this can be summed up as spatial injustice.

While the National Development Plan (NDP) recognised that all spatial development should conform to certain normative principles and should explicitly indicate how the requirements of these should be met, the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) contains a more concrete principle of spatial justice.

SPLUMA directs municipalities to apply the principle in its spatial development frameworks, land use schemes and, most importantly, in decision-making on development applications. WRDM in this case has established West Rand District Municipal Tribunal (WRDMPT) to adjudicate Land Development Applications that cannot be settled at local municipality as well as those that have regional impact.

T 3.10.1

3.10.1. Implementation of SPLUMA Regulatory framework

The WRDM Spatial Development Framework (SDF) has been developed with the support from the Department of Rural Development and Land Reform (DRDLR) and was approved by WRDM Council on the 27th of June 2022.

3.10.2. Monitoring Operations of West Rand District Municipal Planning Tribunal

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 applications.

The West Rand District Municipal Planning Tribunal (WRDMPT) is fully operational and have regular meetings to consider/adjudicate applications submitted by the three local municipalities. The chairmanship is rotated amongst the four municipalities, including the District, and in the current 2024/25 financial year, the WRDM is the chair and will hand over to Rand West Municipality in the 2025/2026 financial year.

WRDMPT has, as of the end of June 2025, adjudicated and completed 12 Applications. Of these applications, 2 were withdrawn. Therefore, 10 were tabled for adjudication, 8 were finalised and 2 were put in abeyance, due to additional input requested from the Tribunal, or external processes that could influence the final decision of the Tribunal.

3.10.3. West Rand Land Use Audit

Cadre Connect (Pty) Ltd was appointed by the Gauteng Department of Cooperative Government and Traditional Affairs (GCOGTA) to conduct a land use audit within the West Rand District Municipality (WRDM) - inclusive of Mogale City, Rand West City and Merafong City Local Municipalities - towards credible land use schemes which comply with the requirements of the Spatial Planning and Land Use Management Act, 2013 (SPLUMA). The Land Audit concluded during March 2022 and approved by WRDM Council in May 2022. The Municipality is currently using the data from the study.

Chapter 3

The West Rand District Municipality, inclusive of the Mogale City, Rand West City, and Merafong City local municipalities, covers an area of 408,980 hectares of land and accommodates 174,063 land parcels.

3.10.4. Urban linkages through Neighbourhood Development

The Neighbourhood Development Partnership Grant (NDPG) is a conditional grant aimed at assisting municipalities in stimulating and accelerating investment in poor, under-served residential neighbourhoods and targeted areas by providing technical assistance and capital grant financing for municipal projects that have generally a distinct private sector element as outlined in the Division of Revenue Act. The grant is spent in accordance with the activity plans as submitted by municipalities and approved by the National Treasury Neighbourhood Development Partnership Programme (NDPP).

The programme is further aimed at funding township projects that provide community infrastructure and create platform for commercial investment that:

- Support project partnerships that improve quality of life & facilitate private sector investment
- Facilitate mobilisation of 'dead' capital in residential stock
- Support retention of local buying power
- Enable ongoing economic development

The NDPG Projects and implemented in phases. The phase that was completed and handed to Rand West Municipality in the previous financial year is phase 4 that is dealt with construction of Finsbury Multipurpose Community Sports Facility.

The impact of WRDM NDPG funded projects clearly show that out of the 5 nodes that were targeted, the Mohlakeng node precinct of the Rand West City Municipality has achieved the purpose of the NDPG, which was to have a socio-economic impact. As a result of the development of the node, Rand West City municipality has drawn several

Chapter 3

private investments and established itself as an economic hub. But, to guarantee an even more successful economic hub the development of Umphakathi Mall and Unphakhathi Square shopping center was because of WRDM NDPG investment. However, a great deal of work needs to be done in other nodes. To implement the grant more effectively, the WRDM must examine its difficulties encountered during implementation and come up with new strategies that will work better. WRDM need more funding from the programme to enhance implementation, making it a more viable nodes with contented communities.

Employees: Planning Services (Strategic & Regulatory)					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0-00	1	1	1	0	0%
0 - 1	3	4	3	1	25%
0 - 3	1	2	1	1	50%
5 - 6	2	3	2	1	33%
6 - 7	5	7	5	2	29%
7 - 8	1	1	1	0	0%
9 - 10	1	1	1	0	0%
Total	14	19	14	5	26%

*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 3.10.4

Chapter 3

Financial Performance Year 0: Planning Services						R'000
Details	Year -1	Year 0				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
Total Operational Revenue	73441	83425	63425	62714	-33%	
Expenditure:						
Employees	14323	18786	18959	12245	-53%	
Repairs and Maintenance	0	0	0	0	#DIV/0!	
Other	44000	64638	38484	38484	-68%	
Total Operational Expenditure	58323	83424	57443	50729	-64%	
Net Operational Expenditure	-15118	-1	-5982	-11985	100%	
<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 3.10.5	

Not applicable

T 3.10.6

Not applicable

T 3.10.7

Chapter 3

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKETPLACES)

INTRODUCTION TO ECONOMIC DEVELOPMENT

The West Rand economy has been historically reliant on the mining sector which in recent years has been on the decline as a consequence of the cost of production, availability and commodity prices which fluctuates timeously. The region has been focusing on the diversification of the economy by identifying other sectors that has the economic development potential such as tourism, agriculture, manufacturing etc. There are a number of economic initiatives that the district has been facilitating which amongst others include Agri-parks, Bokamoso Ba Rona, Krugersdorp Game Reserve, NDPG, EPWP, NARYSEC, Land Care, West Rand Mega Park and West Rand Academy. These initiatives are at different stages of development and some of these initiatives have already created job opportunities which are reported in the report. Through the Mechanization programme which is aimed at improving food security, a number of farmers where assisted with tractors to plough their production land.

T 3.11.1

COMMENT ON LOCAL JOB OPPORTUNITIES:

Workshops were held for youth in Rand West City at the Dan Tloome Youth Centre and Itireleng Youth Centre on 22 November 2024 to introduce the youth to the Entrepreneurship Bootcamp to be held in 2026. It was hosted in partnership with the Junior Achievement South Africa (JASA) in collaboration with the Z Zunch Foundation and the West Rand District Municipality.

The Representative Council of Learners (RCL) Presidents Youth Summit was held on 20 June 2025 at Westonaria Sports Complex, in commemoration of Youth Day, and to engage in a dialogue on youth unemployment. The summit was organized by the Gauteng West District of the Department of Education (GDE) in collaboration with the West Rand District Municipality Youth Desk (GEYODI).

There is also a number of projects running with the aim of creating job opportunities in the region (NARYSEC, Agri-Parks, SOLIDARIDAD, Carmel Estate FPSU, PLAS, and the EPWP.

T 3.11.4

Chapter 3

Jobs Created during Year 0 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created No.	Jobs lost/displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created/lost
Total (all initiatives)				
Year -2	579	0	579	Reports submitted to Portfolio
Year -1	399	0	399	Reports submitted to Portfolio
Year 0	434	0	434	Reports submitted to Portfolio
NARYSEC	48			
Agri-Parks	276			
SOLIDARIDAD	105			
PLAS	2			
MECHANISATION	3			

T 3.11.5

Job creation through EPWP* projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
Year -2	8	90
Year -1	8	198
Year 0	8	198
* - Extended Public Works Programme		

T 3.11.6

Not applicable

T 3.11.7

Chapter 3

Employees: Local Economic Development 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	0	0%
4 - 6	0	2	0	2	100%
7 - 9	1	1	1	0	0%
9 - 10	1	1	1	0	0%
Total	2	5	2	2	40%

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 3.11.8

Financial Performance Year 0: Local Economic Development Services					
					R'000
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	106.294.901,00	83.425.000,00	57.541.000,00	63.243.928,00	-32%
Expenditure:					
Employees	16.789.256,00	17.699.495,00	17.699.495,00	15.699.495,00	-13%

Chapter 3

Repairs and Maintenance					
Other	63.129.762,00	65.724.505,00	37.859.505,00	34.199.811,00	-92%
Total Operational Expenditure	79.919.018,00	83.424.000,00	55.559.000,00	49.899.306,00	-67%
Net Operational Expenditure	-26.375.883,00	-1.000,00	-1.982.000,00	-13.344.622,00	100%
<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>					T 3.11.9

Capital Expenditure Year 0: Economic Development Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	64.367.000,00	38.483.000,00	38.483.000,00	-67%	
Project A : NDPG projects/programmes	64.367.000,00	38.483.000,00	38.483.000,00	-67%	
Project B				0%	
Project C				0%	
Project D				0%	
<p>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</p>					T 3.11.10

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

The only project that was funded through a grant funding was the Neighbourhood Development Programme Grant (NDPG), which was provided by the National Treasury. It is a catalytic project aimed at attracting investment into the region. Due to the current financial constraints of the municipality, which has put the municipality under provincial intervention as a result of its failure to meet its financial obligations, the municipality could not make provision in its budget to fund capital projects. Instead, it has focused on facilitating and partnering with the private sector to implement capital projects in the region. Hereunder are the initiatives that the municipality has partnered with both the private and public sector:

T 3.11.11

1. 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 assists 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 an 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.

Challenges:

The Rand West City Local Municipality operated with only four tractors, all of which recently experienced mechanical breakdowns. Mogale City Local Municipality is currently facing challenges in supporting its agricultural services due to a shortage of functioning tractors. With only two tractors available both frequently experiencing breakdowns from long-distance travel, the municipality is struggling to meet the needs of local farmers. A request for additional tractors was sent to the Department of Land Reform and Rural Development (DLLRRD), but the department responded that its mandate has since changed and it can no longer provide assistance.

Chapter 3

To address this issue, an internal proposal has been submitted to decentralize mechanization services according to the geographic areas which Mogale City Local Municipality serves. The municipality is also in the process of reviewing the mechanisation policy. Despite the current limitations, the municipality has managed to assist eight farmers with land preparation. However, the lack of adequate mechanization resources continues to constrain broader support efforts for the farming community.

Municipality	No. of Farmers Assisted	No. of Hectares
Mogale City LM	29	83
Rand West City LM	1	5
Merafong City LM	0	0
Total	30	88

2. AGRI-PARKS

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 natural resources.

Three Agri-Parks have been established and are in production throughout the year. They are Bekkersdal, Merafong Flora and Tarlton Agriparks.

A) Rand West City Agri-Park

The Rand West City Agri-Park is a vegetable production facility situated in Bekkersdal, 30 hectares of land. The Agri park consists of 40 tunnels, vertical

Chapter 3

chambers, shade nets, a pack house, an administrative block, a warehouse, irrigation systems, automatic generators, solar systems, and damasks.

Production

Crop production activities are ongoing, including the harvesting of spinach, lettuce, peppers, cabbage, beans, watermelon, and tomatoes. Farmers have also been preparing the soil for summer crops

Open land farmers faced irrigation issues, but this was resolved with the completion system by November 2024. Essential farming tools were distributed. Two inactive entities, Arable Parable and Walunga Harvest, resigned, prompting plans to replace them during 2025. Gauteng Department of Agriculture and Rural Development (GDARD) has made key infrastructure investments, including upgrading a borehole pump and constructing a vertical chamber structure. A completed warehouse will support input storage for all four agri parks.

Site visits

Several significant visits and events have taken place, including MEC Ramakgopa's August 2024 visit to address farmers' concerns, and a Thai delegation's tour in November 2024. In April 2025, the "One Community, One Garden" initiative was launched to train 95 community members in sustainable agriculture, each receiving a stipend. Numerous job creation and training programs were implemented, such as SEF, EPWP, AgriSETA learnerships, and graduate placements. Participants received training in irrigation system installation and practical farming.

Maintenance

Firebreak maintenance continued with internal municipal support after GDARD contracts expired. Despite the conclusion of some contracts in May 2025, the park continues to focus on crop production, tunnel preparation, and ongoing training.



Chapter 3

B) Mogale City Agri-Parks

Mogale City Local Municipality has two (2) agri parks, and both are situated in Tarlton and Magaliesburg. These parcels of land were acquired by the then Department of Land Affairs under the Commonage Programme.

Since the implementation of the agri parks within MCLM, 50 tunnels, solar panels, storage, cold rooms, 3 boreholes, 2 industrial generators, and mobile office containers were erected in Tarlton. Carmel Estate farm in Magaliesburg also benefited from 20 tunnels, 2 boreholes, 1 industrial generator, and a boundary fence for security.

○ **Tarlton Agri Park**

There are five tunnel operators (one male, four female) in the tunnels and three open-field farmers (one male, two female).

Production activities are ongoing with a variety of crops planted, including chillies, spinach, okra, coriander, cucumber, tomato, bell peppers, lettuce, spring onion, rape, green peas, strawberries, beetroot, and baby marrow. Soil preparation is underway for the upcoming summer crops, with production inputs such as seeds and herbicides supplied by GDARD. Tools, including wheelbarrows, sacks, pruning scissors, and knapsack sprayers, have been delivered to support operations. Training sessions on land preparation, crop production, and crop management have been provided to Operators, EPWP, and SEF participants. The produce is being supplied to the Joburg Fresh Produce Market, Nando's, and private buyers, expanding market access for the farmers.

Infrastructure developments include the approval of a water use license for the Agri Park and a waiver of municipal building plan fees. Firebreaks have been installed and cleaning of the Agri Park is being carried out by NPC to assist operators. Investor engagement has been initiated with Lepharo, Agri Ex, and MTR, who visited the site to explore challenges and potential collaborations, with support from the MMC. The Agricultural Research Council (ARC) has conducted site visits to assess crop diseases, including powdery mildew and the tuta plant pest. Another challenge faced was borehole failures which impacted irrigation.

○ **Carmel Estate Agri Park**

The Carmel Estate Agri Park is located along Koster Road on a 422-hectare site, and it is actively involved in agricultural operations such as harvesting of tomatoes and spinach, cabbage, and cucumber in tunnels and open fields. The site is operated by two operators working in the tunnels, while the remaining

Chapter 3

two operate in the open areas designated for livestock and grain. The project supplies its produce to the Johannesburg Market and private customers, indicating active market participation

Maintenance:

Maintenance support is provided by the Mogale City Local Municipality, specifically for grass cutting.

Infrastructure at the site faces several challenges, including non-functional LED lighting, damaged fencing with only temporary fixes, and a lack of sanitation facilities—though interim VIP toilets are planned through GADARD.

Site Visit:

A recent site visit by stakeholders, including Lepharo, Agri Ex, and MTR with municipal support, aimed to assess operations, highlight key issues, and consider future collaborations. Major issues identified include poor tunnel crop performance, sanitation deficiencies, and lighting problems.

- **Swaneville Agri Park**

The Swaneville Agri Park project is one of the Mogale City Local Municipality project, developed in partnership with Harmony Gold through its Social and Labour Plan (SLP). The project aims to empower communities in Wards 1, 2, and 35 of the Swaneville area. Significant infrastructure has been developed, including one hectare of shade nets, 15 tunnels, a solar power system, a park home office, and storage facilities. The project is a vegetable production facility which produces spinach, cabbage and tomatoes. Produce is supplied to both the Joburg Market and private customers.

Maintenance:

Maintenance and support have come from local authorities, including grass cutting by MCLM and an Eskom assessment to resolve electricity issues affecting irrigation.

Site visit:

Visits from organizations like Lepharo, Agri Ex, and MTR have helped assess challenges and explore solutions. However, the site still faces key issues, such as poor security fencing, inadequate ablution facilities (with VIP toilets to be provided by GADARD, and pump-related electrical problems that impact irrigation.

C) ***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, farmhouse, grading, storeroom and chemical room. The project consists of 18 farm workers. They focus on the production of flowers and vegetables.

The land transfer process for the Merafong Flora Agri Park has progressed significantly, with the Deeds of Donation finalized and the official Deeds Documents received. This marks a key milestone in securing the land for the project. In an effort to revive and advance the initiative, the Municipality has been actively engaging with various stakeholders for support and collaboration.

Both the Land Bank and GDARD have expressed interest in partnering with the Municipality. To further explore the viability and potential of the project, site inspections have been conducted with representatives from both entities on two separate occasions. These engagements indicate promising developments toward reactivating the Merafong Flora Agri Park initiative. Farmers have planted onions on a small scale.

D) ***Randfontein Milling Plant***

The Milling Plant, established in Gauteng, came in alignment with the Maize Triangle Programme of the 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 Middlelvelei 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 has appointed Rand Water Foundation as the implementing agent of the project. The National Development Agency has been roped in to provide capacity building to the beneficiaries.

The Cooperative that has leased the property has not been able to sustain production, and as a result, the lease has been terminated. GDARD has issued an Expression of Interest advertisement to get new operators.

Chapter 3

Objectives:

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

Current Status:

Following a comprehensive appointment process, Mamapo and the Lukhele Joint Venture have been successfully appointed as the operators for the Isigayo Milling Plant. Despite facing several initial challenges, the plant is now fully operational and producing mealie meal.

The operators made significant progress, as evidenced by their invitation to showcase their products at the Agro Processing Expo held in July 2025.

The operation has already made a positive impact on the local community by creating eight jobs. This includes the appointment of a qualified miller, plumbers, and general workers, contributing significantly to job creation and local economic development.



There are five tunnel operators (one male, four female) in the tunnels and three open-field farmers (one male, two female).

Production activities are ongoing with a variety of crops planted, including chillies, spinach, okra, coriander, cucumber, tomato, bell peppers, lettuce, spring onion, rape, green peas, strawberries, beetroot, and baby marrow. Soil preparation is

Chapter 3

underway for the upcoming summer crops, with production inputs such as seeds and herbicides supplied by GDARD. Tools, including wheelbarrows, sacks, pruning scissors, and knapsack sprayers, have been delivered to support operations. Training sessions on land preparation, crop production, and crop management have been provided to Operators, EPWP, and SEF participants. The produce is being supplied to the Joburg Fresh Produce Market, Nando's, and private buyers, expanding market access for the farmers.

Infrastructure developments include the approval of a water use license for the Agripark and a waiver of municipal building plan fees. Firebreaks have been installed, and cleaning of the Agripark is being carried out by NPC to assist operators. Investor engagement has been initiated with Lepharo, Agri Ex, and MTR, who visited the site to explore challenges and potential collaborations, with support from the MMC. The Agricultural Research Council (ARC) has conducted site visits to assess crop diseases, including powdery mildew and the tuta plant pest. Another challenge faced was borehole failures, which impacted irrigation.

3. SPECIAL ECONOMIC ZONE (SEZ)

In preparation for the implementation of the SEZ, GDED has secured land where the SEZ would be anchored and identified the economic precinct that will form part of the SEZ. 5 land parcels were availed from Municipalities & Sibanye – two leases signed with Rand West City Local Municipality and 1 LRA signed with Mogale City Local Municipality. Final leases with Sibanye for two sites, with investor interest, government support, and funding, have been signed. Procurement processes for an updated Business Case & Feasibility Study are underway



3D plan for the SEZ

4. WEST RAND ACADEMY

This is the establishment of an Education Centre focusing on important sectors of the economy for the West Rand. It forms part of the SLPs for Sibanye and Goldfields. Sibanye Stillwater has donated 4.5 ha in /Westonaria Borwa for the project. The project cost is an estimated amount of R60 million for the total project, and Phase 1 is an estimated amount of R25 million. The total area is 14 Ha, of which 5 Ha will be used for Phase 1.

Sibanye Stillwater, South Deep Mines, and the South Deep Education Trust are partners in the project. Sibanye Stillwater funded the TVET designs. The land donations and rezoning are done. Consulting engineers were appointed to review plans.

The tender to appoint the construction contractor was cancelled due to the validity period of the tender process that had elapsed. The re-tending process is currently running. The procurement adjudication was finalised, and currently the two out of the three recommended joint venture partners are in the screening process.



5. **BOKAMOSO BA RONA INITIATIVE**

Sibanye Stillwater, the Merafong Local Municipality, and the FWRDWA have made available approximately 30,000 hectares of land in the Programme Area to facilitate the development of an agri-industrial hub in the Gauteng Province. Critical to the success of the initiative is the establishment of a structured and well-governed programme featuring linkage between agricultural ventures, downstream value addition through agri-processing, and making available critical technical, financial, and marketing support mechanisms.

An Environmental Sensitivity Analysis on the land parcels for the Merafong Solar Farm Cluster was completed with the assistance of GIFA, which is part of preparing for the project for market release to private developers who will implement. Negotiations on investment specifics and with Sibanye Stillwater are still ongoing.

6. **WEST RAND MEGA PARK**

West Rand Mega Park is situated at the intersection of R558 and N12highway, at the entrance of Soweto, Protea Glen. It comprises of 229Ha of land (zoned – Industrial). Upon installation of services, the property can be immediately proclaimed. Maximum Group Holdings, through its Special Purpose Vehicle (SPV) – “Protea Agri Park” Pty Ltd, has acquired the land and plans to develop it into an Agri-Processing and Industrial hub, with a Food City centre including a Fresh Produce Market and food markets. The Development value is in the region of 20 billion and will take about 4 to 5 years to complete. The project will create over 50,000 permanent jobs and over 7500 temporary jobs. The Mega Park will also form part of the SEZ.

As per the Special Economic Zone (SEZ) and Department of Trade and Investment (DTI) requirements, the Mega Park project has to move to government-owned land, preferably land owned by the Local Municipality. Engagements are ongoing with the SEZ Project Management Unit regarding the identified land on the R28.

7. KRUGERSDORP GAME RESERVE

The KGR is a 1400 ha game reserve owned by the Mogale City Local Municipality (MCLM) located in the central/western parts of the MCLM area in the Gauteng Province of South Africa and is bordered to the north and south by the N14 and R24 - Rustenburg Road respectively. The KGR was operated on a lease basis through a lease agreement between the MCLM and a private organization. The municipality is not in the ideal position to effectively operate the facility due to various resource constraints hence the district willingness to assist and come up with a possible solution to the entire Game reserve.

Gauteng Financing Infrastructure Agency (GIFA), in collaboration with the West Rand District Municipality (WRDM) investigated possible options in which they will give a selected private party/parties rights to the commercial use of the Krugersdorp Game Reserve. Prerequisite to appointing a private party/parties is the conducting of a Feasibility study in accordance with the National Treasury Toolkit: Municipal PPPs for Private sector Commercial Use of Municipal Property for the procurement of a private Party for Upgrade, Management and commercialization of KGR.

A Feasibility Study (Based on Municipal PPP Toolkit- Use of Municipal Property for Commercial Purposes), which includes the Market and Needs analysis, the Project due diligence and the Value Assessment, was completed with the assistance of GIFA.

The TVRI (Treasury Views and Recommendations) was received from both the National and Provincial Treasuries. The request for proposals (RFP) and PPP Agreement have been completed. TVRIIA letters were submitted to both Provincial and National Treasuries.

Chapter 3



COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; childcare; aged care; social programmes, theatres.

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

This section provides information on community and social services which inter alia include the management of cemeteries and crematoriums, youth development, libraries and museums, sports, recreation, arts, culture and heritage. The majority of these services are primarily a function of local municipalities, wherein the District provides support function where required.

T 3.12.0

Chapter 3

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

INTRODUCTION TO LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES

The West Rand District Municipality is not responsible for all the above-mentioned facilities as the competency lies in Mogale, Randwest and Merafong Local Municipalities.

T3.12.1

Not applicable

T 3.12.2

Not applicable

T 3.12.3

Not applicable

T 3.12.4

Not applicable

T 3.12.5

Not applicable

T 3.12.6

Not applicable

T 3.12.7

Chapter 3

3.13 CEMETERIES AND CREMATORIUMS

INTRODUCTION TO CEMETERIES & CREMATORIUMS

Cemeteries and Crematoriums are managed at Local Municipality level (Mogale, Randwest and Merafong Local Municipalities). However, Municipal Health Services ensure and enforce compliance legislative prescripts.

T 3.13.1

Not applicable

T 3.13.2

Not applicable

T 3.13.3

Not applicable

T 3.13.4

Not applicable

T 3.13.5

Not applicable

T 3.13.6

Not applicable

T 3.13.7

3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Not applicable

T 3.14.1

Not applicable

T 3.14.2

Not applicable

T 3.14.3

Not applicable

T 3.14.4

Not applicable

T 3.14.5

Not applicable

T 3.14.6

Not applicable

T 3.14.7

Chapter 3

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes pollution control; biodiversity and landscape; and costal protection.

INTRODUCTION TO ENVIRONMENTAL PROTECTION

CLIMATE CHANGE AND RESILIENCE PROGRAMS IN THE WRDM

West Rand District Municipality acknowledged that climate change posed a threat to the environment, its residents, and future development. Actions were required to reduce carbon emissions (mitigation), and prepare for the changes that were projected to take place (adaptation) in the district. West Rand District Municipality has developed a Climate Change Vulnerability Assessment and Climate Change Response Action Plan. A Climate Change Implementation Plan needed to be developed and budget was required. Due to budgetary constraints the Plan remained pending.

Programmes to mitigate Climate Change:

Air Quality Monitoring:

Due to an increase in industrial development, coupled with existing mining activities, the West Rand needed to have an air quality information system in place 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 Air Quality Management Plan (AQMP) was developed in 2010 and it could also not be reviewed due to a lack of budget.

The two Ambient Air Quality Monitoring Stations located within the jurisdiction of Mogale City (Leratong) and Rand West City (Mohlakeng) monitored ambient air quality to ensure compliance with the National Ambient Air Quality Monitoring Standards. Leratong Station's instruments were reset and calibrated. Zero span of analysers was done with the

Chapter 3

Carbon Monoxide analyser not working. Leratong Air Quality Station had tripped and was not reporting live to SAAQIS, due to a tripped Uninterrupted Power Supply, but South African Weather Service Technicians fixed the problem.

Gauteng Department of Environment and South African Weather Service Technicians calibrated analysers, reset instruments and changed filters at the station during the site visit. Filters of the Ozone and Nitrogen Oxide analysers were replaced. Leratong Air Quality Monitoring Station is reporting live on the SAAQIS.

South African Weather Services developed a web-based system for reporting air quality monitoring data to the South African Air Quality Information System

Emission Inventory:

An Emission Inventory has been conducted since 2011 to determine the pollutants within the boundary of the district. The results of the Emission Inventory were used to shape the way air quality was 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 was also used as the major input to Atmospheric Dispersion Models. Due to budgetary constraints the Emission Inventory have not been reviewed since 2011.

Atmospheric Emission Licences:

The WRDM was designated as an Atmospheric Emission Licensing Authority and is issuing Atmospheric Emission Licenses to industries and mines. Industries are regularly monitored and inspected to determine the emission from the stacks.

The WRDM has conducted **29** compliance inspections across the region as part of enforcing the

National Air Quality Act and reduction of air pollution levels. The division also issued eight

Chapter 3

(8) Atmospheric Emission Licenses to industries and mines 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 255,000.00** was generated through the processing of the Atmospheric Emission Licences.

The Atmospheric Emission License applications and National Atmospheric Emission Inventory data are submitted manually to the WRDM.

3.15 POLLUTION CONTROL

INTRODUCTION TO POLLUTION CONTROL

Environmental Awareness Campaigns:

As part of pollution control, the WRDM conducted Environmental Management Awareness Campaigns to educate the community on issues that have an impact on climate change.

A table below depicts the campaigns which were conducted during the year under review.

Date	Area	Activities
19 July 2024	Mohlakeng	Climate change, environmental education, and awareness Community Major Clean Campaign
6 September 2024	Randfontein Library	Arbor Day Celebration Climate change, environmental education, and awareness Kids' Reading Corner
17 September 2024	Fochville Secondary School	Climate change, environmental education, and awareness Planting a vegetable garden Providing seeds and gardening tools to the school Tree planting importance Tree Planting Programme
27 September	Brickvale	Climate change and Air Quality education and awareness

Chapter 3

2024		Arbor Day Celebration Planting of trees
11 October 2024	Riebeeck Lake	Climate change and Environmental education and awareness in schools Major Clean Up Tree planting importance -Water Management importance
24 October 2024	Bird Sanctuary	Climate change, environmental education, and awareness -Climate Change Adaptation Launch by SANTAM -Tree Planting Project -Tree planting importance
8 November 2024	Waste Care Project	Climate change and Air Quality education and awareness Door to door Environment and Waste Education (Climate Change)
28 November 2024	West Wits Village Club Auditorium, Carletonville	Emission Reduction Recognition Programme Certificate award ceremony
18 February 2025	Zuurbekom Primary School	Climate change and Environmental education and awareness in schools Wetlands Day Celebration Water Management importance
25 March 2025	Thuto Lore Educare	Climate change, environmental education, and awareness Water Management Importance
29 May 2025	Munsieville Primary	Climate Change and Environmental Education and Awareness Environment Month Launch
26 June 2025	N12/R500	Vehicle Emission Testing Programme Climate change and Environmental Education, and Awareness among truck drivers

Chapter 3

Number of trees planted within the West Rand during the year under review

Area	Number of trees
Mogale City LM	-40 fruit trees were planted in Brickvale -100 indigenous trees planted
Rand West City LM	-100 indigenous trees
Merafong City LM	- 150 fruit trees - Khutsong -140 Indigenous trees

T 3.15.1

Not applicable

T 3.15.2

Not applicable

T 3.15.3

Employees: Environmental & Air Quality Management

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	1	1	1	0	0%
8 - 9	1	1	1	0	0%
9 - 10	0	1	0	1	100%
Total	3	4	3	1	25%

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 3.15.4

Not applicable

T 3.15.5

Not applicable

T 3.15.6

Chapter 3

COMMENT ON THE PERFORMANCE OF POLLUTION CONTROL OVERALL:

WRDM met all targets with regard to Pollution Control.

Budget to be availed for the review of the AQMP and the procurement of materials for awareness campaigns,

T 3.15.7

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

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

The West Rand District Municipality **Bioregional Plan** was gazetted in 2015, (Provincial Gazette 390 of 2 September 2015). The review of the WRDM Bioregional Plan is overdue, it is supposed to be reviewed every 5 years. A budget needed to be availed to comply with legislative requirements.

The WRDM constituent municipalities usually adopt the WRDM Bioregional Plan as a decision making tool.

The purpose of a bioregional plan was to inform land -use planning, environmental assessment and authorisations, and natural resource management, by a range of sectors whose policies and decisions impact on biodiversity.

The West Rand District Municipality fall within the Grassland biome, and is home to a disproportionately high percentage of rare and threatened species and threatened ecosystems. A high proportion of South Africa's mining activity, heavy industry, commercial enterprise and urban settlement occur in the region.

The WRDM needed to compile an **Alien and Invasive Plant Species Management Plan** in terms of the Conservation of Agricultural Resources Act. A budget to be availed to comply with legislative requirements.

T 3.16.1

Not applicable

T 3.16.2

Not applicable

T 3.16.3

Not applicable

T 3.16.4

Not applicable

T 3.16.5

Chapter 3

Not applicable

T 3.16.6

COMMENT ON THE PERFORMANCE OF BIO-DIVERSITY; LANDSCAPE AND OTHER OVERALL:

A budget is required for the review of the:

► **WRDM Bioregional Plan**, to comply with legislative requirements. The review of the WRDM Bioregional Plan to be included in the IDP.

► **Alien and Invasive Plant Species Management Plan** in terms of legislative requirements. The budget is only needed for the determination of plant species in the WRDM, if the mentioned data is available the rest of the report can be done in-house.

T 3.16.7

COMPONENT F: HEALTH

This component includes clinics; ambulance services; and health inspections.

INTRODUCTION TO HEALTH

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

T 3.17

3.17 CLINICS

Not applicable

T 3.17.1

Not applicable

T 3.17.2

Not applicable

T 3.17.3

Not applicable

T 3.17.4

Not applicable

T 3.17.5

Not applicable

T 3.17.6

Not applicable

T 3.17.7

Chapter 3

3.18 AMBULANCE SERVICES

INTRODUCTION TO AMBULANCE SERVICES

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

T 3.18.1

Not applicable

T 3.18.2

Not applicable

T 3.18.3

Employees: Emergency 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%
6 - 5	4	4	4	0	0%
7 - 6	18	20	18	2	10%
8-7	8	40	8	32	80%
9 - 8	13	40	13	27	68%
10 - 9	39	99	39	60	61%
11 - 10	41	80	41	39	49%
13 - 11	18	20	18	2	10%
Total	142	304	142	162	53%

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 3.18.4

Not applicable

T 3.18.5

Not applicable

T 3.18.6

Not applicable

T 3.18.7

Chapter 3

3.19 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC

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

SERVICE STATISTICS FOR HEALTH INSPECTION, etc.

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

3.19.1

Chapter 3



Health Services team during an inspection at a factory

		Year (2024/2025)		Year (2023/2024)		Year (2022/2023)		Year (2021/2022)		Year (2020/2021)	
Service objectives	Outline Service Targets	Planned	Actual								
Implement the sampling Programme to ensure safety of Food and Water	Number of Food and water samples taken for Analysis	448	1242	448	1149	660	1268	620	763	640	808
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	5390	4000	4464	4000	4122	3400	3817	3400	3895

Chapter 3

FOOD SAFETY MONITORING PROGRAMME

The West Rand District Municipality is an authorized agency to implement the Foodstuff, Cosmetic and Disinfectant Act 54 of 1972, as amended in 2013 by the National Minister of Health. Municipal Health Services has 17 Environmental Health Practitioners (EHP's) who execute the 9 MHS functions throughout the length and breadth of "the wild" West Rand. Municipal Health Services rendered a Food Safety programme that was designed to regulate, monitor, evaluate and control the quality and safety of food products supplied to the community under Regulation 638 Regulations Governing General Hygiene Requirements for Food Premises and the Transport of Food and Related Matters (R638 of 2018).

For a premise to be compliant there are many factors over and above food safety pre-script enshrined in Regulation 638 which are considered such as:

- Does the premise comply with Town Planning rights?
- Are there approved building plans?
- Is there a fire safety certificate for the premises?
- Does the premise have a business license?

The programme focuses on adherence to the requirements contained in Hazardous Analytical Critical Control Points (HACCP) principles and those enshrined in Regulation 638:

Food safety focuses on the following:

1. Inspection of premises for certification and monitoring purposes,
2. Education of food handlers,
3. Sampling and analysis of food stuffs to monitor the safety of food, and
4. Law enforcement.

The Environmental Health Practitioners carried out regular inspections of **formal and informal food handling businesses** within the West Rand District Municipality area **through issuing compliance notices, inspection reports, prohibition compliance notices** to ensure that the public was protected from harmful pathogens and that high standards of food safety and hygiene were maintained.

The Environmental Health Practitioners engaged in food premises inspections in terms of the Regulation Governing General Hygiene Requirements for Food Premises and the Transportation of Food; Regulation 638 of June 2018, as well as sampling various food products for analysis.

The following tests were performed on food samples:

- Standard agar plate count,
- Total Coliforms,
- Escherichia Coli type 1

In the financial year 2024/2025; municipal health services conducted 5390 inspections on food inspections while the planned target was 4000 and a total of 277 food samples were taken for

Chapter 3

biological analysis against the planned target of 160. The total number of food safety training sessions conducted was 227 and 874 people were reached as depicted in detail on the table below:

FOOD SAFETY MONITORING PROGRAMME						
Area	Number Food Premises Inspections Conducted Per Quarter				ANNUAL TARGET	
Number of food premises inspections conducted	1202	1482	1364	1342	TOTAL 5390	4000
Number of Food Safety Training Sessions Conducted Per Quarter						
	Q1	Q2	Q3	Q4	TOTAL	TOTAL
Number of Food safety Trainings sessions conducted	35	85	39	68	227 Sessions Held	874 People reached

The table above provides information on the number of food premises inspections conducted in the financial year 2024/2025.



EHPs doing inspections of food premises



Training of food handlers on five keys to safer food

Chapter 3

FOOD SAMPLING ANALYSIS

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGET	ACTUAL FOOD SAMPLES TAKEN
QUARTER 1	160	40	46
QUARTER 2			69
QUARTER 3			89
QUARTER 4			73
TOTAL			277

The annual target for 2024/2025 was one hundred and sixty (160) food samples and a total of two hundred and seventy-seven (277) samples were taken.



Food items collected at a grocery store and some to be taken for analysis

WATER QUALITY MONITORING

The West Rand District Municipality Municipal Health Services (MHS) planned to take 288 water samples through collaboration with municipal stakeholders. The taking of water samples from source points such as reservoirs, clinics, tanks etc. was done to test potable water against the blue drop SANS 241 standards which required that such should at least be of 85% and above free of chemical or biological pollutants, subsequently a total of 965 samples were taken to the Laboratory for analysis 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 which analysis was based on the recommended limits for potable drinking water and not surface water. Out of 965 samples a total of 855 samples were found to be compliant which gave a compliance rate of

Chapter 3

89%; that meant that potable water in the West Rand was clean and safe for human consumption.

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGET	ACTUAL WATER SAMPLES ANALYSED
QUARTER 1	288	72	134
QUARTER 2			226
QUARTER 3			227
QUARTER 4			378
TOTAL			965

The total annual target for this reporting financial year 2024/2025 was 288, Analyses of water samples taken over 4 quarters have shown bacteriological compliance rate over 89% which meant that potable water in the West Rand complies with the SANS 241 standard. This performance exceeded expectations, largely due to strengthened collaboration with local municipalities.



EHP collecting surface water for analysis

HEALTH SURVEILLANCE PRIVATELY OWNED AND GOVERNMENT PREMISES

The scope of profession as promulgated under the Health Profession Act, 1974 (Act No 56 of 1974), as amended by Act 29 of 2007; prescribed the function of EHP's in health surveillance of premises among others as conducting Environmental Health impact assessment, assessing overcrowded or identification of unsatisfactory health conditions on any residential, commercial, industrial or other occupied premises. The Municipal Health Services conducted 1 457 inspections at in accordance with the Municipal Health services by-laws and the National Health Act, Act 61 of 2003. Out of the 1 457 inspections conducted; a total of 862 were found to be compliant to Municipal Health Services by-laws and the Environmental Health Norms and Standards.

HEALTH SURVEILLANCE OF PREMISES AND INSPECTION OF GOVERNMENT PREMISES						
Activity	Number of Health Surveillance privately owned facilities Inspected					Annual Target
Number of privately owned premises inspected	387	372	340	358	1 457	1 200
	<i>Total achieved</i>					
	Number of Government Premises Inspected					Annual Target
	Q1	Q2	Q3	Q4	TOTAL	
Number of	63	47	44	48	202	160

Chapter 3

government premises inspected					Total achieved	
-------------------------------	--	--	--	--	----------------	--

The table above shows the number of health surveillance of premises and government premises inspections

Inspections of government premises focused on aspects such as poor ventilation, littering and structural defects of buildings and premises. Generally challenges experienced with the above-mentioned issues often resulted in neglect and negative behaviour by users and ultimately poor housekeeping. Most government schools feeding schemes did not comply with the requirements of Regulation 638 that governed hygiene and transportation of food.

The Municipal Health Services conducted 202 inspections at various government owned premise in accordance with the Municipal Health Services by-laws and the Environmental Health Norms and Standards where a total of 69 were found to be compliant.



Inspections at a battery recycling centre which falls under Health surveillance of premises

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

The annual target for inspections conducted at early childhood development centres for the financial year 2024/2025 was 720, but due to the collaboration with other state organs particularly Social Development, Municipal Health Services Environmental Health Practitioners conducted 799 inspections at ECDC's throughout the West Rand and a total of 396 were found to be compliant.

Chapter 3

EARLY CHILDHOOD DEVELOPMENT AND MHS BY-LAWS PROMOTION						
Activity	Number of Early Childhood Development facilities Inspected					Annual Target
Number of ECDC's inspected	217	191	201	190	799	720
	<i>Total achieved</i>					
Activity	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	43	60	48	62	213	747
	Total sessions held					People Reached

Total number of 747 people were reached over 213 sessions held throughout the West Rand



Early Childhood Development Centers during inspections

HEALTH INSPECTION OF PREMISES - FUNERAL UNDERTAKERS

The Municipal Health Services conducted 167 inspections on monitoring of funerals undertakers and 119 were compliant in accordance with the Regulation relating to the management of human remains R363 of 22 May 2013 including regulation under the National Health Act, Act 61 of 2003. Activities conducted included amongst others:

Chapter 3

- Inspections and certification of funeral undertakers
- Monitoring of Funeral Undertakers
- Training of Funeral Undertakers owners

The table below displays Municipal Health Service activities around funeral undertakers and Pest Control:

COMPLIANCE FUNERAL UNDERTAKERS, TRAININGS ON THE COVID 19 REGULATIONS						
ACTIVITY	Number of Funeral undertakers Inspected					ANNUAL TARGET
Funeral Undertakers inspections	47	35	42	43	167	120
	<i>Total achieved</i>					
Number of Pest Control Inspections Conducted						
	Q1	Q2	Q3	Q4	TOTAL	
Number of Pest Control Inspections Conducted per Quarter	71	53	69	46	239	180
	<i>Total achieved</i>					

HEALTH INSPECTION OF PREMISES – INITIATION SCHOOLS

The table below displays summer initiation schools report during the financial year 2024/2025 period

Summer season November 29, 2024 – 4 January 2025

Region	Number of applications	Number of initiates	Approved applications	Declined applications
West Rand	5 applicants	102 Male initiates	5 approved	Zero declines

Reason for decline in case of any

- Applications without consent of initiate and or parent/guardian.
- Applicant/ Principals were under the age of forty years as enshrined in the Act no.2 of 2021 Initiation customary Act.

Initiation school in West Rand only operated during summer season there were no winter schools during this reporting period and the reasons for that were:

Late submissions from applicants and delays from COGTA in issuing permits

- 5 applicants applied and were screened
- all 5 were given permits by COGTA to operate
- 102 initiates participated
- there were no reported deaths

Chapter 3

Despite the minor issues, initiation school season was a success, with 102 initiates and no major incidents occurred.



Initiates and their principals coming from the initiation school

PAUPER BURIAL

The municipality has appointed a new service provider, Faith Funerals Home, for the provision of pauper burial services, effective 19 December 2024. This followed end of the contract with the previous service provider in September 2024. Pauper burials are conducted according to the lists received from the Forensic Pathology. During the 2024/2025 financial year, a total of 75 paupers were buried, comprising 71 adult bodies, 3 full skeletons, and 1 skull. The proper and dignified management of human remains is essential to ensure compliance with relevant legislation and to prevent any potential public health risks, including the spread of disease.

MUNICIPAL HEALTH SERVICES - ENVIRONMENTAL HEALTH CHALLENGES POWERS AND FUNCTIONS

It should be noted that the WRDM has been providing Municipal Health Services as far back as 2009, when these services were regionalised (centralized 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 2015/16, these services have been under funded with the basic service equitable allocation for municipal health services. That caused limitations on rendering the MHS service though the West Rand District Municipality provided all MHS functions as was 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. (Current ratio 1: 45 000

Chapter 3

Not applicable

T 3.19.1

T 3.19.2

Not applicable

T 3.19.3

Employees: Health Inspection and Etc					
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	100%
4 - 5	2	3	2	1	33%
5 - 6	7	12	7	5	42%
6 - 7	12	15	12	3	20%
7 - 8	2	6	2	4	67%
9 - 10	1	3	1	2	67%
Total	24	40	24	16	40%

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

Financial Performance Year 0: Health Inspection and Etc					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	20.000.000,	21.400.000,	21.400.000,	21.390.000,	0%
Expenditure:					
Employees	20.320.456,	21.400.000,	21.400.000,	21.389.954,	0%

Chapter 3

Repairs and Maintenance					0%
Other					
Total Operational Expenditure	20.320.456,	21.400.000,	21.400.000,	21.389.954,	0%
Net Operational Expenditure	320.456,	-	-	(46,)	100%
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 3.19.5

Not applicable

T3.19.6

COMMENT ON THE PERFORMANCE OF HEALTH INSPECTIONS, Etc OVERALL:

The MHS functions were all performed, and targets exceeded despite being underfunded and lacking tools of trade including Personal Protective Clothing.

T 3.19.7

COMPONENT G: SECURITY AND SAFETY

INTRODUCTION TO SECURITY & SAFETY

This component includes: police; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

T 3.20

3.20 POLICE

INTRODUCTION TO 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

Chapter 3

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:

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 focused 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.

1. Integrated Operational Safety and Security

The West Rand District Municipality continued to implement a coordinated and multi-agency approach to safety and security across the district during the 2024/2025 financial year. The emphasis was placed on collaboration between law enforcement agencies, regulatory bodies, and safety structures to ensure safer communities. Over and above the mentioned issues, the WRDM collaborated with South African Police Services (SAPS), internal departments, the Department of Environmental, Forestry and Fishing, private security companies, neighbourhood watches, NGO's and Community Police Forums (CPFs) to contribute to improved safety and security services and rendering support to ensure effective service delivery by all role-players.

These partnerships are robust and dynamic in nature and happens between all spheres of government, the private sector, civil society organisations and communities. The relationships and cooperation between parties remain essential for the effective delivery of services.

Chapter 3

Key Highlights:

- **4 District Law Enforcement Forum Meetings** were convened, bringing together municipal law enforcement units, SAPS, Gauteng Department of Community Safety, and key stakeholders to align enforcement strategies and share intelligence.
- **4 Integrated By-law Enforcement Operations** were successfully executed in high-risk areas to ensure compliance with municipal by-laws. These operations targeted illegal dumping, informal trading, noise pollution, and non-compliance by liquor outlets.

Outcomes:

- Strengthened coordination between stakeholders in enforcement efforts.
- Improved rural safety collaboration and reporting channels.

2. COMMUNITY INVOLVEMENT IN SAFETY

The municipality recognizes that sustainable safety is rooted in active citizen involvement. In the past year, multiple platforms were used to strengthen community structures and raise public awareness of their role in safety and crime prevention. Community Safety facilitate and assist in crime prevention programmes such as communication with communities on various platforms, patrols, crime prevention visibility operations and awareness. Through these programmes, Community Safety collaborate with SAPS and other Law Enforcement bodies, Community Police Forums and neighbourhood watch structures, private security companies and other role players to work together in the fight against crime.



Chapter 3

Community assist in Visible Policing Operation – 22 Nov 2024 - Fochville

Activities and Achievements:

- Community Policing Forums (CPFs), Street Committees, and Neighbourhood Watches were engaged through outreach programs, capacity-building workshops, and direct support in operations.
- Public Safety Dialogues were held to gather input from residents and develop responsive safety initiatives tailored to each ward's challenges.
- Collaboration with youth organizations and schools helped to promote awareness around safety and the risks associated with criminal behavior.

Outcomes:

- Increased reporting of safety incidents and by-law violations by community members.
- Stronger public trust and visibility of safety officials.
- Empowered communities to take proactive roles in local safety matters.

3. ALCOHOL AND DRUG ABUSE

Substance abuse continues to fuel violence, road incidents, and social instability. The Department implemented a series of outreach and support programmes targeting the youth, schools, and communities most affected.

Key Interventions:

- **21 Substance Abuse Awareness Programmes** were conducted across the district in schools, taxi ranks, and community centres, in partnership with SAPS, Provincial departments, NGO'S and the Department of Social Development.
- Programs focused on education, early intervention, and referral to rehabilitation services.
- Collaboration with SAPS and the Liquor Board ensured that illegal taverns were identified during operations and appropriate enforcement action was taken.

Outcomes:

- Numerous referrals made for counselling and rehabilitation.
- Heightened public consciousness of the dangers of substance abuse, especially among youth.

Chapter 3



Child Protection Week at Munsieville ECD – 3 Jun 2025

4. GENDER-BASED VIOLENCE (GBV)

The West Rand District remains committed to addressing GBV as a human rights and public safety priority.

Key Activities:

- 2 Gender-Based Violence Awareness Programmes were implemented, including community marches, dialogues, and training workshops.
- Special focus was placed on empowering women and girls to report abuse and educating men and boys on positive behaviour change.
- GBV Help Desks were strengthened through partnerships with SAPS FCS Units and local NGOs.

Outcomes:

- Victims received referrals to support services including safe houses and counselling.
- Partnerships with civil society were strengthened.
- Community-wide awareness of GBV prevention and reporting channels improved.



Chapter 3

16 Day Of Activism programme at Randfontein Taxi Ranks – 04 Dec 2024

5. ROAD SAFETY CAMPAIGNS

The municipality intensified its road safety efforts during the review period, targeting high-risk corridors and public transport nodes. The municipality conducts road safety awareness programmes and campaigns on an ongoing basis. In addition, the Fire and Rescue Services and Law Enforcement bodies also regularly present education and awareness programmes about fire safety and by-laws to our communities, including local primary - and high schools



Multi-fatality crash R563 Hekpoort Road – Nov 2024

Key Initiatives:

- **4 Road Incident Management Committee (RIMS) Meetings** were held to coordinate multi-agency responses to major road incidents, facilitate rapid recovery, and improve response times.
- **2 Dangerous Goods Workshops** were conducted for transporters and emergency personnel to improve the safe transport and handling of hazardous materials.

Chapter 3



Dangerous Goods Workshop – March – Mogale City

Outcomes:

- Improved readiness and response to road incidents.
- Enhanced compliance among dangerous goods operators.
- Safer road infrastructure and increased visibility of road safety efforts.

CONCLUSION

During the 2024/2025 financial year, the West Rand District Municipality made steady progress in promoting a safer, more resilient district. Through integrated operations, proactive community engagement, and focused programs on substance abuse, GBV, and road safety, the municipality addressed key safety threats and laid the groundwork for sustainable impact.

Support from provincial and national stakeholders remains crucial to expand the reach and effectiveness of community safety initiatives. The Department of Public Safety remains committed to deepening partnerships and driving impactful programs that place people's safety at the centre of service delivery. When people feel unsafe, they are less likely to be connected to their communities and lack a sense of cohesion and involvement. The National Development Plan (NDP) requires that government ensures that people are and feel safe.

Introduction to Metropolitan Police Services

Not applicable

T3.20.1

Metropolitan Police Services Data

Not applicable

T 3.20.2

Chapter 3

Police Objectives

Not applicable

T 3.20.3

Employees: Police Officers

Not applicable

T 3.20.4

Financial Performance: Police

Not applicable

T 3.20.5

Capital Expenditure: Police

Not applicable

T 3.20.6

3.21 FIRE SERVICES

INTRODUCTION TO 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

1. Effective and timeous fire suppression
2. Aware and educated communities in all fire related incidences
3. Functional and effective Fire Protection Association; and
4. Reduced fire related risks

The Fire and rescue service strives to enable the community of West Rand to prosper in a safe environment and has therefore; amongst others set itself the goals of providing comprehensive firefighting. Rescue and fire safety services to prevent loss of life and property as well as to coordinate resources to identify and reduce risks and minimise the impact of disasters and emergencies on the people, property, environment and economy of the district.

1. Reactive Services

The Fire and Rescue Services of the West Rand District Municipality continue to serve communities with dedication through five operational fire stations strategically located to provide effective emergency response on a 24-hour basis across the district. During the period under review, fire crews responded to a total of 1,372 emergency incidents, which were diverse in nature and risk level. Despite budget and resource constraints, we have managed to maintain an average response time of 10 minutes for urban areas and 20 minutes for rural areas over 80% of the incidents. These constraints have posed significant challenges, particularly in terms of equipment maintenance and personnel training. However, through strategic resource allocation and prioritization, we have continued to deliver effective and timely emergency response services.

Operational Breakdown:

- 291 Wildland Fires: Including veld and grass fires, which significantly increased during the dry season.
- 250 Structural Fires: Residential, commercial, and industrial structure fires required rapid intervention to prevent loss of life and property.
- 53 Vehicle Fires: Often related to accidents and mechanical failures.
- 341 Other Fires and Special Incidents: Including rubbish fires, transformer fires, and special service calls such as flooding, storm damage, and powerline hazards.

Chapter 3

- 437 Vehicle Accidents and Rescue Incidents: Ranging from entrapments, rollovers, and multiple vehicle collisions to technical rescue operations.

Despite ongoing personnel and resource constraints, fire crews-maintained service readiness and responded with professionalism to diverse emergency calls across all municipalities within the district.



Crash with multiple casualties – Merafong – Aug 2024

2. NEW EQUIPMENT PURCHASED

To enhance the operational readiness of the fire service and ensure compliance with national response standards, the following critical firefighting equipment was acquired during the financial year through conditional grant funding:

- 1 x 12,000-litre Water Tanker: To improve rural and non-hydrated area firefighting capacity.
- 6 x Float Pumps: For deployment in rivers, dams, and during flood response.
- 1 x Portable Pump: Mobile unit to boost water supply during firefighting operations.
- Fire Hoses and Small Gear: Including nozzles, branches, adaptors, forcible entry tools, and personal hand tools to replace aging or damaged equipment.

These acquisitions have significantly enhanced the district's fire suppression capacity, particularly in high-risk areas and during the wildfire season.

Chapter 3

2. PROACTIVE SERVICES

Our proactive services have been instrumental in preventing fires and reducing risks within our community. Key activities included:

a. Fire Risk Management

Fire Risk Management plays a pivotal role in prevention and community safety. A focus was placed on enforcing compliance with fire safety regulations, reducing hazards, and promoting safe building design. We have strengthened our fire risk management practices through collaborations with local government agencies and private sector stakeholders. These partnerships have resulted in the development of robust fire safety standards tailored to the specific needs and risks of our region. Regular audits and inspections have been conducted to ensure compliance with these standards, and corrective actions have been swiftly implemented where necessary.



Aviation Firefighting – Lanseria International Airport – Nov 2024

Chapter 3



Confined Space Rescue – Carletonville – Jan 2025

Achievements:

- 1,026 Building Inspections Conducted: Ensuring compliance with SANS 10400: T and the Fire Brigade Services Act.
- 796 Building Plans Approved: All reviewed for fire safety compliance before construction.
- 804 Fire Safety Compliance Certificates Issued: Issued to compliant premises following inspection.
- 282 Hazardous Materials Certificates Issued: For facilities storing or using dangerous goods.
- 39 Fire Investigations Conducted: To determine causes and recommend mitigation strategies.

Fire Prevention Officers continued to work closely with developers, business owners, and community stakeholders to reduce risks through education and enforcement.

b. Public Information, Education, and Relations (PIER)

Fire safety education remained a cornerstone of the department's prevention strategy. The service actively engaged communities through structured outreach and education programmes.

Key Activities:

- **81 Fire Safety Awareness Programs Conducted:** Targeting schools, community events, workplaces, and high-risk informal settlements.
- **3,408 Residents Reached:** Including learners, elderly groups, and workers.

Chapter 3

Campaigns included demonstrations on fire extinguisher use, safe evacuation drills, and home fire safety tips to empower residents to act safely during emergencies. We Launched several fire safety campaigns, utilizing social media, and print materials to disseminate fire prevention messages to a broad audience.

Collaboration with Media: Worked closely with local and social media to provide timely and accurate information during emergencies, ensuring the public remains well-informed and can take appropriate actions to stay safe.



Major Simulation Exercise – N14 Muldersdrift – 25 Oct 2024

c. Veldfire Management

The Department continued to collaborate with stakeholders in the agricultural and environmental sectors to manage and reduce veldfire incidents throughout the fire season. Given the heightened risk of wildfires in our region, veld fire management has been a critical focus for our Fire and Rescue Services.

Highlights:

- 24 Fire Protection Association (FPA) meetings attended: Strengthened partnerships and coordination on preventative burning and suppression strategies.
- 25 Resource Inspections Conducted: Verification of fire belts, equipment readiness, and compliance with National Veld and Forest Fire Act (Act 101 of 1998).

Engagements with landowners and community-based fire management teams were prioritized to support shared responsibility in veldfire risk reduction.

d. Training Academy

The Fire Services Training Academy ensured that operational readiness and professional development remained central to service delivery. Our Training Academy continues to provide

Chapter 3

top-tier education and training to our personnel, ensuring that they are equipped with the knowledge and skills necessary to handle a wide range of emergencies.

Training Achievements:

- 12 Training Sessions Conducted: Covering areas such as Basic Firefighting, Hazmat Awareness, Administrative functions Fire Prevention, and Technical Rescue.
- 375 Firefighters and Students Trained: Including volunteer firefighters, and refresher courses for serving members.

The Training Academy remains a vital support mechanism for both internal capacity-building and support to local municipalities within the district.

CONCLUSION

The 2024/2025 financial year demonstrated the commitment of the West Rand District Municipality Fire and Rescue Services to saving lives, protecting property, and promoting community resilience. Despite ongoing challenges related to funding and personnel, the service continues to fulfil both its reactive and proactive mandates with dedication. Going forward, continued investment in infrastructure, fleet, and personnel development remains essential. The support from provincial and national government, as well as interdepartmental collaboration, will remain crucial to ensure service sustainability and compliance with SANS 10090 performance benchmarks.

T3.21.1

Metropolitan Fire Services Data

Fire Service Data					
	Details	2024/25		2023/24	
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Total fires attended in the year	721	1500	644	1000
2	Total of other incidents attended in the year	618	1000	437	700
3	Average turnout time - urban areas	10min	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	132	359	132	359
6	Total fire appliances at year end	21	21	21	22
7	Average number of appliances off the road during the year	12	12	13	10

Chapter 3

T 3.21.2

Fire Service Objectives as depicted in the IDP

Regional Sub Output - Improved Operational efficiency of Emergency Services (WRDM)					
Planning Level	Planning Statement	Indicator	Evidence	Annual Target 2024/25	Actual
Sub Output	Effective investigation of fire incidents	Percentage (100) of referred fire incidents investigated within 24 hours after the incident	Fire investigation report	100	100
Sub Output	Reduction of hazardous material incidences	Percentage (100) of inspections conducted on hazardous flammable liquids.	Quarterly inspection reports on hazardous materials	100	100
Sub Output	Ensure professionalism and Improve the Image of the Emergency Services in the West Rand	Number (16) of inspections conducted at Emergency Services Response Stations	Quarterly Station Inspection reports	16	16
Sub Output	Reduction on the impact of veldfires	Number (11) of pre-winter fire plans developed	Q3-Approved Pre-Winter Plans	11	11

3.21.3

Employees: Fire Services

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	1	1	1	0	0%
5 - 6	6	6	6	0	0%
6 - 7	13	16	13	3	19%
7 - 8	8	36	8	28	78%
8 - 9	15	39	15	24	62%
9 - 10	36	102	36	66	65%

Chapter 3

10 - 11	38	83	38	45	54%
11 - 13	18	23	18	5	22%
Total	135	306	135	171	56%

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

Financial Performance: Fire Services

Financial Performance Year 0: Fire Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Fire fighters					
Other employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

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 3.21.5

Chapter 3

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	3.600.000,00	3.600.000,00	3.520.000,00	-2%	
Project A: Fire vehicle	3.600.000,00	3.600.000,00	3.520.000,00	-2%	
Project B: Motor vehicles					
Project C: Fire and disaster equipment					
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</i>					T 3.21.6

COMMENT ON THE PERFORMANCE OF FIRE SERVICES OVERALL:

Our ongoing efforts to monitor and assess veld fire risks ensure that our strategies remain effective and adaptive to emerging challenges, safeguarding our communities from the threat of wildfires.

T 3.21.7

Chapter 3

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

INTRODUCTION TO DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL, CONTROL OF PUBLIC NUISANCES, ETC

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 (DMC);
- ✚ 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 sectorial and multi-disciplinary 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 resilience 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 is focused on the fact that the poor, often are the group most vulnerable to environmental degradation, and man-made disastrous events. 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.

Moreover, during the period under review, the WRDM Disaster Management Unit has specific focus on the dire situation pertaining to sinkhole formations. This is a focal point with

Chapter 3

stakeholders involved like Merafong Municipality, CoGTA, Dept of Roads and Transport and the WRDM.



Sinkhole detection R501 Driefontein Merafong – 25 Feb 2025

T 3.22.1

SERVICE STATISTICS FOR DISASTER MANAGEMENT

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 Fire and Rescue, the three constituent local municipalities, National and Provincial Disaster Management Centres, other organs of state, communities etc. The same 107 Emergency Operations Centre also acts as the West Rand's Road Incident Management System's Centralised Contact Centre (CCC).

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 WRDM Disaster Management Plan. The Disaster Management Plan is driven by the West Rand Disaster Management Advisory Forum,

Chapter 3

which is a multi-disciplinary team that executes contingency plans, and also forms an integral part of the WRDM 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. The 107 Emergency Operations Centre deals with essential services complaints, and life threatening emergencies, on a 365-24-hour basis.

The majority of the calls received by the 107 Centre are Municipal 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 EOC centre 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 Communication HUB makes use of 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, Rand-West Response Services, Fochville Response Services, Merafong Response Services, and 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. All of these groups also serves as a vital part of our early warning message dissemination duty.

The WRDM DMC is also in frequent sessions with the Provincial Disaster Management Centre (PDMC) to facilitate the processes which are running within Disaster Management. The PDMC is aware of all programs and supports the initiatives within the WRDM DMC and Disaster Management. The Provincial Disaster Management Centre also conducts annual functionality assessments at the WRDM DMC. Once again during the period under review, the WRDM DMP was rated as fully functional for yet another year running.

Disaster Management attending Informal housing fires across the entire district

In view of the disaster management unit of the West Rand District Municipality, Local Economic Development, and its associated programmes, cannot be effectively implemented without (a) the establishment and maintaining of a stable and safe social environment and (b) ensuring that strategies and programmes are focused on the most vulnerable to natural and man-made emergencies and disasters. Development activities must be aimed at the reduction of vulnerability and not creating the danger of further losses or vulnerability.

The West Rand District Municipality during the year under review committed to rigorously focus on the reduction of vulnerabilities and thus the following projects and programmes were identified:

The municipality during the period under review responded to Thirty-Nine (39) Disaster Management related incidents within twenty-four (24) hours.

Chapter 3

Risk and vulnerability assessments:

Vulnerability in the concept of Disaster Management 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 well-being to these vulnerabilities and ultimately it will become vulnerable in all aspects.

Six (6) Risk & vulnerability assessments was conducted for the district which culminated in the compilation of 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 WRDM Disaster Management Plan also serves as directive tool for disaster management priorities, and 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.

The process was aimed at reducing possible risks to the following "vulnerable communities", infrastructure, education and economy especially investments. The municipality during the period under review conducted and Fourty-Seven (47) water bearing infrastructure assessments respectively in the areas of the three 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:

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-sectorial and multi-discipline approach on disaster related issues in the region.

Chapter 3



Disaster Relief to family that lost everything in a shackfire – Rand West - June 2025

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 Disaster Management Centre has established a Steering Committee in Merafong to manage and coordinate the sinkholes in the Merafong (Carletonville and Khutsong) area in close consultation with Merafong Local Municipality, the Gauteng Provincial Disaster Management Centre, and the National Disaster Management Centre. The Disaster management section assisted Merafong local Municipality with the classification of the area, as a disaster area due to the formation of sinkholes due to the prevalence of dolomite and sinkholes in the 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 thirty-nine (39) evacuation plans and twenty-four (24) drills were conducted in high-risk establishments such as hospitals, malls and schools in the region as a whole.

Chapter 3

T 3.22.2

Disaster Management Policy Objectives as depicted in the IDP

Disaster Management, Animal Licencing and Control, Control of Public Nuisances, Etc Policy Objectives Taken From IDP					
Service Objectives	Outline Service Targets	Year 0		Year 1	
		Target	Actual	Target	Actual
Service Indicators		*Previous Year	*Previous Year	*Current Year	*Current Year
		(iii)	(iv)	(v)	(vi)
Disaster Management act	Respond to all incidents in 24 hours	100%	100%	100%	100%

T 3.22.3

Employees: Disaster Management & EOC and Community Safety

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	100%
4 - 6	1	2	1	1	50%
6 - 7	6	6	6	0	0%
7 - 8	5	10	5	5	50%
9 - 10	1	4	1	3	75%
10 - 11	8	16	8	7	44%
Total	21	39	21	17	44%

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 3.22.4

Chapter 3

Financial Performance on disaster: Refer to Fire Services table above

T 3.22.5

Capital Budget Disaster/Animal Licencing-Not applicable

T 3.22.6

COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL OF PUBLIC NUISANCES, ETC OVERALL:

The WRDM continues to implement the approved Disaster Management framework and the Revised District Disaster Management Plan.

T 3.22.7

COMPONENT H: SPORT AND RECREATION

This component includes community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

INTRODUCTION TO SPORT AND RECREATION

This section provides information on the sports and recreation activities which took place during the year under review. The majority of these activities were executed in collaboration with the Provincial Sports, Arts, Culture and Recreation Department.

T 3.23

3.23 SPORT AND RECREATION

The Department Health and Social Development Sports, Arts, Culture & Recreation (SACR) Unit coordinated and supported various sports activities within the three Local Municipalities. The SACR activities promote social cohesion and healthy lifestyles. Over and above the WRDM SACR Unit supported identified schools with coaching clinics in the following sporting codes: soccer, volley ball and netball. Other activities were to promote Arts and Culture groups in schools. Reading of books for Early Childhood Development Centre's (ECDC) to encourage reading culture/literacy was also done.

ACHIEVEMENTS

The SACR Unit supported a total of sixteen (16) schools with coaching clinics for netball, football, athletics and volleyball and one thousand and fourteen (1014) learners were reached. Twelve schools were supported with establishment of traditional dance, choir, and isipantsula, where nine hundred and sixty-five (965) learners were reached.

Chapter 3

The reading and storytelling reached a total of five hundred and forty-eight (548) learners in sixteen (16) Early Childhood Development Centres.

O R TAMBO SONCINI SOCIAL COHESION GAMES

The WRDM SACR coordinated the above-mentioned games with the local municipalities on the 27th July 2024 for both (Mogale City) and (Merafong City),and on the 9th August 2024 (Rand West City), and the regional games on 24th August 2024 (Mogale City). The provincial games were held on the 26th & 27th October 2024 at Johannesburg UJ Kingsway Campus.

Other activities conducted included:

- ◆ The Heritage Day event was supported on the 24th September 2024 at the Maropeng Heritage Site in Mogale City.
- ◆ Supporting the Merafong Sports Awards on the 19th October 2025 at Careltonville Civic Centre in Merafong City.
- ◆ Supporting Gauteng Primary Schools Championships on the 14th &15th February 2025 AT Noordheuwel in Mogale City.
- ◆ Supporting Rand West City Library Primary Schools Spelling Bee in Indigenous Languages Competition on the 26th &27th February 2025 at Daniel Den RandWest City.
- ◆ The Provincial Swimming Gala was supported on the 1st March 2025 at the Carletonville Swimming Pool in Merafong City.
- ◆ Attended the Rand West Arts Council Launch on the 29th March 2025 at Westonaria Banquet Hall in Rand West City.

Kamohelo Primary School was supported on the 31st of May 2025 (Rand West City) & also on the 4th June 2025(Merafong City) at the 2025 Primary Schools Folklore Competitions.

Supporting the Farm Schools Festival on the 29th May 2025 at Greenhills Stadium in Rand West City.

T 3.23.1

Regional Activity – Implement Social Cohesion Initiatives/Programmes						
Planning Level	Planning Statement	Indicator	Evidence	Baseline (2023/24 Actual)	Annual Target 2024/25	Actual
Activity	Sports activities promotion	Number (16) of social cohesion programmes coordinated	Programme, implementation plan, Attendance Register, Narrative report	16	16	16

T 3.23.2

Chapter 3

Employees: Sport and Recreation					
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	0	1	100%
6 - 5	3	5	3	2	40%
9 - 8	8	10	8	2	20%
10 - 9	1	1	1	0	0%
Total	13	17	12	5	29%

*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 3.23.3

Sport Financial Performance- Not applicable

T 3.23.4

Sport Capital Expenditure- Not applicable

T 3.23.5

COMMENT ON THE PERFORMANCE OF SPORT AND RECREATION OVERALL:

Due to budgetary constraints, the SARC Unit depends on partnerships and collaboration with various stakeholders to execute most SARC activities and although the Unit operates at a zero budget, it strives to achieve its objectives.

T 3.23.6

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes corporate policy offices, financial services, human resource services, ICT services, property services.

INTRODUCTION TO CORPORATE POLICY OFFICES, Etc

Corporate Services is the custodian of all policies and by- laws of the WRDM. Policies are guidelines on how internal administrative processes and procedures are implemented in the municipality. By-Laws regulates service delivery initiatives in the WRDM Jurisdiction. The Municipality revise its policies as and when necessary, through consultation with relevant stakeholders such as the Local Labour Forum. These policies are approved by Council before implementation. Municipal by-laws are

Chapter 3

also revised when necessary. The development and review of these by-laws are guided by public and community participation.

T 3.24

3.24 EXECUTIVE AND COUNCIL

This component includes Executive office (mayor; councilors; and municipal manager).

INTRODUCTION TO 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 three participating local municipalities.

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

T 3.24.1

SERVICE STATISTICS FOR THE EXECUTIVE AND COUNCIL

T 3.24.2

Please refer to the 2024/25 Annual Performance Report

T 3.24.3

Financial Performance Year 0: The Executive and Council					
					R'000
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Chapter 3

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 3.24.5

Capital Expenditure: Executive and Council- Not applicable

T 3.24.6

COMMENT ON THE PERFORMANCE OF THE EXECUTIVE AND COUNCIL:

The Executive and Council meetings are held regularly as required by law. The only challenge is the deferring of some items to the next sittings.

T 3.24.7

3.25 FINANCIAL SERVICES

INTRODUCTION TO FINANCIAL SERVICES

The municipality's liquidity ratio is sitting at **17% (0.17: 1) in 2025 compared to 6% (0.06: 1) in the prior year (2024)**. The municipality has a negative net asset value of **R117 million in 2025 compared to R107 million in prior year (2024)**. The municipality's financial situation is dire now, however the municipality implemented a financial recovery plan.

The municipality tabled final budget with a breakeven point, showing a lean surplus of **R2 thousand** for 2024/2025 financial year. This was made possible by stringent measures that municipality previously applied to curtail municipal expenditure such as using cost benefit analysis on all the functions of the district municipality.

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.

Debt Recovery (Basic Services- water, electricity etc.) Not applicable

T 3.25.2

Financial Service Policy Objectives as depicted in the IDP

Regional Outcome - Outcome 13: Robust Financial Administration						
Planning Level	Planning Statement	Indicator	Evidence	Baseline	Annual Target	Actual
Outcome	Robust Financial Administration	Number (1) of reports on regional audit status compiled.	1. Reports on regional audit status .	1	1	1
Planning Level	Planning Statement	Indicator	Evidence	Baseline	Annual Target	Actual
Output	Effective and Efficient Supply Chain Management	Number (1) of annual SCM report compiled.	Annual Report SCM	1	1	1

Chapter 3

Planning Level	Planning Statement	Indicator	Evidence	Baseline	Annual Target	Actual
Sub Output	Development of annual procurement plan	Number (1) of Procurement plan developed and approved by MM.	Approved procurement plan by MM	1	1	1
Sub Output	Monitoring and implementation of procurement plan	Number (4) of reports on implementation of procurement plan	Q1-Q4: SCM Quarterly report indicating the implementation of procurement plan	4	4	4

T3.25.3

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 - 1	1	1	1	0	0%
1 - 3	3	3	3	0	0%
5 - 6	1	5	1	4	80%
6 - 7	1	1	1	0	0%
7 - 8	10	21	10	11	52%
9 - 10	1	1	1	0	0%
11 - 12	4	4	4	0	0%
Total	21	36	21	15	42%

*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 3.25.4

Chapter 3

Financial Performance Year 0: Financial Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	45.826.300,00	51.713.445,00	51.713.445,00	52.187.861,00	1%
Expenditure:					
Employees	22.050.566,00	22.050.566,00	25.466.580,00	23.875.400,00	8%
Repairs and Maintenance					
Other	21.059.620,00	21.059.620,00	21.059.620,00	21.059.620,00	0%
Total Operational Expenditure	43.110.186,00	43.110.186,00	46.526.200,00	44.935.020,00	4%
Net Operational Expenditure	-2.716.114,00	-8.603.259,00	-5.187.245,00	-7.252.841,00	-19%
<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 3.25.5					

Capital expenditure: Financial Services: Not applicable

T 3.25.6

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

The finance department is doing its utmost best to turn around the municipality's financial constraints situation. This is done through implementation of the financial recovery plan, adhering to the supply chain management prescripts in relation to procurement process and continuous monitoring of the performance of service providers

T 3.25.7

Chapter 3

3.26 HUMAN CAPITAL SERVICES

INTRODUCTION TO HUMAN CAPITAL SERVICES

Human Capital Unit is a unit within the Corporate Services Department. The core function of the Human Capital and Administration is to ensure proper appointment of prospective employees, this is done to support Heads of Departments and this is in line with the Municipal Staff Regulations of 2021. The Unit is also the custodian of employee relations, this is done to ensure that municipal employees are kept abreast with policies, procedures and standards that must guide municipal employees to ensure effective and efficient workforce. Furthermore the Unit properly ensures that each and every employee of the municipality is treated with dignity, respect, fairness and integrity. The Unit subscribes to the values of “*Batho Pele*” Principles by ensuring that both employees and services providers responsible for employee benefits are put first and supported through and through.

The Unit is composed of the following divisions:

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

T 3.26.1

SERVICE STATISTICS FOR HUMAN CAPITAL SERVICES

The Unit played in integral part in the following activities:

- Introduction and rolling out of the Two-pot system
- Pension fund presentation to employees
- Presentation of medical aid benefits
- Annual employee wellness event
- Participated in the well-rollout hybrid work arrangement for employees
- Continuous support to employees who needs counselling
- Provide support to employees who needs support through OHS
- Training of employees in the following programmes:
 - * Municipal Finance Management Programme
 - * Emerging Managers Programme
 - * End User Computer Training

All these services are provided with the assistance from service providers who work closely with employee benefits and training.

Chapter 3

Human Resource Services Policy Objectives Taken From IDP					
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0	
		Target	Actual	Target	
		*Previous Year (iii)	Previous Year (iv)	*Current Year (v)	*Current Year (vi)
To appoint FMG interns	To ensure attraction and recruitment of talent for Finance Department	4	4	4	1
Improve the standards of HR Unit	To provide effective and efficient service to all stakeholders of the WRDM	100%	100%	100%	100%
Review HR Related policies and alignment with relevant legislation	To ensure that municipal policies are aligned with the Municipal Staff Regulations of 2021	100%	100%	100%	100%
Identify critical positions to be advised with the support of the relevant HOD	To ensure that the municipality appoints staff members who meet the requirements as set out in the advertisement and the Municipal Recruitment Policy	100%	100%	100%	100%
Training of Municipal employees	To ensure that the municipal employees undergo training as identified through Individual Training needs forms	100%	100%	100%	100%

*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 Intergrated 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.*

T3.26.3

Employees: Human Capital and Administration					
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	4	3	1	25%
7 - 8	1	2	1	1	50%
Total	5	7	5	2	29%

*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.*

T3.26.4

Chapter 3

Financial Performance Year 0: Human Resource Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	22.662.924,00	10.084.000,00	10.084.000,00	26.679.388,00	62%
Expenditure:			-		
Employees	12.500.000,00	11.862.000,00	11.862.000,00	26.440.229,00	55%
Repairs and Maintenance	-	-	-	-	0%
Other	450.000,00	-	-	7.323.351,00	100%
Total Operational Expenditure	12.950.000,00	11.862.000,00	11.862.000,00	33.763.580,00	65%
Net Operational Expenditure	-9.712.924,00	1.778.000,00	1.778.000,00	7.084.192,00	75%
<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 3.26.5

Capital Expenditure: Human Resources: Not applicable
T 3.26.6

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

With the limited resources that the unit has at its disposal, it prides itself on ensuring that all targets are met and takes an extra mile in ensuring that targets are performed within the time frames. During the period under review, the unit ensured that some positions that were deemed to be critical were filled and proper processes were followed in the filling of those positions. The unit also revised policies and tabled them in Council for approval, in line with the approved MSR and the amended MSA.

T 3.26.7

Chapter 3

3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

This component includes: Information and Communication Technology (ICT) services.

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The purpose of ICT within the WRDM extends far beyond mere technological advancements. It serves as a fundamental enabler, empowering the institution to navigate the complexities of a rapidly evolving technological landscape. Through seamless integration, efficient management of information, and the utilization of cutting-edge technologies, ICT has become an indispensable tool in driving progress, enhancing efficiency, and fostering innovation across all levels in the municipality. Information and Communication Technology is responsible for maintaining an enabling environment that supports efficient and effective ICT services within the WRDM office, 107 Emergency operations centre, fire stations and municipal health services.

The services rendered by ICT include but is not limited to:

Network Infrastructure Management: The ICT department manages and maintains the network infrastructure, including local area networks (LANs), wide area networks (WANs), and internet connectivity. They ensure reliable network connectivity and address any network-related issues that arise.

Hardware and Software Support: The ICT department provides technical support for hardware and software used within the municipality. This includes troubleshooting hardware issues, maintaining and upgrading computer systems, and assisting with software installations and updates.

Data Management and Security: Municipal ICT departments are responsible for managing and securing municipal data. This includes data backup and recovery, database administration, data storage management, and implementing security measures to protect sensitive information from unauthorized access or breaches.

Help Desk Support: The ICT department operates a help desk to assist municipal employees and stakeholders with technology-related issues and inquiries. The help desk provides guidance, troubleshoots problems, and offers solutions for hardware, and network-related concerns.

Email and Communication Services: ICT department oversees the email and communication systems used within the municipality. They manage email servers, provide email account setups, and ensure smooth communication through tools such as instant messaging, video conferencing, and VoIP (Voice over Internet Protocol) services.

Geographic Information Systems (GIS): ICT department manage GIS services that utilize spatial data to map and analyse various aspects of the municipality. GIS services assist in urban planning, infrastructure management, land use analysis, emergency response planning, and other local-based applications.

Chapter 3

Cybersecurity and Data Privacy: ICT departments implement and maintain cybersecurity measures to safeguard municipal systems and data from cyber threats. They monitor and mitigate risks, conduct security audits, educate employees on best practices, and ensure compliance with data protection and privacy regulations.

Composition of the ICT Department

The ICT Department comprises of two GIS Technicians, two ICT Technicians, three contract workers, one switchboard operator and one admin support staff. The ICT Manager position was filled during the year under review. The contracts of the three interns came to an end during the year under review.

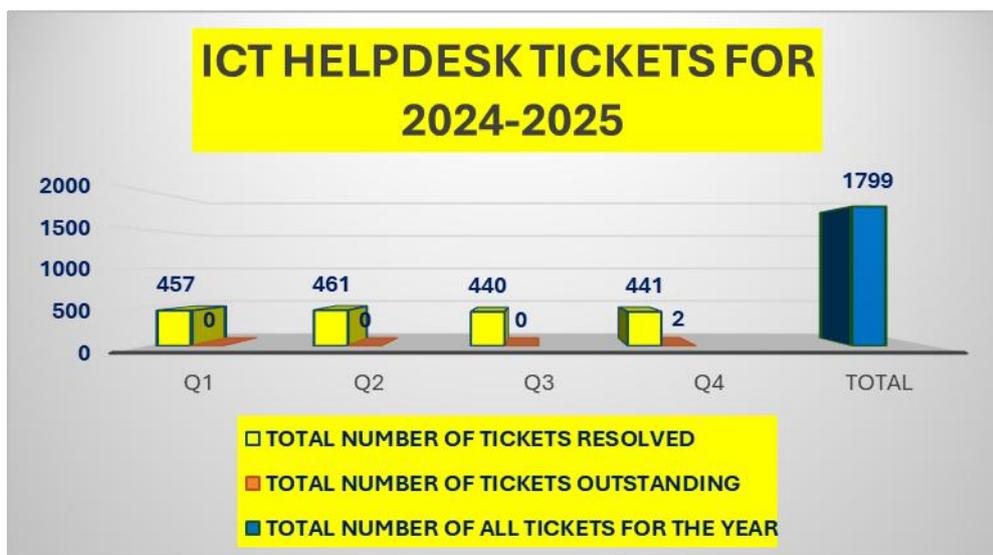
Due to employee placement process, the GIS technicians were placed at Human Settlement and Planning Unit and the committee clerk was placed in the ICT Unit to fill the vacant post of Admin Assistant during the year under review.

T 3.27.1

SERVICE STATISTICS FOR ICT SERVICES

Annual incident resolution

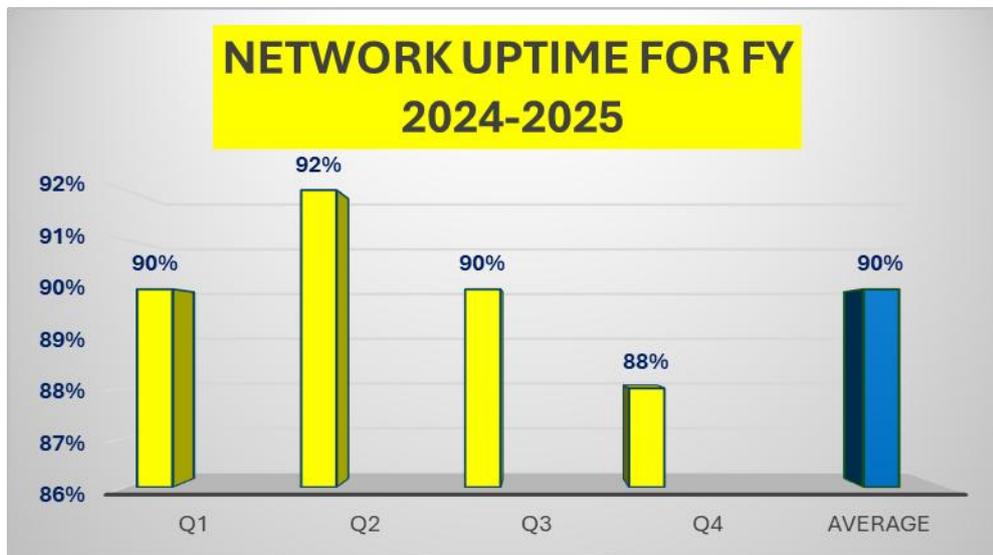
In the year under review, ICT has successfully resolved 1164 incidents logged by email, telephone and other means. Improvement of incident management will be realised through provision of automated helpdesk system, filling of critical vacant posts, tools of trade to personnel, and an IT: compliant helpdesk system.



Chapter 3

Annual Network Performance

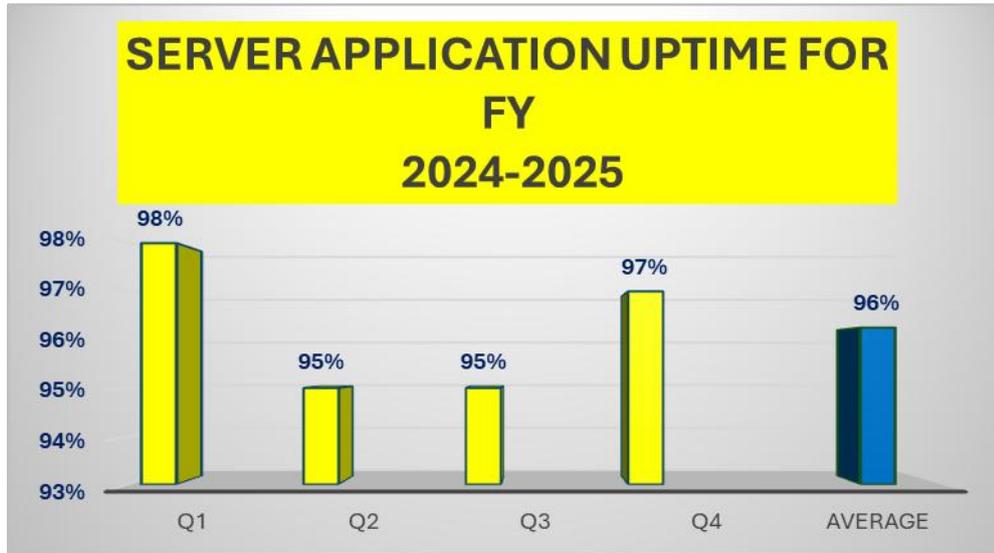
In the year under review, ICT has managed and administered the local area network to ensure accessibility and availability of services and applications for all WRDM sites, the stats below reflect the maximum time that the network has remained available to utilisation. Improvement on the performance of the network can be realised through upgrading network infrastructure including replacement of old switches, re-cabling and reticulation of the wired network, upgrade of wireless network infrastructure and installing mini uninterrupted power supplies per network cabinet that houses distribution switches. The request for quotation was made for five new switches towards the end of the fourth quarter 2024 -25, the installation will be done on the first quarter 2025-26.



Annual server's performance

ICT manages a range of servers that host numerous critical services and applications utilised by the WRDM for daily operations, the graph below outlines the maximum uptime and availability of services. Improvement of server uptime can be achieved through the filling of the critical post of network administrator, continued routine maintenance, regular servicing of environmental control equipment and uninterrupted power supplies including generator, upgrade of servers and migration of critical services to the cloud for business continuity. The municipality purchased one new server for financial management system. The generator was procured and delivered towards the end of the fourth quarter.

Chapter 3



Hardware renewal

The hardware renewal policy provides guidelines on the renewal life span of ICT equipment, due to budget constraints, renewal of tools of trade had to be prioritised and catered and carried out on an as-and-when basis. The procurement of 35 new laptops, 16 new desktops and 1 new server for financial management system in the year under review.

ICT Audit

In the year under review, internal audits were conducted on ICT systems and internal controls, the below graph outlines the number of findings and the number of resolved findings both for internal audit and auditor general. The internal audit assessment was concluded during the fourth quarter of the year under review.



Chapter 3

For the year under review, the information Communication Technology did not receive any finding(s) from Auditor's General South Africa (AGSA) when audit was concluded.

ICT Policies, procedures, framework, strategy and plans

ICT governance is the process that ensures the effective and efficient use of Information Technology to support the Municipality in achieving its strategic goals, the governance of ICT is built on COBIT as a framework to assist institution to develop, organize and implement strategies around information management and governance. The following policies, framework, strategy, procedures, and plans were reviewed on the second of the financial year 2024-25 and approved by the Council on 03 December 2024.

1. ICT Security policy
2. ICT Telephone usage policy
3. ICT Hardware renewal policy
4. ICT Firewall policy
5. ICT Enterprise voice and data policy
6. ICT Governance framework
7. ICT Strategy
8. ICT Disaster recovery plan
9. ICT Helpdesk procedure
10. ICT Change management procedure
11. ICT Backup procedure
12. ICT Computer account management procedure

During the third quarter one policy was developed and approved by the council on the 27 March 2025

13. ICT User access management policy

Conclusion

The Information and communication technology unit continues to deliver support services to the institution under difficult circumstances like limited funding and outdated ICT infrastructure. The vacancy rate as per the current structure the unit is sitting at 20%. The ICT structure will need to be expanded in the future. The unit is committed to delivering sterling support services and to embark on continuous improvement in the provision of ICT services, technology provision and empowerment of staff to embrace and utilize new technologies that will improve efficiency and productivity in the institution.

T 3.27.2

Chapter 3

ICT Services Policy Objectives Taken From IDP					
Service Objectives	Year -2022/23		Year 2024/25		
	Target	Actual	Target		Actual
Service Indicators	*Previous Year		*Previous Year	*Current Year	
	(i)	(iii)	(iv)	(v)	(vi)
Number (1) of ICT Strategy revised	1	1	1	1	1
Number (4) of reports compiled on ICT activities	4	4	4	4	4
Number (2) of ICT Steering Committee meetings held	None	None	None (New Target)	2	2

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.

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	1	1	1	0	0%
5 - 6	1	1	1	0	0%
6 - 7	2	2	2	0	0%
7 - 8	0	2	0	2	100%
9 - 10	1	1	1	0	0%

Chapter 3

11 - 13	1	1	1	0	0%
Total	6	8	6	2	25%

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.

T3.27.4

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					
Expenditure:					
Employees	9.956.080,00	11.050.000,00	11.050.000,00	10.019.638,16	-10%
Repairs and Maintenance	110.540,00	100.000,00	170.000,00	57.234,00	-75%
Other	6.244.335,00	5.702.477,04	8.102.386,00	7.946.692,00	28%
Total Operational Expenditure	16.310.955,00	16.852.477,04	19.322.386,00	18.023.564,16	6%
Net Operational Expenditure	16.310.955,00	16.852.477,04	19.322.386,00	18.023.564,16	6%

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 3.27.5

Chapter 3

Capital Expenditure Year 0: ICT Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	1100000	2100000	787312	-40%	
Project A	1.100.000,00	2.100.000,00	787.312,00	-40%	0
Project B					0
Project C					0
Project D					0
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</i>					T 3.27.6

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

Given the current financial constraints of the WRDM and the shortage of personnel the ICT unit is performing exceptionally well and ensures that it meets all the needs of employees as and when finances are available.

T3.27.7

3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes: property; legal; risk management and procurement services.

INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

The legal unit manages the function of the council and ensure compliance with all legislative requirements and sound legal practices and to render support on legal matters.

Chapter 3

Main functions of the unit include the following:

- * Review, perusal of by-laws and Policies pertinent to Municipality.
- * Providing of legal advice and legal opinions to departments and to Council.
- * Carry out legal administrative action 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.
- * General advice and assistance on disciplinary matters.
- * Management of external attorneys on the legal panel.

SERVICE STATISTICS FOR PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

LEGAL SERVICES

LITIGATION AND CONTINGENT LIABILITY

The unit assists the municipality through legal cases that arise as a nature of cases where the municipality is not able to pay for outstanding debtors within 30 days. Continuous negotiations with external attorneys (service providers) is undertaken by the HOD, Manager, the Chief Finance Officer and the Municipal Manager. This ensures that the municipality maintains a healthy relationship with service providers as well as other stakeholders.

COUNCIL SUPPORT

The Legal unit plays an important role during the establishment of the new council which came as a result of the Local Government Elections in November 2021. Continued legal support is given to the political leadership in maintaining relations with members of the opposition as well as maintaining the multi-party coalition. Council meetings year calendar is approved every second quarter of the preceding year. Council meetings are convened at least quarterly as per section 18 of the Municipal Structures Act, Section 89 Committees and the Mayoral Committee convene monthly except when the Council is on a Recess.

CONTRACTS AND SERVICE LEVEL AGREEMENT

The unit administers the recording of contractual relationships entered into between the Municipality and third parties. Legal Services unit is tasked with a responsibility of ensuring that legal contracts submitted for verification from user departments are attended to and finalised within fourteen (14) working days from the date of submission.

T 3.28.2

Chapter 3

Employees: Legal and Committee Section					
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%
5 - 6	0	2	0	2	100%
9 - 10	3	3	3	0	0%
Total	4	6	4	2	33%

*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 3.28.4

Financial Performance Year 0: Property; Legal; Risk Management and Procurement Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	13.901.000,00	23.985.000,00	23.985.000,00	15.445.532,00	-55%
Expenditure:					
Employees	12.500.000,00	27.826.000,00	27.826.000,00	15.445.532,00	-80%
Repairs and Maintenance	-	-	-	-	0%
Other	4.500.000,00	-	-	7.323.350,00	100%
Total Operational Expenditure	17.000.000,00	27.826.000,00	27.826.000,00	22.768.882,00	-22%
Net Operational Expenditure	3.099.000,00	3.841.000,00	3.841.000,00	7.323.350,00	48%

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 3.28.5

Chapter 3

Capital Expenditure: Property; Legal; Risk Management: Not applicable

T 3.28.6

COMMENT ON THE PERFORMANCE OF PROPERTY SERVICES OVERALL:

The West Rand District Municipality main building is situated in Cnr Sixth & Park Street, Randfontein. There are also building of properties that belongs to the West Rand District Municipality that includes shops to let and BP filling Station. The building or properties to let are regulated by the lease contract entered into between the lessor (WRDM) and the Lessee (Tenants), however, Corporate Services and Finance Department are responsible for property management of these building or properties. Given the financial challenges experienced by the WRDM, maintenance in these properties including network connectivity remains a challenge. The municipality's building is in a bad state which poses risk to the employees. However, there is a plan in place to repair the building and that will occur in the next financial year.

T 3.28.7

COMPONENT J: MISCELLANEOUS

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

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

1. INTRODUCTION

Performance Management is a process that measures the implementation of the organisation's strategy. It is also a management tool to plan, measure and review performance indicators to ensure efficiency, effectiveness, and the impact of service delivery by the municipality.

A municipal Performance Audit Committee (PAC) is the primary mechanism to monitor, review and improve the implementation of its Integrated Development Plan (IDP) and to gauge the progress made in achieving the objectives set out in the IDP. In addition, a municipality's PMS must also facilitate increased accountability, learning, and improvement, provide early warning signals and facilitate decision making.

The Performance Audit Committee monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilization of all resources, and the performance management system being closely integrated across all functions at an organisational and individual level.

2. LEGISLATIVE REQUIREMENTS

Chapter 3

The Constitution of the RSA, 1996, section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195(1) are also linked with the concept of performance management regarding the principles of inter alia:

- the promotion of efficient, economic, and effective use of resources
- accountable public administration
- to be transparent by providing information
- to be responsive to the needs of the community, and
- to facilitate a culture of public service and accountability amongst staff.

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, organized 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. This framework, inter alia, reflects the linkage between the IDP, budget, SDBIP, and individual and service providers' performance.

The WRDM reviewed its organisational Performance Management System Policy Framework in line with the provisions of the Municipal Staff Regulations, 2021 (MS), which require performance management to be implemented by all staff members and not at the senior management level only. The reviewed Performance Management and Development Policy Framework was consulted with the Local Labour Forum and Subsequently, the Reviewed PMDS Policy Framework was tabled in Council for approval on the 30th of June 2025.

Concerning role players in line with performance processes of the municipality, from a good governance perspective. The municipality appointed its Performance Audit Committee in terms of the Local Government Municipal Planning and Performance Management Regulations (R796 dated 24 August 2001) for the term of office from the 1 March 2022 to 28 February 2025. Subsequent the ended term of the previous PAC, Council appointed the new committee which assumed duties on 12 May 2025.

Chapter 3

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 composition of the previous Committee which lapsed on the 28 February 2025 was as follows:

- Mr. P. Mongalo (*Chairperson*) - External
- Mr. P. Fourie – (External)
- Mr. A. Mangokwana (External)
- Mr. S. Khoza – (External)
- Ms. O Senokoane – (External)

The newly appointed committee members are as follows as of 12 May 2025

- Mr. P. Mongalo (*Chairperson*) - External
- Mr. B. Ahmed – (External)
- Ms. J. Masite (External)
- Mr. M. Nondwangu – (External)
- Ms. Z. Mongalo – (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);
- Organisational quarterly performance report;
- Annual Report;
- Follow-up on issues raised by the Auditor-General in the Audit Report 2023/24; and

Chapter 3

3. PAC MEETING ATTENDANCE

Attendance of meetings by the PAC members in 2024/25 financial year was as follows:

End of contract in February 2025

PAC Members	Total PAC meetings 2024/25	Total Attendance	Total Non-Attendance
Percy Mongalo (Chairperson)	3	3	0
Piet Fourie	3	3	0
Andries Mangokwana	3	3	0
Seaboa Khoza	3	3	0
Oreratile Senokoane	3	3	0

New appointments as of 12 May 2025

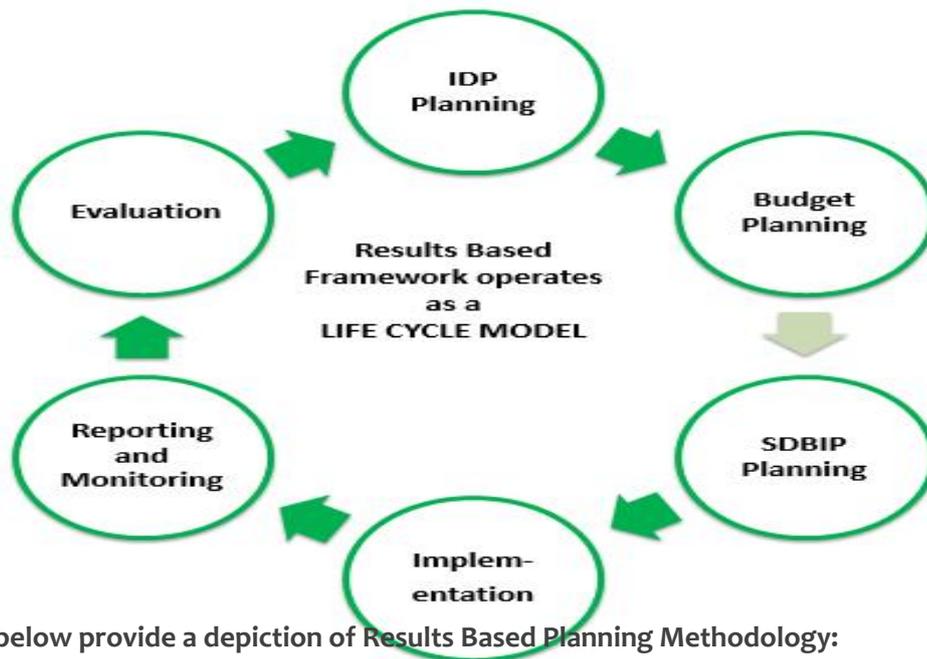
PAC Members	Total PAC meetings 2024/25	Total Attendance	Total Non-Attendance
Mr. P. Mongalo (Chairperson)	1	1	0
Mr. B. Ahmed – (External)	1	1	0
Ms. J. Masite (External)	1	1	0
Mr. M. Nondwangu – (External)	1	1	0
Ms. Z. Mongalo – (External)	1	1	0

Chapter 3

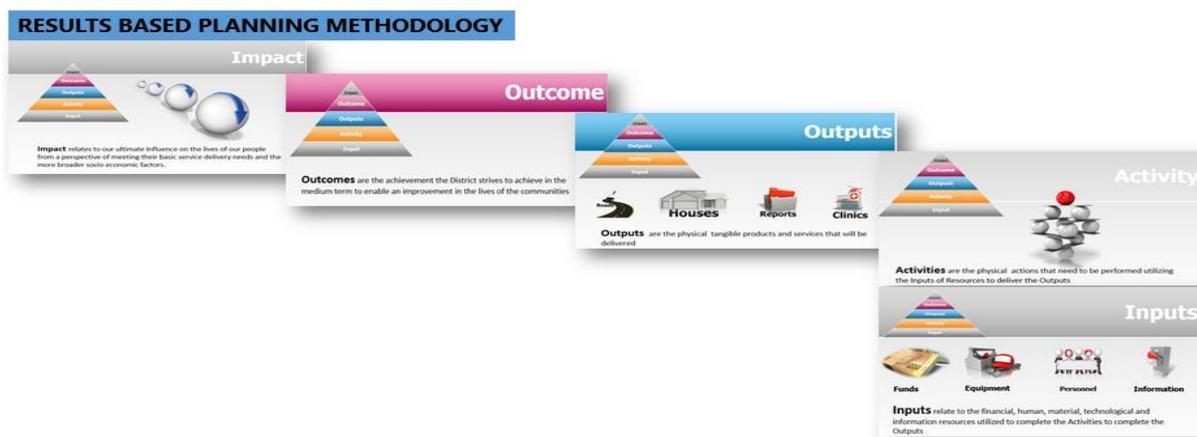
4. PERFORMANCE MANAGEMENT OVERVIEW AND PROCESS

The District assumes a Results Based Planning methodology in line with managing its performance information (predetermined objectives). For the period under review, in June 2024, 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 provide a depiction of Results Based Planning Methodology:



Chapter 3

5. FINANCIAL PERFORMANCE

Refer to chapter 5

6. DATA INTEGRITY

The PMS Unit 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.

7. MANAGEMENT RESPONSIBILITY

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

8. BACKGROUND ON THE ANNUAL REPORT PROCESS

In terms of the above legislation, a municipality must prepare an annual report for each financial year. Some of the key purposes of the annual report are:

- To provide a record of the activities of the municipality.
- To provide a report on performance in service delivery and budget implementation.
- To provide information that supports revenue and expenditure decisions made.
- To promote accountability to the local community for decisions made.

Chapter 3

A table below projects the process plan for the preparation of the Annual Report for 2024/2025:

NO.	PROJECT DETAILS	RESPONSIBLE PERSON	DUE DATE
1.	Submission of fourth quarter performance report template to all departments (SDBIP)	PMS Unit	27 June 2025
2.	Submission of proof of evidences and fourth quarter performance reports by all the departments	All departments	10 July 2025
3.	Verification of proof of evidences submitted	PMS Unit	11-25 July 2025
4.	Consolidation of all submitted departmental fourth quarter reports (draft fourth quarter performance report)	PMS Unit	25 July 2025
5.	Submission of verification report and the POE received to internal audit unit	PMS Unit	25 July 2025
6.	Internal Audit process	Internal Audit Unit	28 July -08 August 2025
7.	Presentation of fourth quarter performance to EXCO	EXCO members	11 August 2025
8.	Audit queries to be addressed	EXCO members	12 August 2025
9.	Closing off Quarter 4 and APR	PMS Unit and Internal Audit Unit	13 August 2025
10.	Circulation of the annual report template and excel template to all departments	PMS Unit	27 June 2025
11.	Submission of the departmental inputs (AR-Narrative)	All departments	18 July 2025
12.	Consolidation of all inputs received from departments into Draft Master document – Annual Report V1	PMS Unit	21-25 July 2025
13.	Identifying the gaps from different departments	PMS Unit	28 July 2025
14.	Schedule departmental meetings to ensure the gaps are filled	PMS Unit and the identified departments	30 July 2025
15.	Submission of the Draft Annual Report to EXCO	PMS Unit	15 August 2025
16.	Internal Audit process	Internal Audit Unit	15 – 22 August 2025
17.	Tabling of APR and Draft Annual Report to Maycom	Municipal Manager	26 August 2025

Chapter 3

18	Tabling of 4 th Quarter, APR and Draft Annual Report to PAC	PMS Unit	22 August 2025
19.	Incorporation of inputs from Maycom and PAC	PMS Unit	22 August 2025
20.	Incorporation of inputs from EXCO, Internal Audit and PAC	PMS Unit	26 August 2025
21.	Tabling of APR and Draft Annual Report to Council	Municipal Manager	29 August 2025
22.	Closing off of all the gaps in the Draft Master Document	PMS Unit	25 - 30 August 2025
23.	Submission of the Draft Annual Report with APR and Council Resolution to Auditor General by 31 August	PMS Unit	31 August 2025
24.	Publication of the Draft Annual Report for public comments	PMS Unit	Within 7 Days after adoption by Council
25.	Submission of those completed portions of the annual report including council resolution and AFS to National treasury, Gauteng Provincial treasury, CoGTA, and Internal Audit	PMS Unit/MM	Within 7 Days after adoption by Council
26.	Submit the Draft Annual Report V1 to MPAC for oversight process	PMS Unit	Within 7 Days after adoption by Council (September 2025)
27.	Incorporating inputs from public comments	PMS Unit	After 21 days' notice for public comments is done
28.	Schedule appointments for meetings to engage with the relevant departments for purposes of correcting the discrepancies in the adopted Draft Annual Report.	PMS Unit, All Departments	End of September 2025
29.	Incorporate all the internal and external inputs received. This includes inputs from Provincial COGTA and Treasury	PMS Unit	End of October 2025
30.	Incorporates the updated financial information, audited AFS, and Auditor General's Management Report	PMS Unit	End of November 2025
31.	Editing updated Audited Annual Report	PMS Unit	End of December

Chapter 3

			2025
32.	Present the final and edited Annual Report (Audited) to EXCO	PMS Unit	Mid-January 2026
33.	Tabling of the Final Audited Annual Report V2 to Council	Council	31 January 2026
34.	MPAC Oversight Report on the 2024/25 Annual Report tabled in Council	MPAC Chairperson	31 January 2026
35	Submit the adopted Annual Report V2 and Council Resolution to Provincial CoGTA, Treasury, AGSA and Legislature	PMS Unit	Within 7 Days after adoption by Council (February 2025)
36.	Submission of the adopted Oversight Report and Council Resolution to National and Provincial COGTA, Treasury and Legislature.	MPAC Unit	Within 7 Days after adoption by Council (February 2026)
37.	Publication of the Final Annual Report and Oversight Report	PMS Unit /MPAC/ Communications Unit	Within 10 Days after adoption by Council (February 2026)

9. ORGANISATIONAL PERFORMANCE

This report reflects the 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 2024/25. The format of the report reflects the District's Key Performance Indicators (KPI) per regional outcome (Key Performance Area). Each regional outcome has several KPIs that the WRDM has utilized to ensure a more focused approach to the achievement of the development priorities. This report endeavours to report to Council on the District's performance in line with its fourteen (14) regional outcomes. Which are as follows:

Chapter 3

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

Chapter 3

ALIGNMENT OF THE KEY PERFORMANCE AREA WITH THE WEST RAND REGIONAL OUTCOMES	
KEY PERFORMANCE AREA	WEST RAND REGIONAL OUTCOMES
KPA 1:	Outcomes 1, 5, 6, 7 & 10
1. Basic Service Delivery and Infrastructure Development	1. Basic Service Delivery Improvement
	5. Safe Communities
	6. Educated Communities
	7. Healthy Communities
	10. Socially Cohesive Communities
KPA 2:	Outcomes 13
2. Municipal Financial Viability and Management	13. Robust financial administration
KPA 3:	Outcomes 11 & 12
3. Local Economic Development	11. Reduced Unemployment
	12. Economic Development
KPA 4:	Outcome 3 & 14 :
4. Municipal Institutional Development and Transformation	3. Skilled, Capacitated, Competent and Motivated Workforce
	14. Institutional planning and transformation
KPA 5:	Outcomes : 2 & 4
5. Good Governance and Public Participation	2. Accountability Municipal Administration
	4. Ethical Administration and Good governance
KPA 6:	Outcomes : 8 & 9
6. Spatial Rationale	8. Sustainable Environment
	9. Build Spatially Integrated Communities

Chapter 3

10. PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System unit of the municipality deals with the collection, analysis, and reporting of information regarding the performance of an individual, group, and organisation. During the reporting, the municipality used the manual system to monitor its performance and manage its performance information. The basic functioning of the performance monitoring system is to compare actual performance achievements with the quarterly performance projections, to determine the deviations of the actuals against the projections; to express those deviations.

The Performance Management System unit provides management information in the form of graphical representations when the actual achievement is compared against the quarterly projections. These graphical representations are used for performance and trend analyses to reflect on progress in meeting predetermined objectives and targets and for early warning indicators of where corrective actions are required. The unit also provides accounts in the form of explanations for actual achievements, putting these achievements into context and proposed actions for improvement where performance targets and projections were not achieved.

11. ANNUAL PERFORMANCE PER REGIONAL OUTCOME

The 2024/2025 Service Delivery and Budget Implementation Plan on which this Performance Report is based, comprises 160 key performance indicators with its concomitant performance targets. As an organisation, West Rand District Municipality in the 2024/2025 reporting period achieved all its planned targets set for the whole financial year. This accounts for 100% of target achievement.



Chapter 3

The table below reflects the actual performance per regional outcome

Regional Outcomes	Annual Planned Targets	Number of Targets achieved	Number of Targets Not Achieved
Outcome 1: Basic Service Delivery Improvement	4	4	0
Outcome 2: Accountable Municipal Administration	5	5	0
Outcome 3: Skilled, Capacitated, Competent, and Motivated Workplace	13	13	0
Outcome 4: Ethical administration and Good Governance	12	12	0
Outcome 5: Safe Communities	32	32	0
Outcome 6: Educated Communities	4	4	0
Outcome 7: Healthy Communities	19	19	0
Outcome 8: Sustainable Environment	7	7	0
Outcome 9: Build Spatially Integrated Communities	6	6	0
Outcome 10: Social Cohesive Communities	4	4	0
Outcome 11: Reduce Unemployment	3	3	0
Outcome 12: Economic Development	6	6	0
Outcome 13: Robust Financial Administration	25	25	0
Outcome 14: Institutional Planning and Transformation	20	20	0
TOTAL	160	160	0

Chapter 3

11.1. 2024/2025 comparison of quarter's performance results

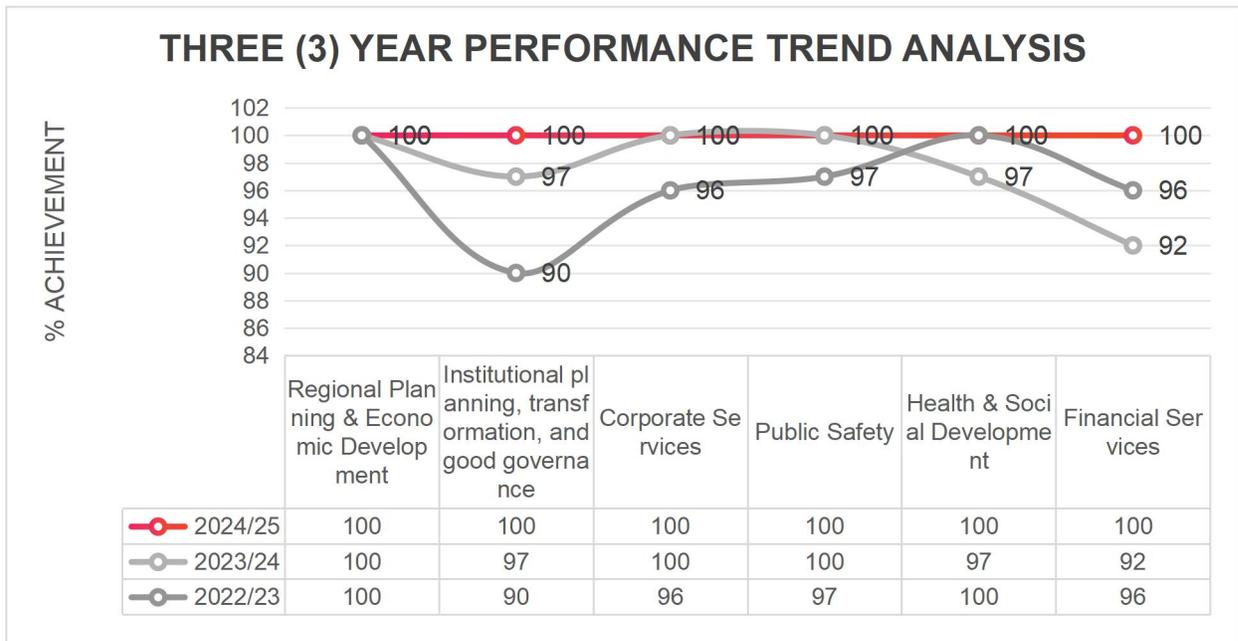
Regional Outcome	Performance percentage Q1	Performance percentage Q2	Performance percentage Q3	Performance percentage Q4	Annual Performance percentage
Outcome 1: Basic Service Delivery Improvement	100	100	100%	100%	100%
Outcome 2: Accountable Municipal Administration	100	100	100%	100%	100%
Outcome 3: Skilled, capacitated, competent, and motivated workplace	100	100	100%	100%	100%
Outcome 4: Ethical administration and good governance	89	75	100%	100%	100%
Outcome 5: Safe Communities	100	100	100%	100%	100%
Outcome 6: Educated Communities	100	100	100%	100%	100%
Outcome 7: Healthy Communities	94	100	100%	100%	100%
Outcome 8: Sustainable Environment	100	100	100%	100%	100%
Outcome 9: Build Spatially Integrated Communities	100	100	100%	100%	100%
Outcome 10: Social Cohesive Communities	100	100	100%	100%	100%
Outcome 11: Reduce Unemployment	100	100	100%	100%	100%
Outcome 12: Economic Development	100	100	100%	100%	100%
Outcome 13: Robust Financial Administration	100	100	100%	100%	100%
Outcome 14: Institutional Planning and Transformation	100	100	100%	100%	100%
OVERALL	98	99	100%	99%	100%

Chapter 3

The above table reflects municipal performance between the low of 98% to the high of 100%.

12. 2024/2025 COMPARISON OF THE ANNUAL PERFORMANCE RESULTS PER DEPARTMENT

The figure below provides an overview of performance across six (6) functional areas (Departments) of the WRDM from the 2022/23 financial year to the 2024/25 financial year.



T3.30

This table displays the performance trends over the last three years. From 2022/23 to 2024/25, departmental performance has improved. The financial year 2024/25 the departments have maintained the 100% achievement whereas the others shown improvement over 2023/24. When compared to the 2023/24 financial year (98%), the municipality's total performance is 1% better in 2024/25 (100%).

See attached (Annexure A): Detailed Annual Performance Report.

Chapter 4

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

INTRODUCTION

This chapter provides information pertaining to the organizational development and performance of the municipality. Such information will form the basis to identify skills gaps wherein the skills development opportunities are explored.

The Municipality ensures that all its employees are developed in line with the Municipal Staff Regulations of 2021, wherein all employees are trained in their respective field and field of interest. The Skills Audit is done on an annual basis to identify where there are gaps and employ mechanisms to close such gaps and ensure that employees are trained in line with the approved NQF levels applicable to local government.

Hereunder are the components for organizational development under this chapter:

- Municipal personnel
- Capacitating municipal workforce
- Managing municipal workforce expenditure

T 4.0.1

Chapter 4

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Description	Employees				
	Year -1	Year 0			
	Employees No.	Approved Posts No.	Employees No.	Vacancies No.	Vacancies %
EXCO	6	7	6	1	14%
Infrastructure	2	5	2	3	60%
Finance	21	36	21	15	42%
Environmental and Air Quality Management	3	4	3	1	25%
Emergency Management Services Unit	6	6	6	0	0%
Fire fighters/services	135	306	135	176	58%
Fire Risk Management	6	13	6	7	54%
WRDM Emergency Services Training Academy	2	4	2	2	50%
Human Settlement and Planning	6	9	6	3	33%
Health, Social Development and SRAC	13	14	13	1	7%
Disaster Management, Community Safety & VIP Protection	23	43	23	20	47%
Regional Planning & Performance Management	2	4	2	2	50%
Human Capital and Administration	5	7	5	2	29%
Local Economic Development	2	5	2	3	60%
Planning (Strategic & Regulatory)	14	19	14	5	26%
Environmental Health Inspectors	24	40	24	16	40%
Logistical Services and Facilities Management	20	21	20	1	5%
ICT	6	8	6	2	25%
Legal, Committee and Archives	5	7	5	2	29%
The Executive (Chief of Staff) and Council (Support Staff)	22	24	22	2	8%
Totals	323	582	323	264	45%

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

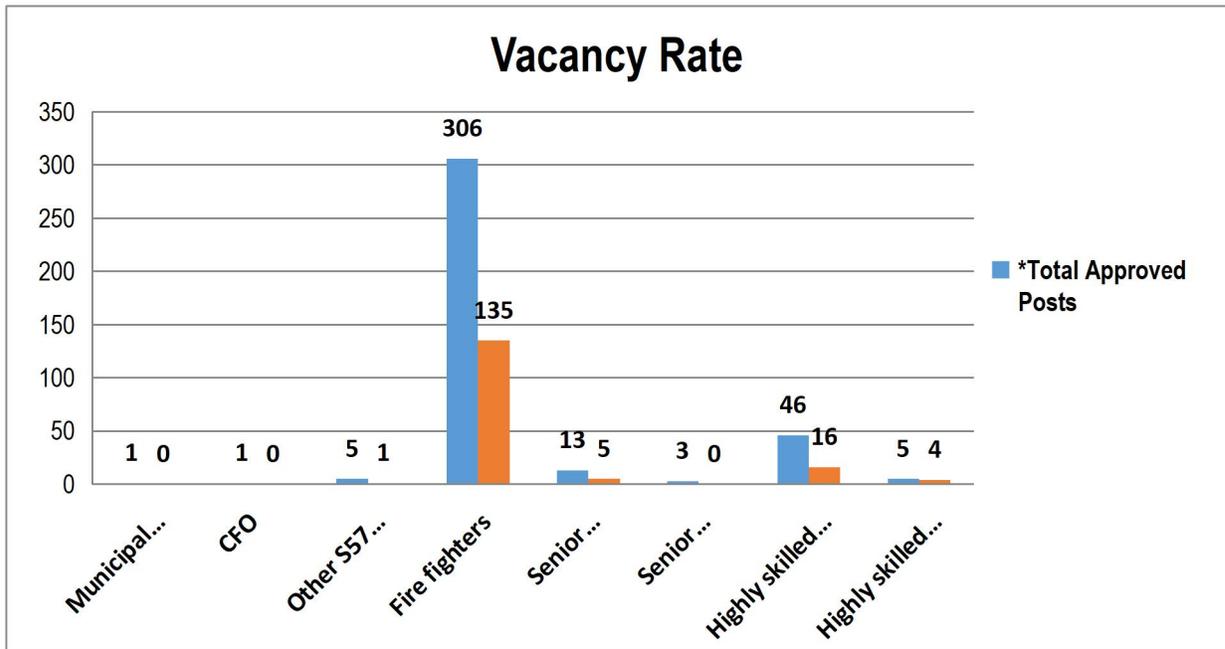
Chapter 4

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%
CFO	1	0	0%
Other S57 Managers (excluding Finance Posts)	5	1	20%
Fire fighters	306	135	44%
Senior management: Levels 2 - 3 (excluding Finance Posts)	13	5	38%
Senior management: Levels 13-15 (Finance posts)	3	0	0%
Highly skilled supervision: levels 4-6 (excluding Finance posts)	46	16	35%
Highly skilled supervision: levels 4-6 (Finance posts)	5	4	80%
Total			

*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.*

T 4.1.2

Chapter 4



Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year No.	Terminations during the Financial Year No.	Turn-over Rate*
Year 0 - 2024/25	5	21	24%

** 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*

T 4.1.3

The WRDM has a Standard Operating Procedure that guides to appoint staff and exit staff members when they resign/retire from the service of the WRDM.

During the year under review, there were positions filled within the Municipality, of. Of the positions filled permanently there was a position filled in line with an Auditor General Finding, two critical Manager Positions and two for Heads of Departments. The Municipality has an intention fill all critical positions in the period July 2025 to June 2025.

DESIGNATION	RACE/ GENDER	DATE OF APPOINTMENT	TYPE OF EMPLOYMENT
Manager: Information Communication Technology	A/M	1 September 2024	Permanent
Manager: Supply Chain Management	A/F	1 September 2024	Permanent

Chapter 4

Network Administrator	A/F	1 September 2024	Permanent
Admin Assistant to Chief Whip	A/F	15 November 2024	Political Appointment
Private Secretary to the Executive Mayor	A/F	6 January 2025	Political Appointment
Special advisor to the Executive Mayor/Public Relations	A/F	6 January 2025	Political Appointment
Facilitator: Political Admin Support	A/M	6 January 2025	Political Appointment
Chief Financial Officer	A/M	1 April 2025	Permanent
Chief Audit Executive	A/F	1 May 2025	Permanent
Financial Management Grant (FMG) Temporary employee	A/F	1 May 2025	Fixed-term contract
Financial Management Grant (FMG) Temporary employee	A/F	1 May 2025	Fixed-term contract
Financial Management Grant (FMG) Temporary employee	A/F	1 May 2025	Fixed-term contract
ICT Temporary worker	A/M	1 June 2025	Fixed-term contract
ICT Temporary worker	A/M	1 June 2025	Fixed-term contract
ICT Temporary worker	A/F	1 June 2025	Fixed-term contract
Cleaning Services temporary worker	A/M	1 June 2025	Fixed-term contract
Donaldson Dam temporary worker	A/M	1 June 2025	Fixed-term contract
Financial Management Grant (FMG) Temporary employee	A/F	1 June 2025	Fixed-term contract
Fire Prevention temporary worker	A/F	1 June 2025	Fixed-term contract

The Municipality also experience labour turnover due to resignations and retirements. During the quarter review the following exits were done:

Chapter 4

DESIGNATION	RACE/ GENDER	YEARS IN SERVICE	LAST DAY IN SERVICE	REASON FOR TERMINATION
Emergency Services Officer	A/F	15 years	19 August 2024	Early retirement
Manager: Municipal Health Services	A/M	14 years	30 August 2024	Resignation
Accountant: Asset & Fleet	W/M	35 years	30 September 2024	Early retirement
Manager: Infrastructure	I/M	15 years	31 December 2024	Normal Retirement
Political Advisor to the Executive Mayor	A/M	1 year	31 December 2024	Fixed-term contract lapse
Advisor: Mayoral Special Projects	A/F	1 year	31 December 2024	Fixed-term contract lapse
Chief Financial Officer	A/M	5 years	28 February 2025	Fixed-term contract lapse
Fleet Officer	W/M	29 years	31 March 2025	Early retirement
Financial Management Grant (FMG) Temporary worker	A/F	1 year	30 April 2025	Fixed-term contract lapse
Financial Management Grant (FMG) Temporary worker	A/F	1 year	30 April 2025	Fixed-term contract lapse
Financial Management Grant (FMG) Temporary worker	A/F	1 year	30 April 2025	Fixed-term contract lapse
Emergency Services Officer	W/M	18 years	8 May 2025	Resignation
VIP Protector	A/M	7 years	31 May 2025	Resignation
Facilitator: Public Passenger Transport	A/M	30 years	31 May 2025	Normal Retirement
LG SETA (ICT) Temporary worker	A/M	1 year	31 May 2025	Fixed-term contract lapse
LG SETA (ICT) Temporary worker	A/M	1 year	31 May 2025	Fixed-term contract lapse
LG SETA (ICT) Temporary worker	A/F	1 year	31 May 2025	Fixed-term contract lapse
LG SETA (Cleaning Services) Temporary worker	A/M	1 year	31 May 2025	Fixed-term contract lapse
LG SETA (Donaldson Dam) Temporary worker	A/M	1 year	31 May 2025	Fixed-term contract lapse
Financial Management Grant (FMG) Temporary employee	A/F	1 year	31 May 2025	Fixed-term contract lapse
LG SETA (Fire Prevention) Temporary worker	A/F	1 year	31 May 2025	Fixed-term contract lapse
Chief of Staff	A/M	8 years	30 June 2025	Early Retirement
Financial Officer	A/M	5 years	30 June 2025	Resignation

Chapter 4

COMMENT ON VACANCIES AND TURNOVER:

The WRDM has in place the approved Recruitment, Selection and Appointment Policy as well as the Standard Operating Procedure (SOP) Labour Turnover and Recruitment that guides the appointment and the exit of staff members from the service of the WRDM. The recruitment of staff as well as exit is done in line with the above-mentioned approved policy documents.

T 4.1.4

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

The WRDM continues to strive for equality within the workplace by ensuring that there is a continuous stakeholder relations between management and labour representations. Regular Labour Relations Forum meeting are held as well as Bi-lateral engagement as and when needed. Municipal approved policies affective the well-being of employees are work-shopped and once approved, these policies are shared with all staff members and placed on the Municipal intranet. With the introduction of the Municipal Staff Regulations in 2021, the municipality has aligned all its employee related policies with the regulation and all Heads of Department were work-shopped on the regulations and the implementation thereof.

Chapter 4

4.2 POLICIES

HR Policies and Plans				
No	Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt
1	Acting and Payment of Acting Allowance Policy	100%	100%	27/03/2025
2	Capacity Building Policy for Cllrs	100%	100%	20/06/2013
3	Career and Succession Policy	100%	100%	01/12/2022
4	Chronic Illness Policy	100%	100%	28/07/2016
5	Dress Code Policy	100%	100%	26/10/2023
6	Employee Assistance Programme (EAP) Policy	100%	100%	2007
7	Employee Recognition and Service Excellence Awards Policy	100%	100%	03/12/2024
8	Employment Equity Policy and Employment Equity Plan	100%	100%	01/12/2022
9	Employment of Foreigners / Foreign National Policy	100%	100%	03/12/2024
10	Harassment Policy	100%	100%	01/12/2022
11	Hybrid and Remote Work From Home Policy	100%	100%	27/03/2025
12	Job Evaluation Policy	100%	100%	01/12/2022
13	Leave Policy	100%	100%	03/12/2024
14	Long Service Award Policy	100%	100%	12/11/2013
15	Overtime, Night Shift and Standby Policy	100%	100%	27/03/2025
16	Personnel Bereavement Policy	100%	100%	28/07/2016
17	Personnel Policy (HR Policy)	100%	100%	03/12/2024
18	Recruitment, Selection and Appointment Policy	100%	100%	03/12/2024
19	Safety, Health, Environment, Risk and Quality (SHERQ) Policy	100%	100%	29/08/2024
20	Skills Retention Policy	100%	100%	14/09/2009
21	Smoking Policy	100%	100%	26/10/2023
22	Training and Development Policy	100%	100%	03/12/2024
23	Performance and Development System Policy Framework	100%	100%	30/06/2025
24	Working Hours Policy	100%	100%	12/11/2013
	Other:			
25	SOP: Labour Turnover and Recruitment	100%		
26	Municipal Staff Regulations	100%		
27	Code of Conduct for municipal staff	100%		
28	Local Government: Regulations on appointment and conditions of Employment of Senior Managers	100%		
29	Local Government: Amended Municipal Systems Act	100%		
30	SALGBC: Disciplinary Procedure Collective Agreement	100%		

Chapter 4

31	SALGBC: Collective Agreement on the Migration and Placement of Staff	100%		
32	SALGBC: Main Collective Agreement	100%		
<i>Use name of local policies if different from above and at any other HR policies not listed.</i>				
T 4.2.1				

COMMENT ON WORKFORCE POLICY DEVELOPMENT:

The OHS Unit successfully reviewed the Safety, Health, Environment, Risk and Quality (SHERQ) Policy to incorporate the current conditions of the WRDM building and to continue to raise awareness for employees to adhere to the policies implemented by the municipality. Another policy that was development to ensure compliance to employee well-being and safety within the workplace was the Hybrid and Remote Work From Home Policy for employees at the WRDM Head Office, this was done to ensure that staff members' health and safety is put first and that regular maintenance of the WRDM main building is done while productively working at home set-up.

T 4.2.1.1

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'000
Required basic medical attention only	273	6	2%	46	273
Temporary total disablement	0	0	0%	0	
Permanent disablement	0	0	0%	0	
Fatal	0	0	0%	0	
Total	273	6	2%	46	273
T 4.3.1					

Chapter 4

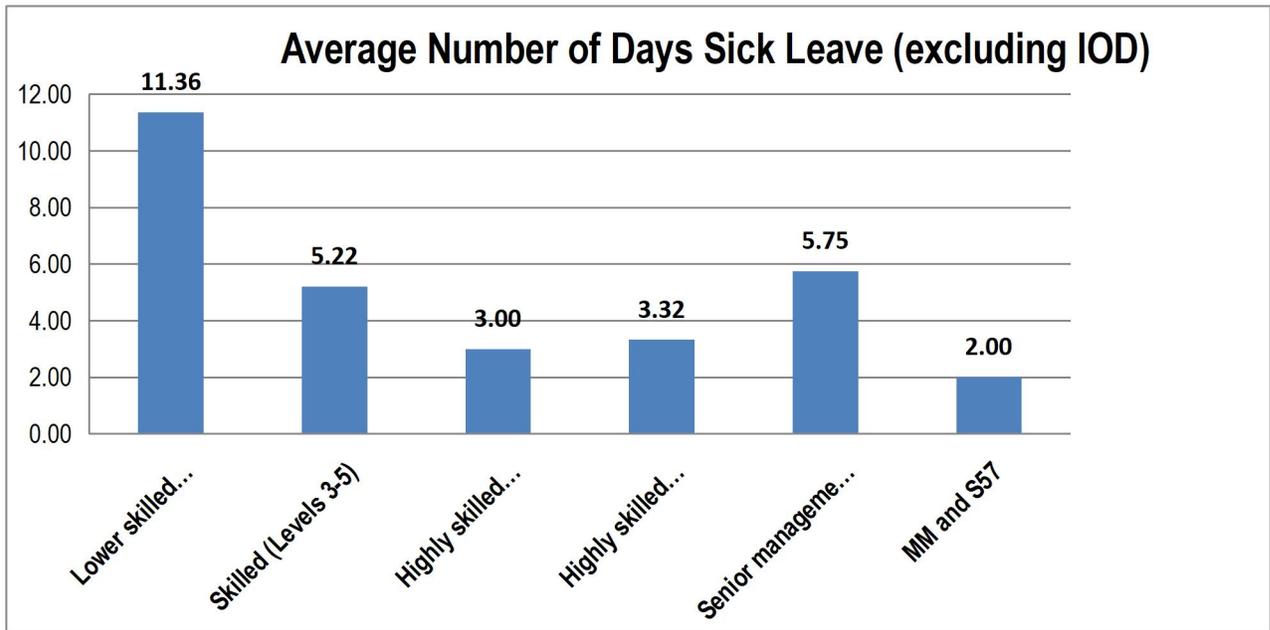
Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 1-2)	420,50	10%	37	37	11,36	773260
Skilled (Levels 3-5)	485,00	10%	80	93	5,22	1121388
Highly skilled production (levels 6-8)	300,00	7%	88	100	3,00	663217
Highly skilled supervision (levels 9-12)	246,00	7%	60	74	3,32	642357
Senior management (Levels 13-15)	57,50	2%	6	10	5,75	169598
MM and S57	14,00	0%	4	7	2,00	84549
Total	1523	0	275	321	31	3454

* - Number of employees in post at the beginning of the year

*Average is calculated by taking sick leave in column 2 divided by total employees in column 5

T 4.3.2

Chapter 4



T.4.3.3

COMMENT ON INJURY AND SICK LEAVE:

Injuries on duty is reported to the Compensation Commission and case files are kept for referencing and follow-up with the treating doctors.

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
Service Delivery Assistant	Unfair Labour Practice	26-Jul-24	The precautionary Suspension was lifted on the 28 October 2024 and a disciplinary case was instituted against the employee	On going

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
None			T

Chapter 4

4.3.6

4.4 PERFORMANCE REWARDS

The Annual Performance Evaluations for the 2023/24 were conducted during February and April 2025 and a report to this effect was tabled in Performance Audit Committee in June 2025. Subsequently, the report was tabled in Council meeting of 30 June 2025, wherein Council approved payment of performance bonuses to the section 56 and 57 managers. Performance rewards for staff members below Senior Management have not been carried out, since the WRDM is still in a process of cascading performance management to all staff members. The cascading of performance has been done in phased-in approach, wherein the focus was on the level of middle management and the coordinators. The WRDM will be cascading performance to all other remaining staff members in the next financial year, in line with the approved PMDS Policy Framework.

T 4.4.1

COMMENT ON PERFORMANCE REWARDS:

The WRDM Council has approved the PMDS Policy Framework which guides the performance of all staff members as well as rewards procedure, on the 27th of March 2024. Subsequently, the PMDS Policy Framework was reviewed and approved by Council on the 30th of June 2025 for implementation by all staff members in the next financial year. Council has on the 30th of June 2025 approved the payment of performance bonus of 12% of total salary of the Senior Managers. The performance of staff below Senior Managers have not yet been formally evaluated, since the process of cascading performance is still in progress.

T 4.4.1.1

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

Training of staff is done in line with the approved Workplace Skills Plan (WSP) and individual training needs submitted by employees. Funding for training is sourced through LGSETA and some trainings are offered by Gauteng CoGTA and SALGA for municipal employees and councillors.

Chapter 4

T 4.5.0

During the year under review, the Training and Talent management successfully trained employees in the following programme and short courses:

NAME OF TRAINING PROGRAMME	PERIOD	MALES	FEMALES	TOTAL NUMBER OF STUDENTS
JULY				
LGSETA electronic application utilization (biometric system)	19 – 29 July 2024	2	6	8
GAP Skill Workshop	26 July 2024	1	5	6
AUGUST				
GAP Skill Workshop	14 Aug 2024	1	5	6
SEPTEMBER				
Labour Relations and Organizational Development Workshop	4 – 5 Sep 2024	-	2	2
Implementation Training for Road Asset Management System	10 – 12 Sep 2024	4	2	6
Effective Initiating Disciplinary Hearing	25 – 26 Sep 2024	6	3	9
OCTOBER				
SCM Contract Management Record Keeping & Auditing	2 – 4 Oct 2024	2	6	8
Councillors Policy Workshop	16 Oct 2024	11	18	29
Shopstewards Policy Workshop	22 Oct 2024	5	4	9
NOVEMBER				
Disaster Management Workshop	12 Nov 2024	9	3	12
Labour Indaba (SALGA)	14 – 15 Nov 2024	1	-	1
DECEMBER				
Councillors Policy Workshop	28 & 29 Nov 2024	18	26	44
OHS Training	10 Dec 2024	3	7	10
JANUARY				
Human Resources Practitioners Forum Workshop (HRPF)	29-30 Jan 2025	1	2	3
FEBRUARY				
Annual Financial Statement Training (SALGA)	3 – 4 Feb 2025	4	4	8
Asset Management Training	10 – 11 Feb 2025	3	1	4
MFMP Induction	24 – 25 Mar 2025	2	3	5
Annual Local Government Labour Law Seminar (SALGA)	24 – 25 Mar 2025	1	2	3
APRIL				
Induction for the Work Integrated Learning Programme (WIL)	08 April 2025	1	9	10
Driver Training	25 – 30 April 2025	7	8	15
MAY				
<i>There were no training initiatives undertaken during the month under review</i>				
JUNE				
Microsoft Forms Training	12 June 2025	2	8	10

Chapter 4

Local Labour Forum (LLF)	20 June 2025	3	2	5
Total number of officials trained for the training year 1 July 2024 to 30 June 2025 (Short programmes)		87	126	213

CONTINUOUS TRAINING INITIATIVES

NAME OF TRAINING PROGRAMME	SERVICE PROVIDER	PERIOD	MALES	FEMALES	TOTAL NUMBER OF STUDENTS
Municipal Finance Management Programme	FACHS	08 – 12 July 2024	4	2	6
		19 -23 Aug 2024			
MFMP Training	PMA Holdings	7 – 11 Oct 2024	7	13	20
		11 – 15 Nov 2024			
		2 – 6 Dec 2024			
		27 – 31 Jan 2025			
		10 – 14 Feb 2025			
		10 – 14 Mar 2025			
		12 – 16 May 2025			
		16 – 20 June 2025			
End User Computer	African Global	14 – 18 Oct 2024	9	11	20
		14 – 18 Nov 2024			
		17 – 21 Feb 2025			
		27 – 31 Jan 2025			
		24 – 28 Mar 2025			
		14 – 22 April 2025			
Women in Leadership	North West University	14 Nov 2024	-	8	8
		23 & 30 Jan 2025			
		6 & 20 Feb 2025			
		6 & 20 Mar 2025			
		24 April 2025			
Emerging Managers Development Program (Leadership)	CoGTA & Cum Laude Institute	19 – 29 Nov 2024	1	3	4
		13 – 24 Jan 2025			
		10 – 12 Feb 2025			
Total number of officials trained for the training year 1 July 2024 to 30 June 2025 (Continuous Training Programmes)			21	37	58

Chapter 4

Total number of officials who underwent training initiatives within the Municipality for the year 2024/2025	108	163	271
--	------------	------------	------------

During the year under review, two programmes on Municipal Finance were offered to improve the skills and knowledge of employees in different departments.

The Training and Talent Management was also instrumental in ensuring that young graduates within the West Rand are given an opportunity to participate in a WRDM/LGSETA graduate programme. The programme is implemented in all Municipalities within Gauteng, the WRDM placed four (4) graduates were placed in Human Capital and ICT Unit, see a table below:

NAME AND SURNAME	DEPARTMENT / UNIT
HR Graduate	Human Capital
HR Graduate	Human Capital
ICT Graduate	ICT
ICT Graduate	ICT

The training and Talent Management Unit plays an integral part in identifying talent and skills in young people and helping them to use their skills within the workplace. The interns are trained in all fields related to their qualifications and are given the necessary experience to work in their chosen qualifications fields.

T 4.5.0

Chapter 4

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		
			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	0			1				0			1	
	Male	3	0			0				0			0	
Councillors, senior officials and managers	Female	23	0			19				0			19	
	Male	33	0			24				0			24	
Technicians and associate professionals*	Female	154	0			78				9			87	
	Male	121	0			41				1			42	
Professionals	Female	41	24			20				0			44	
	Male	29	16			25				0			41	
Sub total	Female	221	24			118				9			151	
	Male	186	16			90				1			107	
Total		407	40			208				10			258	

*Registered with professional Associate Body e.g CA (SA)

T4.5.
1

Chapter 4

Financial Competency Development: Progress Report*						
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						
<i>Accounting Officer</i>	0	0	0	0	0	0
<i>Chief Financial Officer</i>	1	0	1	1	1	1
<i>Senior Managers</i>	3	0	3	3	3	3
<i>Any other financial officials</i>	10	0	10	0	0	10
Supply Chain Management Officials						
<i>Heads of Supply Chain Management Units</i>	0	0	0	0	0	0
<i>Supply Chain Management Senior Managers</i>	1	0	1	1	1	1
TOTAL	15	0	15	5	5	15

* This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007)

T 4.5.2

Chapter 4

Skills Development Expenditure										
R'000										
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development Year 1							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S57	Female	3								
	Male	3								
Legislators, senior officials and managers	Female	19			170 000	164 500			170 000	164 500
	Male	40			172 060	135 000			172 060	135 000
Professionals	Female	30								
	Male	32								
Technicians and associate professionals	Female	19								
	Male	4								
Clerks	Female	47								
	Male	14								
Service and sales workers	Female	64	261 000	159 100					261 000	159 100
	Male	92	364 000	371 000					364 000	371 000
Plant and machine operators and assemblers	Female	1								
	Male	4								

Chapter 4

Elementary occupations	Female	11								
	Male	6								
Sub total	Female	192								
	Male	195								
Total			625 000	530 100	342 060	299 500			967 060	829 600
*% and *R value of municipal salaries (original budget) allocated for workplace skills plan.									0.6%*	*R140 818 167
										T4.5.3

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS:

The WRDM is participating in the National Treasury Finance Management Grant (FMG). All personnel in Finance meet the competency levels as required in terms of the MFMA Competency Regulations.

T 4.5.4

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

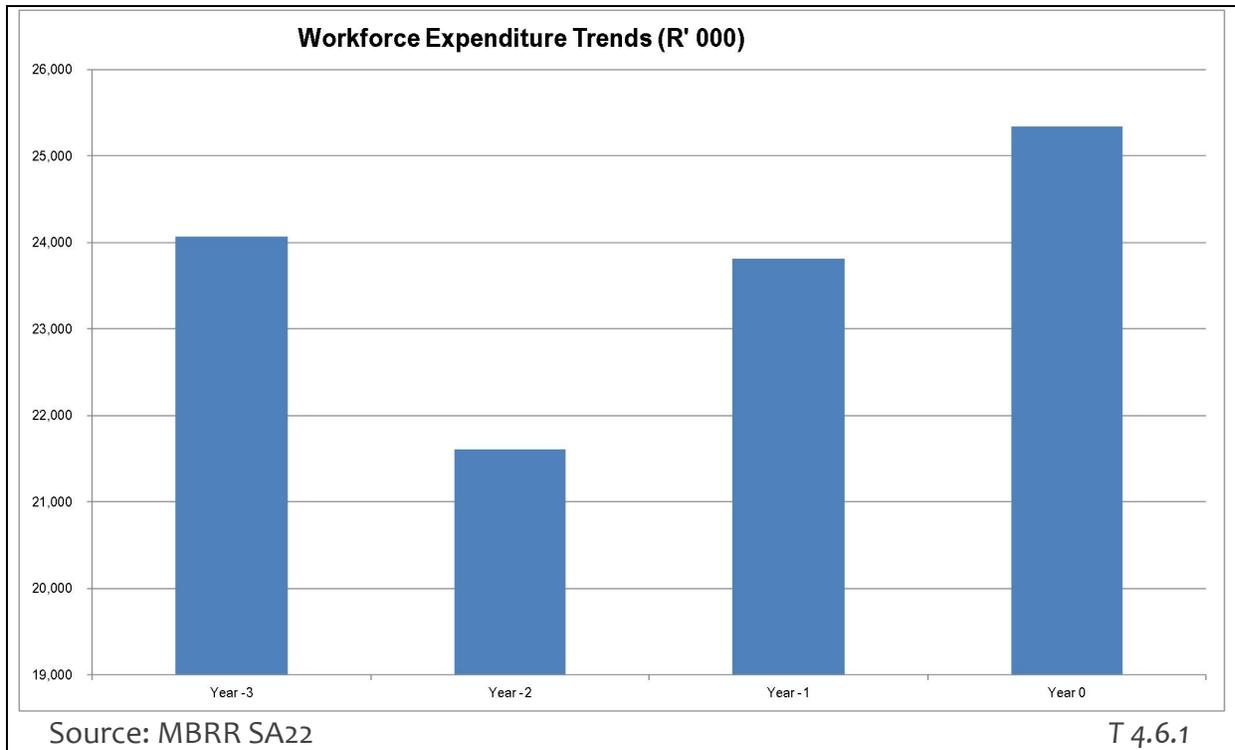
INTRODUCTION TO WORKFORCE EXPENDITURE

Workforce expenditure in the WRDM is above the 35% total municipal budget Treasury norm. This is as a result of the unfunded and underfunded mandates in the Public Safety, Fire Services Department. The municipality receives limited funding/grants for the fire services operations. In addressing this challenge, Gauteng COGTA was approached by the WRDM to intervene. Consultative processes to increase the grant or defer operation function to local municipalities within the district are unfolding. Gauteng COGTA has appointed service providers to deal with matter of powers and functions as well as funding model towards the different municipalities.

T 4.6.0

Chapter 4

4.6 EMPLOYEE EXPENDITURE



COMMENT ON WORKFORCE EXPENDITURE:

The WRDM has revised its Organisational Structure in line with the Local Government: Municipal Staff Regulations. The revision of the structure also assists with minimising functions that are not performed as per Section 84 of the Local Government: Municipal Structures Act, 117 of 1998. This includes provision of bulk infrastructure services such as water and sanitation. The Organisational Structure was approved in previous financial year (January 2024) and the placement process of staff members was completed (with the exception of disputes) during the year under review.

T 4.6.1.1

Number of employees whose salaries were increased due to their positions being upgraded: None T4.6.2

Employees whose salary levels exceed the grade determined by Job Evaluation: Not applicable T4.6.3

Chapter 4

Employees appointed to posts not approved: Not applicable

T4.6.4

DISCLOSURES OF FINANCIAL INTERESTS

All the Executive Directors and Councillors are required to fill in the Financial Disclosure Forms at the commencement of each financial year. Details are encapsulated under **Appendix J**.

T 4.6.5

Chapter 5

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

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

Financial statements are a record of all financial transactions that occurred during the financial year. The annual financial statements have been prepared and will be separately submitted to the Auditor General by the 31st of August 2025 (Within two months after the end of the financial year) as required by section 126 of the MFMA, 56 of 2003 .

T 5.1.0

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Chapter 5

R' 000						
Description	Year -1	Current: Year 0			Year 0 Variance	
		Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance						
Property rates	–				%	%
Service charges	1.798.964,	840.000,	840.000,	2.885.599,	71%	71%
Investment revenue	6.312.390,	6.759.000,	7.482.000,	4.872.161,	-39%	-54%
Transfers recognised - operational	347.458.422,	331.755.000,	307.231.000,	305.802.375,	-8%	0%
Other own revenue	3.384.836,	51.675.000,	57.560.000,	5.072.256,	-919%	-1035%
Total Revenue (excluding capital transfers and contributions)	358.954.612,	391.029.000,	373.113.000,	318.632.391,	-23%	-17%
Employee costs	214.581.360,	238.454.000,	236.454.000,	232.532.877,	-3%	-2%
Remuneration of councillors	13.282.117,	14.809.000,	14.809.000,	13.568.545,	-9%	-9%
Depreciation & asset impairment	5.449.694,	6.594.000,	6.594.000,	5.839.792,	-13%	-13%
Finance charges	8.851.000,	11.747.000,	12.247.000,	9.187.091,	-28%	-33%
Materials and bulk purchases	–	410.000,	611.000,	–		
Transfers and grants	12.242.120,	12.807.000,	12.807.000,	11.630.520,	-10%	-10%
Other expenditure	102.350.274,	104.917.000,	87.192.000,	67.966.750,	-54%	-28%
Total Expenditure	356.756.565,	389.738.000,	370.714.000,	340.725.575,	-14%	-9%
Surplus/(Deficit)	2.198.047,	1.291.000,	2.399.000,	(22.093.184,	106%	111%

Chapter 5

)		
Transfers recognised - capital	-	-	-	-	-	-
Contributions recognised - capital & contributed assets				-		
Surplus/(Deficit) after capital transfers & contributions	2.198.047,	1.291.000,	2.399.000,	(22.093.184,)	106%	111%
Share of surplus/ (deficit) of associate						
Surplus/(Deficit) for the year	2.198.047,	1.291.000,	2.399.000,	(22.093.184,)	106%	111%
<u>Capital expenditure & funds sources</u>						
Capital expenditure	-	-	-	-		
Transfers recognised - capital	4.059.105,	-	-	3.600.000,	-	
Public contributions & donations				372.143,		
Borrowing						
Internally generated funds	1.737.000,	1.022.000,	1.000.000,	157.000,	-551%	
Total sources of capital funds	5.796.105,	1.022.000,	1.000.000,	4.129.143,		
<u>Financial position</u>						
Total current assets	13.998.203,	14.156.000,	14.156.000,	11.161.855,	-27%	-27%
Total non current assets	69.589.465,	69.355.450,	69.355.450,	67.883.428,	-2%	-2%
Total current liabilities	107.205.119,	114.760.512,	114.760.512,	103.752.891,	-11%	-11%
Total non current liabilities	78.810.000,	78.810.000,	78.810.000,	79.796.000,	1%	1%
Community wealth/Equity	(102.427.45 1,)	(110.059.06 2,)	(110.059.06 2,)	(104.503.60 8,)		

Chapter 5

Cash flows						
Net cash from (used) operating	(3.114.479,)	(1.087.000,)	(1.087.000,)	(15.025.411,)	93%	93%
Net cash from (used) investing	(5.795.880,)	(5.400.000,)	(5.400.000,)	10.243.983,	153%	153%
Net cash from (used) financing						
Cash/cash equivalents at the year end	9.615.165,	3.128.165,	3.128.165,	4.833.737,	35%	35%
				(13.204.000, ,)		

Not applicable

T5.1.2

5.2 GRANTS

Grant Performance						
R' 000						
Description	Year -1	Year 0			Year 0 Variance	
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
<u>Operating Transfers and Grants</u>						
National Government:	243.465.648,	313.851.000,	287.967.000,	249.338.450,	(3,)	(3,)
Equitable share	51.354.948,	244.123.000,	244.123.000,	53.548.000,	-355,90%	-356%
Municipal Systems Improvement			-	-		
Department of Water Affairs			-	-		

Chapter 5

Levy replacement	187.061.000,	–	–	190.575.000,	100,00%	100%
Expanded public works programme	1.203.000,	1.250.000,	1.250.000,	1.250.000,	0,00%	0%
Financial management grant	1.200.000,	1.200.000,	1.200.000,	1.200.000,	0,00%	0%
Neighbourhood Development grant	–	64.367.000,	38.483.000,			
Rural asset management grant	2.646.700,	2.911.000,	2.911.000,	2.765.450,	-5,26%	-5%
Provincial Government:	23.197.276,	14.904.000,	14.904.000,	12.223.078,	–	–
Health subsidy				–		
Housing				–		
Ambulance subsidy				–		
Sports and Recreation				–		
GRAP 17 Asset management grant	–		–	–	0,00%	0%
Disaster management grant	1.917.211,	–	–	–	0,00%	0%
Fire brigade services grant	8.811.065,	–	–	–	0,00%	0%
HIV/AIDS grant	12.469.000,	–	–	12.223.078,	0,00%	0%
Capacity Building and Other		13.068.000,	13.068.000,			
Unspecified		1.836.000,	1.836.000,			
District Municipality:						
<i>[insert description]</i>						
Other grant providers:	3.307.393,	3.000.000,	3.000.000,	1.785.703,		
<i>LG SETA grant</i>	3.307.393,	3.000.000,	3.000.000,	1.785.703,	-68,00%	-68%
Total Operating Transfers and Grants	269.970.317,	331.755.000,	305.871.000,	263.347.231,		
<i>Variances 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

Chapter 5

COMMENT ON OPERATING TRANSFERS AND GRANTS:

The HIV/AIDS grant is utilized to finance HIV/AIDS project campaigns at the WRDM and its constituent Local Municipalities. The municipality received fire grant for fire services. Both grants were received from Provincial government as Capacity Building Grants .

T 5.2.2

Grants Received From Sources Other Than Division of Revenue Act (DoRA)						
Details of Donor	Actual Grant Year -1	Actual Grant Year 0	Year 0 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind
Parastatals						
Fire Services Grant Operational	8.811.065,00	110.873,00				It is a capacity building grant for fire services
Fire Services Grant Capital	4.059.105,00	3.489.128,00				It is a capacity building grant that was allocated for capital expenditure under fire service
HIV/AIDS Grant - Operational	12.469.000,00	12.223.078,00				It is a capacity for HIV/AIDS grants from provincial government coordinated by Local municipalities
LG SETA - Operational	3.307.393,00	1.785.703,00				It supports LGSETA trainings within West Rand Region
<i>Provide a comprehensive response to this schedule</i>						T 5.2.3

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

The municipality received R3.6 million from provincial government to purchase fire vehicle and equipment. The fire grant is utilized to subsidize fire and rescue service operations since the fire services function is an unfunded mandate.

T 5.2.4

5.3 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

The municipality has implemented Asset Management Policy to ensure effective asset management across the organization. It assist on an organizational commitment to change and an attitude of continuous improvement, and close cooperation between the CFO, finance staff, senior managers and operational managers involved in service delivery.

The goal of asset management is to achieve the required level of service in the most cost-effective manner, which is achieved through management of the asset's life cycle.

T 5.3.1

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 0

Asset 1

Name	Emergency Services			
Description	Water tanker			
Asset Type	Vehicle			
Key Staff Involved	Emergency Services personnel			
Staff Responsibilities	Fire Fighters			
	Year -3	Year -2	Year -1	Year 0
Asset Value				3 600 000
Capital Implications	Funded by Provincial Government			
Future Purpose of Asset	Fire Emergency responses			
Describe Key Issues				
Policies in Place to Manage Asset	Fleet Management and Asset Management Policy			

T 5.3.2

COMMENT ON ASSET MANAGEMENT:

The municipality acquired water tanker and other fire equipment that were funded by capital grant. The laptops were funded internally to be used for administration purposes.

All assets acquired were brought into use and recorded on the asset register.

T 5.3.3

Chapter 5

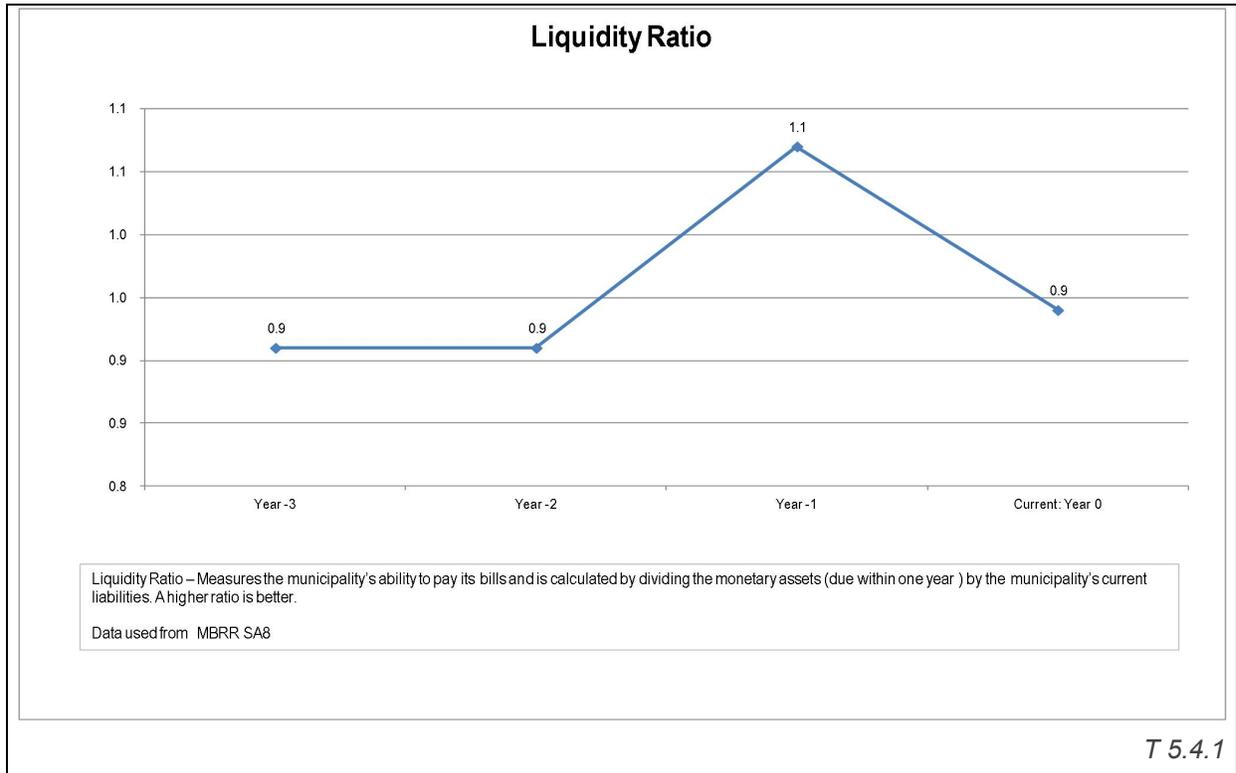
Repair and Maintenance Expenditure: Year 0				
				R' 000
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	1,729	4,779	850	3,979
				T 5.3.4

COMMENT ON REPAIRS AND MAINTENANCE EXPENDITURE:

The repairs and maintenance was mainly allocated for public safety vehicle to ensure assets meet its full potential in provision of service delivery to the community.

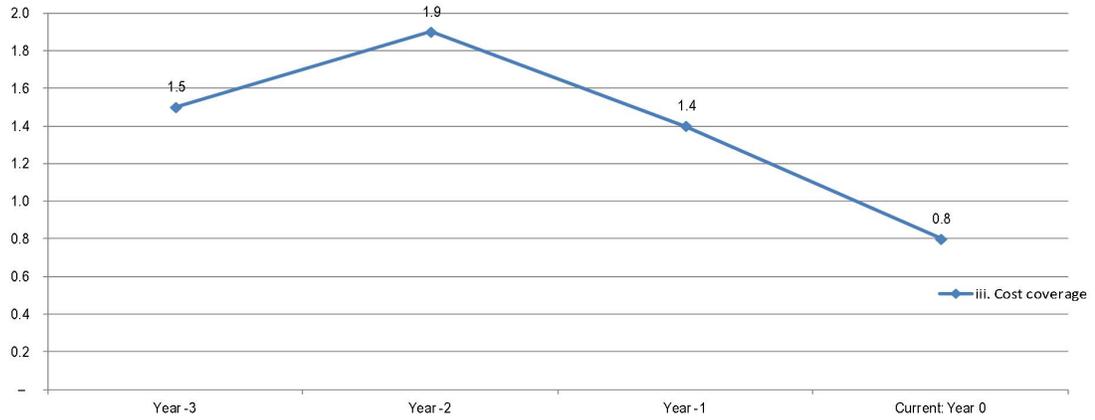
T 5.3.4.1

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS



Chapter 5

Cost Coverage

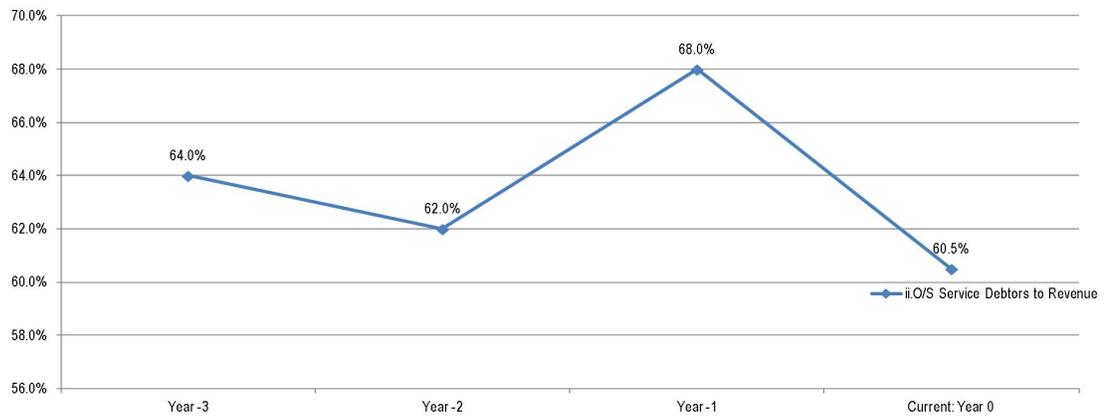


Cost Coverage–It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated

Data used from MBRR SA8

T 5.4.2

Total Outstanding Service Debtors



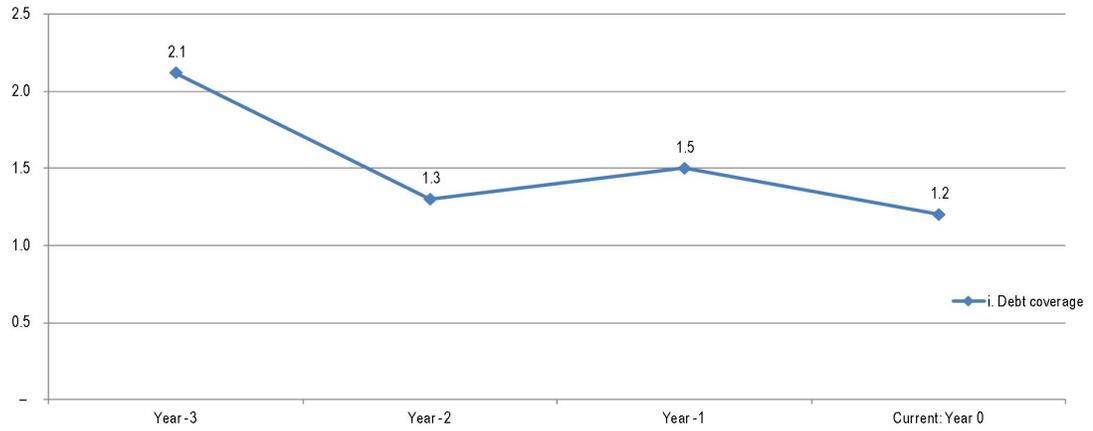
Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

Data used from MBRR SA8

T 5.4.3

Chapter 5

Debt Coverage

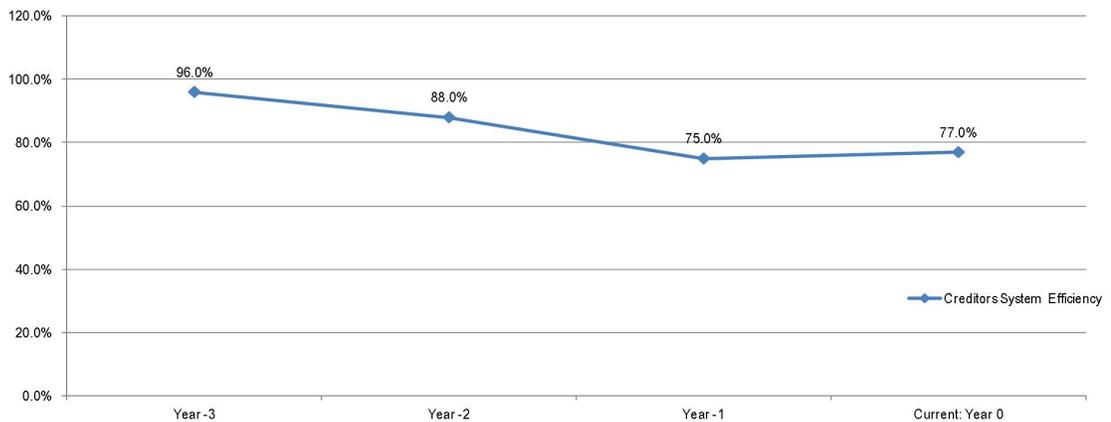


Debt Coverage— The number of times debt payments can be accommodated within Operating revenue (excluding grants). This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SA8

T 5.4.4

Creditors System Efficiency

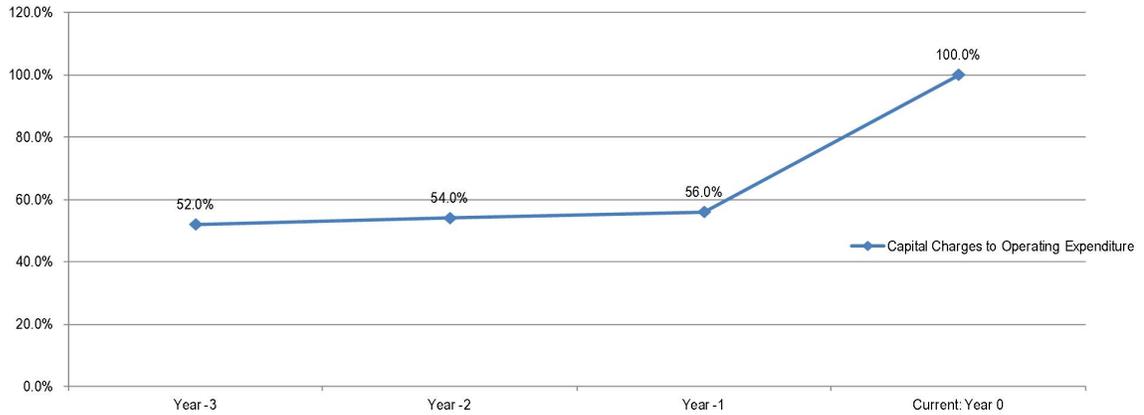


Creditor System Efficiency— The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8

T 5.4.5

Capital Charges to Operating Expenditure

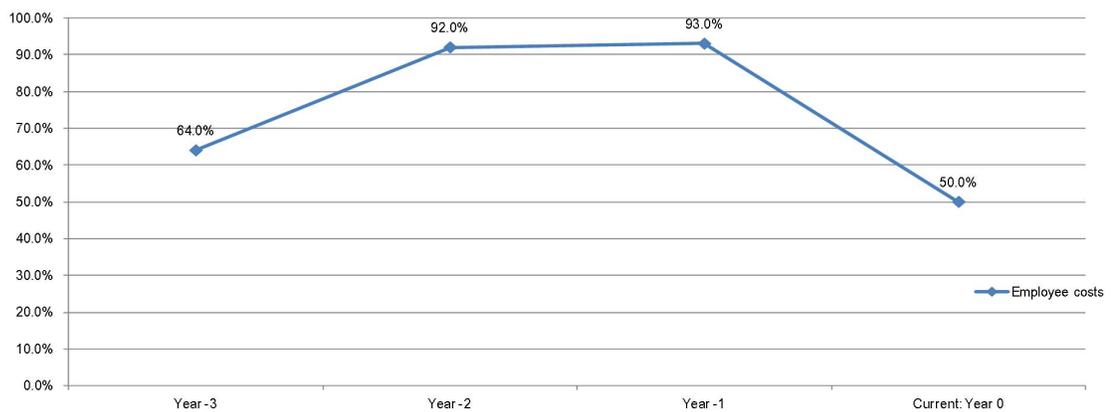


Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

T 5.4.6

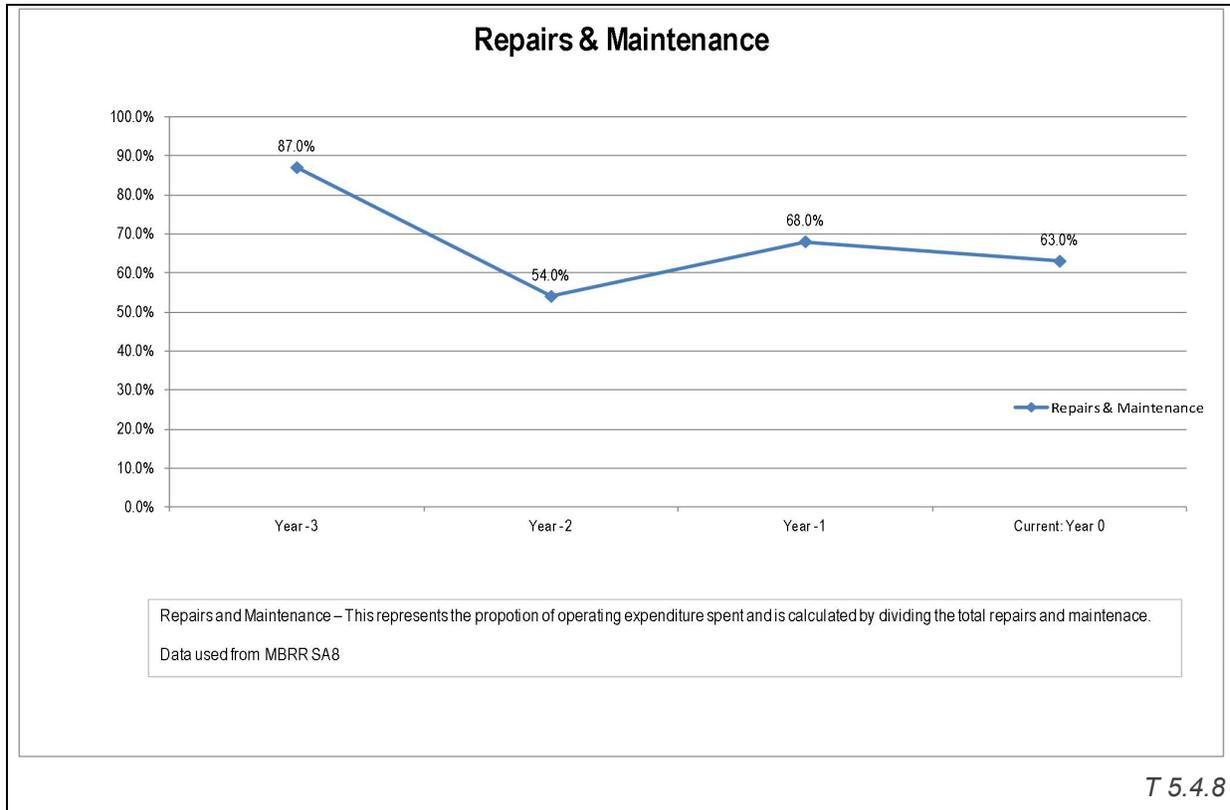
Employee Costs



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

T 5.4.7



COMMENT ON FINANCIAL RATIOS:

Liquidity ratio attempt to measure the municipality's ability to pay off its short-term debt obligations. This is done by comparing the municipality's most liquid assets (or, those that can be easily converted to cash), to its short-term liabilities. The liquidity ratio has improved from 0.8 to 1.1 in the current year. It means that the municipality can to meet its current obligations within the period of one month provided that the non-cash liabilities are excluded in the calculation.

Cost Coverage– explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilization of grants. The ratio is at 0.8 which means expenses can be covered within a month with cash available.

The employee related cost is at 70% of the total revenue of the municipality. Standard norm allows the employee to be at 25-45%.

T.5.4.9

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

The municipality receives conditional grants from provincial and national departments for the projects, whereby they are expected to spend the budget in line with the conditions attached to the grants.

The municipality has received the capital grant of R3.6 million for Fire Rescue Services to date from provincial government. The current year's allocation of R3.6 million was utilized on fire equipment.

Computers and ICT equipment were also purchased during 2024/2025 period for administration purposes. In total the capital expenditure for the year amounts to R4 million.

T 5.5.0

5.5 CAPITAL EXPENDITURE

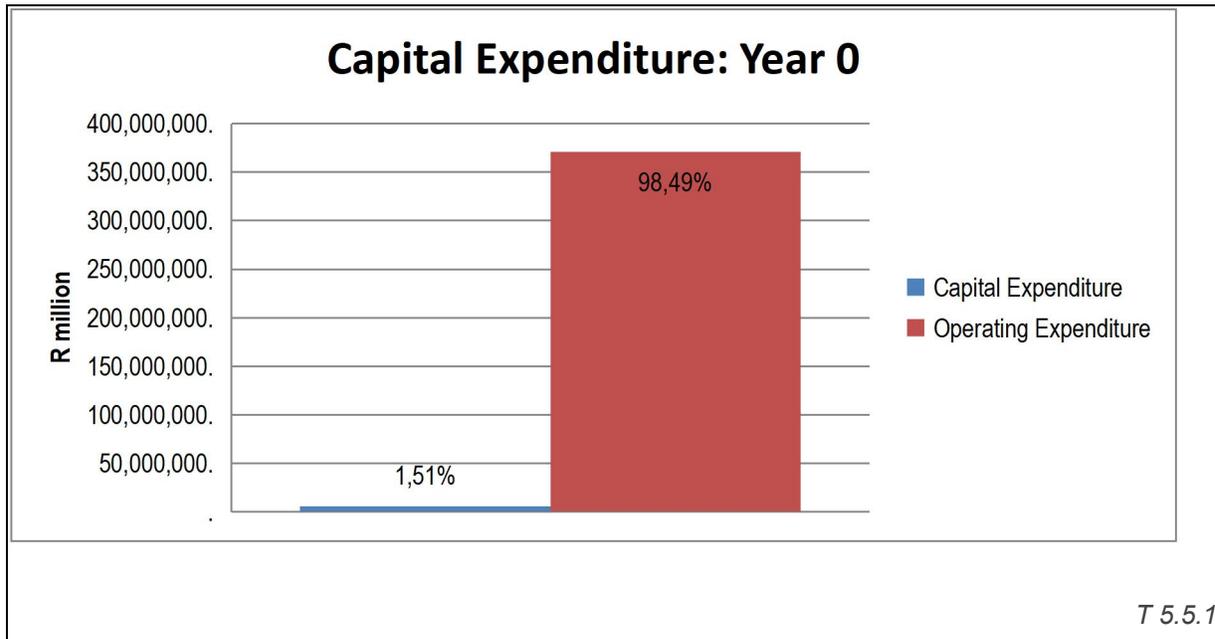
R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Capital Expenditure	4.700.004,	5.700.004,	4.129.578,	12,1%	27,6%
	4.700.004,	5.700.004,	4.129.578,	12,1%	27,6%
Operating Expenditure	389.736.720,	370.713.956,	335.454.288,	13,9%	9,5%
	389.736.720,	370.713.956,	335.454.288,	13,9%	9,5%
Total expenditure	394.436.724,	376.413.960,	339.583.866,	13,9%	9,8%
Water and sanitation	,	,	,		
Electricity	,	,	,		

Chapter 5

Housing	,	,	,		
Roads, Pavements, Bridges and storm water	,	,	,		
Other	,	,	,		
External Loans	,	,	,		
Internal contributions			,		
Grants and subsidies	335.355.000,	309.471.000,	305.430.232,	8,9%	1,3%
Other	,	,			
External Loans	,	,	,		
Grants and subsidies	335.355.000,	309.471.000,	305.430.232,	8,9%	1,3%
Investments Redeemed	,	,	,		
Statutory Receipts (including VAT)	,	,	,		
Other Receipts	,	,	372.143,		
Salaries, wages and allowances	238.454.000,	236.454.000,	246.101.422,	-3,2%	-4,1%
Cash and creditor payments	,	,			
Capital payments	4.700.004,	5.700.004,	4.129.578,	12,1%	27,6%
Investments made	,	,	,		
External loans repaid	,	,	,		
Statutory Payments (including VAT)	,	,	,		
Other payments	151.313.000,	134.260.000,	89.353.000,	40,9%	33,4%

Chapter 5

Total expenditure	394.436.724,	376.413.960,	339.583.866,	13,9%	9,8%
	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Property rates	-	-	-		
Service charges	840.000,,	840.000,,	3.330.507,,	-296,5%	-296,5%
Other own revenue	390.189.000,,	372.274.000,	315.550.316,	19,1%	15,2%
	391.029.000,,	373.114.000,	318.880.823,	18,5%	14,5%
Employee related costs	238.454.000,,	236.454.000,	246.101.422,	-3,2%	-4,1%
Provision for working capital	-	-	-		
Repairs and maintenance	1.729.000,,	4.779.000,,	4.779.000,,	-176,4%	0,0%
Bulk purchases	410.000,,	611.000,,	611.000,,	-49,0%	0,0%
Other expenditure	149.144.000,,	128.870.000,	85.765.697,,	42,5%	33,4%
	389.737.000,,	370.714.000,	337.257.119,	13,5%	9,0%



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			
Public contributions and donations	0	0	0	0			
Grants and subsidies	81,091,000.00	3,600,000.00	3,600,000.00	4,070,653.00	0.12	0.12	
Other	0	1,100,000	2,100,000	637,322	-0.73	-2.30	
Total	81091000	4700000	5700000	4707975			
<i>Percentage of finance</i>							
External loans							

Chapter 5

	Public contributions and donations						
	Grants and subsidies	100.0%	76.6%	63.2%	86.5%		
	Other	0.0%	23.4%	36.8%	13.5%		
Capital expenditure							
							T 5.6.1

COMMENT ON SOURCES OF FUNDING:

Major sources of funding for the municipality are the grants received from the national and provincial government. The NDPG grant is allocated as capital grant, however in terms of reporting it is recognized as operational grant due to its conditions and reporting requirements. The capital projects that are funded by NDGG do not meet requirements to be classified as asset in the municipal books, instead they must be transferred to the local municipalities

The municipality received fire services grant of R3.6 million from provincial government to be utilized on water tanker. The fire grant of R3.6 million was gazetted for the current year to purchase fire equipment/vehicles.

T 5.6.1.1

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Name of Project	Current: Year 0			Variance: Current Year 0	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
A - Motor Vehicles and emergency equipment	3.600.000	3.600.000	3.520.000	-2%	-2%
B -Computer equipment	1.000.000	2.100.000	637.322	-57%	-230%
<i>* Projects with the highest capital expenditure in Year 0</i>					
Name of Project - A	A - Fire vehicles & Emergency equipment				

Chapter 5

Objective of Project	To improve service delivery for fire and rescue services
Delays	
Future Challenges	
Anticipated citizen benefits	
Name of Project - B	Computer equipment
Objective of Project	For administration and to address technological changes
Delays	
Future Challenges	
Anticipated citizen benefits	
<i>T 5.7.1</i>	

COMMENT ON CAPITAL PROJECTS:

These grants are utilized to subsidize fire and rescue service. The computer equipment are funded internally.

T 5.7.1.1

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

This function is predominantly a core function of the local municipalities and therefore not applicable to the district.

T 5.8.1

Not applicable	<i>T 5.8.2</i>
Not applicable	<i>T 5.8.3</i>
Not applicable	<i>T 5.8.4</i>

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

Cash flow management must be implemented to ensure that the cash flow is monitored monthly. The closing balance as at end of 30 June 2025 of R 4.8 million which represents funds available for the municipality to pay their creditors when due. The cash flow of the municipality may not be enough to cover normal operations after considering short term obligations for the next three months.

There were short term investments during the financial year through call account. The municipality used both a call account and fixed deposit investments during the year to ring-fence conditional grants. The funds are ring fenced for unspent grant that is committed for repairs and maintenance of buildings.

The municipality do not have sustainable revenue streams to raise the more cash. The revenue collection rate below the norm of 95% from existing debtors have a negative impact on cash flow.

T 5.9

Chapter 5

5.9 CASH FLOW

Cash Flow Outcomes				
Description	R'000			
	Year -1	Current: Year 0		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts	352,212	334,413	334,413	317,950
Ratepayers and other	5,229	16,303	16,303	6,896
Government - operating	263,183	239,632	239,632	264,178
Government - capital	77,488	70,878	70,878	42,003
Interest	6,312	7,600	7,600	4,872
Dividends				
Payments	(355,327)	(338,300)	(338,300)	(332,786)
Suppliers and employees	(343,084)	(322,432)	(322,432)	(319,718)
Finance charges	–	(2,800)	(2,800)	–
Transfers and Grants	(12,242)	(13,068)	(13,068)	(13,068)
NET CASH FROM/(USED) OPERATING ACTIVITIES	(3,114)	(3,887)	(3,887)	(14,836)
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	–	–	–	–
Decrease (Increase) in non-current debtors				
Decrease (increase) other non-current receivables				
Decrease (increase) in non-current investments				14,157
Payments				
Capital assets	(5,796)	(5,400)	(5,400)	(4,071)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(5,796)	(5,400)	(5,400)	10,087
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans				
Borrowing long term/refinancing				
Increase (decrease) in consumer deposits				
Payments				
Repayment of borrowing				
NET CASH FROM/(USED) FINANCING ACTIVITIES	–	–	–	–

Chapter 5

NET INCREASE/ (DECREASE) IN CASH HELD	(8,910)	(9,287)	(9,287)	(4,749)
Cash/cash equivalents at the year begin:	18,526	9,615	9,615	9,615
Cash/cash equivalents at the year end:	9,615	328	328	4,866
				T5.9.1

COMMENT ON CASH FLOW OUTCOMES:

The revenue collections were mainly received from grants and transfers with 90% of the total revenue and other revenue generated with 10%. The municipality does not have enough revenue streams to generate more revenue. The main cost drivers of the expenditure are employee related costs.

T 5.9.1.1

5.10 BORROWING AND INVESTMENTS

Not applicable T 5.10.1

Not applicable T 5.10.2

Not applicable T 5.10.3

5.11 PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

Not applicable

T 5.11.1

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

In terms of Section 119 of the MFMA, all three (03) officials in the SCM unit have the required minimum competency levels. In compliance with Section 117 of the MFMA and municipal policy, councillors are prohibited from serving on municipal tender committees, therefore no councillor is a member of any bid committees or any other committee evaluating or approving tenders, quotations, contracts or other bids, nor an observer of such meetings.

The SCM did not incur any irregular expenditure during the year under review and continues to thrive in improving its processes and improve performance.

T 5.12.1

5.13 GRAP COMPLIANCE

GRAP COMPLIANCE

The municipality has improved with the provisions of Section 65(2)(e) of the MFMA which requires that all payments be reasonably made within 30 days. The creditors within 30 days are paid timeously and the long outstanding creditors are paid according to payment arrangements. The accounting officer has taken all reasonable step to ensure payments are made by negotiating with the creditors to implement the extended payment plan linked with the dates of receipt of equitable share.

T 5.13.1

CHAPTER 6

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

INTRODUCTION

This chapter provides information on the Auditor General South Africa (AGSA)'s findings based on the following documents which were audited:

- Annual Financial Statements (AFS) and
- Annual Performance Report (APR)

The Public Audit Act, 25 of 2004 prescribes that the Auditor General must, in respect of each audit performed, prepare an audit report in respect of the auditee, which in this case is the WRDM.

The audit report must reflect opinion or conclusion on:

- Whether the financial statements of the auditee fairly present, in all material respects, the financial position and cash flow for the financial year ended 30 June.
- The auditee's compliance with applicable legislation in respect of financial management and other financial matters
- The reported performance information against predetermined objectives set in the IDP

In light of the above, this chapter provides Auditor General's report for the year under review.

T 6.0.1

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR -1

6.1 AUDITOR GENERAL REPORTS YEAR -1 (PREVIOUS YEAR- 2023/24 FY)

The WRDM obtained a "Clean Audit" Audit Opinion during 2023/24 financial year. An action plan to address findings (not material) which were raised was developed and monitored during the 2024/25 financial year.

COMPONENT B: AUDITOR-GENERAL OPINION (CURRENT YEAR - 2024/25)

6.2 AUDITOR GENERAL REPORT YEAR 2024/25

The WRDM obtained its second "Clean Audit" Audit Opinion during the year under review. See the detailed Auditor-General's report below:

CHAPTER 6

Report of the auditor-general to the Gauteng Provincial Legislature and council for the West Rand District Municipality

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the West Rand District Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2025, statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the West Rand District Municipality as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with South African Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 24 of 2024 (Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.
4. I am independent of the district municipality in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

CHAPTER 6

Material uncertainty relating to going concern

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.
7. As disclosed in note 49 to the financial statements, the municipality had an accumulated deficit of R104 503 608 and the municipality's total liabilities exceeded its assets by R104 503 608. There is material uncertainty related to events or conditions that may cast significant doubt on the municipality's ability to continue as a going concern, and therefore it may be unable to realise its assets and discharge its liabilities in the normal course of its operations. Management has implemented the following strategies to mitigate the risk of material uncertainty related to going concern. To mitigate and reduce the deficit going forward the municipality will implement a voluntary financial turnaround plan with the assistance of National Treasury's Municipal Financial Recovery Services (MFRS).

Emphasis of matters

8. I draw attention to the matters below. My opinion is not modified in respect of these matters.
9. As disclosed in note 47 to the financial statements, the corresponding figures for 30 June 2024 were restated as a result of an errors in the financial statements of the municipality at, and for the year ended, 30 June 2025.
10. As disclosed in note 44 to the financial statements, the municipality is the defendant in a number of lawsuits. The ultimate outcome of these matters could not be determined and no provision for any liability that may result was made in the financial statements.

Other matter

11. I draw attention to the matter below. My opinion is not modified in respect of this matter.
12. In terms of section 125(2)(e) of the MFMA, the particulars of non-compliance with the MFMA should be disclosed in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

CHAPTER 6

Responsibilities of the accounting officer for the financial statements

13. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
14. In preparing the financial statements, the accounting officer is responsible for assessing the district municipality's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the district municipality or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

15. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
16. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page xxx of the annexure to the auditor's report, forms part of our auditor's report.

Report on the audit of the annual performance report

17. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected objectives presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

CHAPTER 6

18. I selected the following material performance indicators related to Key Performance Area 1 – Basic services presented in the annual performance report for the year ended 30 June 2025 for auditing. I selected objectives that measure the district municipality's performance on its primary mandated functions and that are of significant national, community or public interest.

- Number (2) of reports on programmes / activities being undertaken to support the District Integrated Transport Plan
- Number (4) of reports on National Building Regulations with regard to fire safety and building regulations
- Number (400) of building inspections conducted in compliance with the National Building Regulations & WRDM by-laws
- Number (3) of campaigns conducted to eradicate violence against woman and children
- Number (4) of community road safety awareness campaigns conducted

- Number (3) of child protection programmes implemented (Take Charge)

- Number (2) of victim empowerment programmes executed
- Number (20) of substance abuse programmes conducted
- Percentage (100) of referred fire incidents investigated within 24 hours after the incident
- Percentage (100) of inspections conducted on hazardous flammable liquids.

- Number (16) of inspections conducted at emergency services response stations

- Number (11) of pre-winter fire plans developed
- Number (12) of inspections for compliance with fire safety and protection conducted
- Percentage (100) responses to all reported disaster management incidents within 24hrs

CHAPTER 6

- Number (24) of assessments conducted on water bearing infrastructure / wet services to mitigate possible formation of sinkholes
- Number (4) of bylaw enforcement operations conducted
- Percentage (80) of all fire and rescue calls responded to in 10 min in the urban areas of the West Rand
- Percentage (80) of all fire and rescue calls responded to within 20 min in the rural areas of the West Rand
- Number (16) of early childhood development centres (ECDCs) supported with childhood health programmes
- Number (20) of schools reached to educate on prevention of teenage pregnancy

- Number (4) of water sampling monitoring reports compiled
- Number (4) of food safety programmes reports compiled
- Number (4 000) of food premises inspections conducted to monitor the safety of food
- Number (120) of inspections conducted on funeral undertakers
- Number (1 200) of health surveillance of private premises inspections conducted to monitor health compliance
- Number (160) of government institutions inspected in terms of National Norms and Standards
- Number (720) of inspections conducted on ECDCs to monitor compliance

- Number (288) of water samples taken and tested for analysis in line with SANS 241
- Number (160) of food samples taken for analysis
- Number (180) of pest control inspections conducted on municipal buildings

19. I evaluated the reported performance information for the selected objectives against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the district municipality's planning and delivery on its mandate and objectives.

CHAPTER 6

20. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the district municipality's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the district municipality's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable.
- there is adequate supporting evidence for the achievements reported and for / measures taken to improve performance

21. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

22. I did not identify any material findings on the reported performance information for the selected indicators.

Other matter

23. I draw attention to the matter below.

Material misstatement

24. I identified material misstatements in the annual performance report submitted for auditing. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

CHAPTER 6

Report on compliance with legislation

25. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the district municipality's compliance with legislation.
26. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
27. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the district municipality, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
28. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

29. The accounting officer is responsible for the other information included in the annual report which includes the audit committee's report. The other information referred to does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.
30. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
31. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

CHAPTER 6

32. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

33. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

34. I did not identify any significant deficiencies in internal control.

Auditor General

Johannesburg

30 November 2025



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

CHAPTER 6

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected material performance and on the district municipality's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the district municipality's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence

CHAPTER 6

obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the district municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a district municipality to cease operating as a going concern

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

CHAPTER 6

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Municipal Finance Management Act 56 of 2003 (MFMA)	<p>Sections 122(1), 122(2), 126(1)(a), 126(1)(b), 127(2), 127(5)(a)(i), 127(5)(a)(ii), 129(1), 129(3), 133(1)(a), 133(1)(c)(i), 133(1)(c)(ii)</p> <p>Sections 11(1), 15, 29(1), 29(2)(b), 62(1)(d), 65(2)(a), 65(2)(b), 65(2)(e)</p> <p>Sections 13(2), 14(1), 14(2)(a), 14(2)(b), 63(2)(a), 63(2)(c)</p> <p>Section 53(1)(c)(ii)</p> <p>Section 1 – Definition of SDBIP</p> <p>Sections 72(1)(a)(ii), 24(2)(c)(iv), 54(1)(c)</p> <p>Section 1 – paragraphs (a), (b) & (d) of the definition: irregular expenditure</p> <p>Sections 32(2), 32(2)(a), 32(2)(a)(i), 32(2)(a)(ii), 32(2)(b), 32(6)(a), 32(7), 170, 171(4)(a), 171(4)(b)</p> <p>Sections 95(a), 112(l)(iii), 112(1)(j), 116(2)(b), 116(2)(c)(ii), 117</p>
LG: MFMA: Municipal Budget and Reporting Regulations, 2009	Regulations 71(1), 71(2), 72
LG: MFMA: Municipal Investment Regulations, 2005	Regulations 3(1)(a), 3(3), 6, 7, 12(2), 12(3)
LG: MFMA: Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014	Regulations 5(4), 6(8)(a), 6(8)(b), 10(1)
LG: MFMA: Municipal Supply Chain Management (SCM) Regulations, 2017	<p>Regulations 5, 12(1)(b), 12(1)(c), 12(3), 13(b), 13(c), 13(c)(i), 16(a), 17(1)(a), 17(1)(b), 17(1)(c), 19(a), 21(b), 22(1)(b)(i), 22(2), 27(2)(a), 27(2)(e), 28(1)(a)(i), 28(1)(a)(ii), 29(1)(a) and (b), 29(5)(a)(ii), 29(5)(b)(ii), 32, 36(1), 38(1)(c), 38(1)(d)(ii), 38(1)(e),</p>

CHAPTER 6

Legislation	Sections or regulations
	38(1)(g)(i), 38(1)(g)(ii), 38(1)(g)(iii), 43, 44, 46(2)(e), 46(2)(f)
Municipal Systems Act 32 of 2000 (MSA)	Sections 29(1)(b)(ii), 27(1), 29(2)(a), 29(2)(c), 42, 25(1), 26(a), 26(c), 26(i), 26(h), 41(1)(a), 43(2), 41(1)(b), 34(a), 41(1)(c)(ii), 34(b), 38(a), 93B(a), 93B(b), 93C(a)(iv), 93C(a)(v) Sections 57(6)(a), 56(a), 66(1)(b), 66(1)(a), 67(1)(d), 57(2)(a), 57(4B)
LG: MSA: Municipal Planning and Performance Management Regulations, 2001	Regulations 15(1)(a)(i), 2(1)(e), 2(3)(a), 9(1)(a), 10(a), 12(1), 3(4)(b), 15(1)(a)(ii), 3(5)(a), 3(3), 8, 7(1)
LG: MSA: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006	Regulations 2(3)(a), 4(4)(b), 8(1), 8(2), 8(3)
LG: MSA: Regulations on Appointment and Conditions of Employment of Senior Managers, 2014	Regulations 36(1)(a), 17(2)
LG: MSA: Disciplinary Regulations for Senior Managers, 2011	Regulations 5(2), 5(3), 5(6), 8(4)
Annual Division of Revenue Act 24 of 2024 (Dora)	Section 11(6)(b), 12(5), 16(1), 16(3)
Construction Industry Development Board (CIDB) Act 38 of 2000	Section 18(1)
CIDB Regulations	Regulations 17, 25(7A)
Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA)	Section 2(1)(a), 2(1)(f)
Preferential Procurement Regulations (PPR), 2011	Regulations 4(1), 4(3), 4(4), 4(5), 5(1), 5(2), 5(3), 5(5), 6(1), 6(2), 6(3), 6(5), 6(4), 7(1), 10, 11(2), 11(4), 11(5), 11(8)
PPR, 2017	Regulations 5(1), 5(3), 5(6), 5(7), 6(1), 6(2), 6(3), 6(5), 6(6), 6(8), 7(1), 7(2), 7(3), 7(5), 7(6), 7(8), 8(2), 8(5), 9(1), 10(1), 10(2), 11(1)
Prevention and Combating of Corrupt	Section 34(1)

CHAPTER 6

Legislation	Sections or regulations
Activities Act 12 of 2004 (Precca)	

CHAPTER 6

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 performance indicators	Key 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	Set out municipal goals and development plans.

CHAPTER 6

(IDP)	
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 EPMDS 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

CHAPTER 6

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

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 - %
Ald. Blake BD	Full Time	Finance	DA	93.75%	0%
Cllr Bovungana TM	Full Time	INFRASTRUCTURE & HUMAN SETTLEMENT	AIC	56.25%	25%
Cllr Boyce S	Full Time	Regional Planning & Economic Development	ANC	93.75%	6,25%
Cllr Butler HO	Full Time	MPAC	ANC	81.25%	18,75%
Cllr Chohledi MF	Full Time	Corporate services Health & Social Development Finance	ANC	100%	0%
Cllr Dabhelia SA	Part Time	Public Safety Integrated Environmental	ANC	87.5%	0%
Cllr Dikana SR	Full Time	ROADS &	ANC	100%	0%

APPENDICES

		TRANSPORT			
Cllr Faku P	Part Time	Regional Planning & Economic Development	ANC	100%	0%
Cllr Hild HH	Part Time	Public Safety Finance	DA	93.75%	6,25%
Cllr Kotze JN	Part Time	RPED Roads & Transport	DA	75%	18,75%
Cllr Kruger G	Part Time	Integrated Environmental MPAC	DA	87.5%	12,5%
Cllr Koto TG	Part Time	Public Safety Finance	EFF	81.25%	18,75%
Cllr Kubayi BA	Part Time	Infrastructure & Human Settlement Health & Social Development	DA	100%	0%
Cllr Khoza G	Part Time	FINANCE	ANC	93.75%	6,25%
Cllr Legabe L	Part Time	ENVIRONMENT	EFF	81.25%	6,25%
Cllr Mrwetyana N	Part Time	Public Safety MPAC Regional Planning & Economic	EFF	81.25%	18,75%

APPENDICES

		Development Roads & Transport Infrastructure & Human Settlement			
Cllr Mphafudi NG	Full Time	Health & Social Development	DA	56.25%	43,75%
Cllr Mokoto RJ	Part Time	Regional Planning & Economic Development Public Safety	ANC	100%	0%
Cllr Moleko AA	Full Time	Infrastructure & Human Settlement	DA	87.5%	6,25%
Cllr Moralo OSS	Part Time	Public Safety Roads and Transport	DA	81.25%	18,75%
Cllr Molusi RT	Full Time	PUBLIC SAFETY	EFF	81.25%	0%
Cllr Mpupu LM	Part Time	Infrastructure & Human Settlement MPAC	ANC	87.5%	12,5%
Cllr Munyai HB	Part Time	SPEAKER	EFF	100%	0%
Cllr Moreotsenye DD	Full Time	Infrastructure & Human Settlement Finance	ANC	81.25%	6,25%
Cllr Naki M	Part Time	Roads and Transport	ANC	62.5%	31,25%

APPENDICES

		Finance			
Cllr Ndzilane MN	Full Time	CHIEF WHIP	ANC	93.75%	6,25%
Cllr Ngobeni F	Part Time	Integrated Environmental RPED	EFF	75%	18,75%
Cllr Nkabinde MB	Part Time	Public Safety Roads and Transport	ANC	68.75%	18,75%
Cllr Ntshangase KC	Part Time	Finance MPAC	EFF	81.25%	18,75%
Cllr Pannall DC	Full Time	RPED	DA	100%	0%
Cllr Pii LP	Part Time	Integrated Environmental Public safety	ANC	68.75%	12,5%
Cllr Rowles Zwart ALME	Full Time	Corporate services Integrated Environmental	DA	68.75%	25%
Cllr Shikoane A	Full Time	HEALTH AND SOCIAL	EFF	100%	0%
Cllr Schoeman TLJ	Full Time	Roads and Transport MPAC Infrastructure & Human Settlement	FF PLUS	93.75%	6,25%

APPENDICES

Cllr Steffers FJC	Part Time	Regional Planning & Economic Development Health & Social Development Finance	DA	93.75%	0%
Cllr Steyn A	Part Time	Integrated Environmental Health & Social Development	FF PLUS	62.5%	31,25%
Cllr Teleko MP	Full Time	Infrastructure & Human settlement	EFF	56.25%	37,5%
Ald. Thabe DS	Full Time	EXECUTIVE MAYOR	ANC	100%	0%
Cllr Tlholoe TM	Part Time	MPAC Health & Social Development Roads & Transport	ANC	87.5%	0%
Ald. Tundzi-Hawu N	Full Time	CORPORATE SERVICES	ANC	100%	0%
Cllr Van der Berg B	Part Time	Public Safety	FF PLUS	87.5%	6,25%
Cllr Xhale NT	Part Time	Regional Planning & Economic Development Health & Social	ANC	100%	0%

APPENDICES

		Development			
Ald. Zwart J D W	Part Time	MPAC Finance	DA	87.5%	12,5%
CLlr BV Molefe	Part Time	MPAC Health & Social Development	ANC	50%	0%
CLlr Mosala M	Part Time	Integrated Environmental Health & Social Development MPAC Finance	ANC	100%	0%

Composition of Leadership (Executive Mayor/Speaker/Council Whip/Mayoral Committee) as at June 2025 comprised of the following:

EXECUTIVE MAYOR/SPEAKER/COUNCIL WHIP	
Executive Mayor	Ald. DS Thabe
Speaker	CLlr B Munyai
Council Whip	CLlr MN Nzilane
PORTFOLIO	MEMBERS OF MAYORAL COMMITTEE
Integrated Environment Management	CLlr Leroy Legabe
Public Safety	CLlr Tumelo Molusi
Regional Planning & Re-Industrialisation	CLlr Sivuyile Boyce
Roads and Transport	CLlr Sifiso Dikana

APPENDICES

Infrastructures and Human Settlement	Cll Thabiso Bovungana
Finance	Cllr Khoza Itani Gladys
Health and Social Development	Cllr Antoinette Shikoane
Corporate Services	Alderman Nonkoliso Tundzi-Hawu

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
<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
<i>Sec 80 Health & Social Development</i>	Advise the Executive Mayor on health and social development related matters
<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>Regional audit Committee</i>	To provide oversight of the financial reporting process, the audit process, the company's system of internal controls and compliances with laws and regulations.
<i>Risk management committee</i>	Is responsible for assisting the Accounting Authority / Officer in addressing its oversight requirements of risk management and evaluating and monitoring the institution's performance with

APPENDICES

	regards to risk management
Disciplinary board committee	Is responsible for examining alleged breaches of discipline within the organization, profession and adjudicating them
Regional performance audit Committee	To evaluate the performance of stated programs to determine their effectiveness and make changes if needed.
Mayoral Committee	A committee that assists the mayor by offering advice and taking decisions together with the executive mayor with regards to designated powers.

T B

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

MPAC is a committee of Council established in line with Section 79 of Amended Local Government: Municipal Structures Act, 117 of 1998, to provide oversight over the financial and non-financial performance of the municipality. The committee was functional and sat on a quarterly basis to deal with matters such as amongst others, the Annual Report and UIFW during the year under review. The composition of the MPAC is depicted in the table below:

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	
Cllr H Butler (ANC)	Chairperson
Cllr M Mosala (ANC)	Member
Cllr Mpupu (ANC)	Member
Cllr T Tlholoe (ANC)	Member
Ald JDW Zwart (DA)	Member
Cllr G Kruger (DA)	Member
Cllr K Ntshangase (EFF)	Member
Cllr N Mrwetyana (EFF)	Member
Cllr T Schoeman (FF Plus)	Member

APPENDICES

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Director/Manager (State title and name)
Municipal Manager	
<i>Office of the MM</i>	Municipal Manager : Mr ME Koloji
Executive Directors	
<i>Financial Services</i>	Chief Financial Officer: Mr LS Ramaele
<i>Corporate Services</i>	Executive Director Corporate Services: Ms G Magole
<i>Public Safety</i>	Acting Executive Director Public Safety: Mr N Kahts
<i>Regional Planning & Re-industrialization</i>	Executive Director Regional Planning & Re-Industrialization: Mr Z Mphaphuli
<i>Health & Social Development</i>	Executive Director Health & Social Development: Dr M Daka
<i>Internal Audit</i>	Chief Audit Executive: Ms N Seabi
Managers	
<i>Technical Services</i>	Manager Water and Sanitation: Vacant
<i>Health & Social Development</i>	Manager Municipal Health Services: Vacant
<i>Health & Social Development</i>	Manager Environmental Management : Ms SJW Stoffberg
<i>Financial Services</i>	Manager Expenditure Management: Mr D Monamoli
<i>Financial Services</i>	Manager Budget and Asset Management: Ms S Ngobese
<i>Financial Services</i>	Manager Supply Chain : Ms F Ntuli
<i>Corporate Services</i>	Manager Legal Services: Adv S Mafojane
<i>Corporate Services</i>	Manager Human Capital: Dr EM Pretorius
<i>Corporate Services</i>	Manager Information, Communication and Technology: Mr L Thotse
<i>Public Safety</i>	Manager Emergency Management Services: Mr HNJ Kahts
<i>Regional Planning & Re-industrialization</i>	Manager Human Settlement & Transport Planning: Mr M Nevhungoni
<i>Institutional Planning, Transformation & Governance</i>	Manager Regional Planning and Performance Management: Ms AB Motsitsi
<i>Institutional Planning, Transformation & Governance</i>	Chief of Staff: Mr T Methodlana
Use as a spill-over schedule if top 3 tiers cannot be accommodated in chapter 2 (T2.2.2).	T C

APPENDICES

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	Yes	n/a
Building regulations	No	n/a
Child care facilities	Yes	n/a
Electricity and gas reticulation	No	n/a
Firefighting services	Yes	n/a
Local tourism	No	n/a
Municipal airports	Yes	n/a
Municipal planning	Yes	n/a
Municipal health services	Yes	n/a
Municipal public transport	Yes	n/a
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		n/a
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	n/a
Stormwater management systems in built-up areas	No	n/a
Trading regulations	Yes	n/a
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	No	n/a
Beaches and amusement facilities	No	n/a
Billboards and the display of advertisements in public places	No	n/a
Cemeteries, funeral parlours and crematoria	No	n/a
Cleansing	No	n/a
Control of public nuisances	Yes	n/a
Control of undertakings that sell liquor to the public	Yes	n/a
Facilities for the accommodation, care and burial of animals	No	n/a
Fencing and fences	No	n/a

APPENDICES

Licensing of dogs	Yes	n/a
Licensing and control of undertakings that sell food to the public	Yes	n/a
Local amenities	No	n/a
Local sport facilities	No	n/a
Markets	Yes	n/a
Municipal abattoirs	Yes	n/a
Municipal parks and recreation	No	n/a
Municipal roads	No	n/a
Noise pollution	Yes	n/a
Public places	No	n/a
Refuse removal, refuse dumps and solid waste disposal	No	n/a
Street trading	No	n/a
Street lighting	No	n/a
Traffic and parking	Yes	n/a
<i>* If municipality: indicate (yes or No); * If entity: Provide name of entity</i>		

TD

APPENDIX E – WARD REPORTING (Not applicable)

The District Municipality does not have wards.

APPENDIX F – WARD INFORMATION (not applicable)

Elected ward members (stating number of meeting attended – maximum 12 meetings)

Not applicable to the District Municipality

TF.3

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR

The Audit Committee report: See Annexure B of the Annual Report.

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

No.	Contract Description	Company Name	Amount
1.	mSCOA Compliant Financial System	MUNSOFT (Pty) Ltd	Rates based
2.	Banking Services	First National Bank	Rates based
T.h			

APPENDICES

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE

Information on service provider performance is contained on the table below:

APPENDICES

SERVICE PROVIDER PERFORMANCE SCHEDULE

SUPPLIER PERFORMANCE ASSESSMENT					
Performance area	Ranking				
Project management and control	<ul style="list-style-type: none"> ➤ Non-existent or inadequate project management ➤ No evidence of formal controls in place 	<ul style="list-style-type: none"> ➤ Simple project plan in place, no evidence of update/use 	<ul style="list-style-type: none"> ➤ Simple project plan in place but limited evidence of update/use 	<ul style="list-style-type: none"> ➤ Project manager has full ownership of project and team ➤ Formal project management process followed 	<ul style="list-style-type: none"> ➤ Full and accountable project management process ➤ Detailed and controlled processes
Score	1	2	3	4	5
Communications	<ul style="list-style-type: none"> ➤ Difficult to contact and obtain a response ➤ Evidence of poor internal communications ➤ Response regularly inadequate 	<ul style="list-style-type: none"> ➤ Regular communications but often inadequate ➤ Response to queries inconsistent ➤ Reactive 	<ul style="list-style-type: none"> ➤ Fairly rapid response to queries ➤ Generally complete responses, but often clarity required 	<ul style="list-style-type: none"> ➤ Effective communications and relationships ➤ Generally proactive and complete responses ➤ Little clarification required 	<ul style="list-style-type: none"> ➤ Excellent , open relationship ➤ Complete response to queries ➤ Pro-active and anticipates issues
Score	1	2	3	4	5
Flexibility	<ul style="list-style-type: none"> ➤ Inflexible and reliant on contract 	<ul style="list-style-type: none"> ➤ Some willingness to be flexible, but only short term 	<ul style="list-style-type: none"> ➤ Willingness to be flexible around project demands over medium term 	<ul style="list-style-type: none"> ➤ High degree of flexibility around project and contract matters 	<ul style="list-style-type: none"> ➤ Completely open and flexible – joint partnering arrangement focused on project
Score	1	2	3	4	5

APPENDICES

Capability	<ul style="list-style-type: none"> ➤ Inadequate capability ➤ Consistently missing critical deadlines or milestones 	<ul style="list-style-type: none"> ➤ Poor capability ➤ Some missing of critical deadlines or milestones 	<ul style="list-style-type: none"> ➤ Satisfactory capability ➤ Almost no missing of critical milestones or deadlines 	<ul style="list-style-type: none"> ➤ Good capability ➤ No missing of critical milestones or deadlines 	<ul style="list-style-type: none"> ➤ Excellent capability ➤ No missing of any project milestones or deadlines ➤ Free of errors
Score	1	2	3	4	5
Delivery	<ul style="list-style-type: none"> ➤ Frequently capacity constrained resulting in significant schedule problems ➤ Expediting regularly required 	<ul style="list-style-type: none"> ➤ Some capacity constraints with some impact on schedule ➤ Some expediting required 	<ul style="list-style-type: none"> ➤ Generally unconstrained and able to meet schedule ➤ Limited required 	<ul style="list-style-type: none"> ➤ Regular deliveries on schedule ➤ Limited capacity to reschedule to meet project changes ➤ Little or no expediting required 	<ul style="list-style-type: none"> ➤ Established track record of deliveries ➤ Capacity to reschedule to meet project changes ➤ No expediting required
Score	1	2	3	4	5

A total of 14 contracts were evaluated during the financial year. The following table details information on contractor performance for the financial year:

No.	Contract No.	Name of Contractor	Description	RESPONSIBLE DEPARTMENT	Supplier Performance Assessment /Performance Rating	Performance Acceptable or Not
1.	WRDM/FIN/10/17	Munsoft	MSCOA Financial System (FMS/PAYROLL/HR)	Corporate Services	25 (Excellent)	Acceptable

APPENDICES

2.	RT3-2022	Apex	Supply, delivery, commissioning and maintenance of office automation equipment	Corporate Services	25 (Excellent)	Acceptable
3.	WR/PS/10/22	Mabotwane Security	Rendering of security services.		23 (Excellent)	Acceptable
4.	WR/FIN/07/2024	C Track Mzansi (Pty) Ltd	Supply, Installation and Monitoring of Vehicle Tracking System for a Period of Three (3) Years for the West Rand District Municipality	Budget and Treasury	20 (Excellent)	Acceptable
5.	WR/FIN/16/23	Software and Telecom Solutions	Appointment of a service Provider for the support and Maintenance of the WRDM and 107 Emergency Operations Center Mitel Phone Systems for 3 Years	Corporate Services	25 (Excellent)	Acceptable
6.	RT15-2021	Vodacom	Supply and Delivery of Mobile Communication	Corporate Services	25 (Excellent)	Acceptable

APPENDICES

			Services			
7.	WR/FIN/11/23	Standard Bank	Provision of Banking Services	Finance	25 (Excellent)	Acceptable
8.	WR/FIN/16/23	Opulentia Financial Services	Provision of Insurance Services	Finance	22 (Excellent)	Acceptable
9.	WR/CORP/21/23	Kwanza Communications	Advertising Agencies for the Placement of Tender Advertisement in the Printed Media on an as and when Required Basis for a Period not Exceeding Three (3) Years	Finance	25 (Excellent)	Acceptable
10.	WR/CORP/21/23	Whoodoo Media and Advertising	Advertising Agencies for the Placement of Tender Advertisement in the Printed Media on an as and when Required Basis for a Period not Exceeding Three (3) Years	Finance	25 (Excellent)	Acceptable
11.	WR/CORP/06/20	CNetworks	Hosting and Enhancing the WRDM Website for a	Corporate Services	25 (Excellent)	Acceptable

APPENDICES

	24	Consulting	period of 36 Months			
12.	WR/MHS/26/24	Faith Funeral Home	Provision of Pauper Burials	Health Services	23 (Excellent)	Acceptable
13.	WR/CORP/01/25	Lizel Venter Attorneys	Appointment of a Panel of Attorneys for the West Rand District Municipality for a Period of Three (3) Years.	Corporate Services	25 (Excellent)	Acceptable
14.	WR/CORP/13/20 25	AI EQ Systems (Pty) Ltd.	Supply, Delivery, Installation and Support of Antivirus for a Period of 12 Months.	Corporate Services	25 (Excellent)	Acceptable

APPENDICES

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interests		
Period 1 July 2024 to 30 June 2025		
Position	Name	Disclosure signed (Yes or No and Description of Financial interests) (Nil / Or details)
(Executive) Mayor	Ald. DS Thabe	Yes
Speaker	Munyai HB	Yes
Member of MayCo / Exco	Ndzilane MN	Yes
	Boyce S	Yes
	Dikana SR	Yes
	Molusi RT	Yes
	Tundzi-Hawu N	Yes
	Shikoane A	Yes
	Bovungana TM	Yes
	Legabe L	Yes
	Khoza IG	Yes
Councillor	Hild HH	Yes
	Kruger G	Yes
	Rowles Zwart Alme	Yes
	Blake BD	Yes
	Moleko AA	Yes
	Mphafudi NG	Yes
	Moralo OSS	Yes
	Van DerBerg B	Yes
	Zwart JDW	Yes
	Kotze JN	Yes
	Faku PK	Yes
	Kubayi BA	Yes
	Moroetsenye DD	Yes
	Mrwetyana N	Yes
	Mokoto MR	Yes
	Molefe BV	Yes
	Butler HO	Yes
	Mpupu LM	Yes
	Naki M	Yes

APPENDICES

	Chohledi MF	Yes
	Nkabinde MB	Yes
	Pannall DC	Yes
	Pii LP	Yes
	Ntshangase KC	Yes
	Ngobeni F	Yes
	Schoeman TLJ	Yes
	Steffers FJC	Yes
	Teleko MP	Yes
	Tlholoe TM	Yes
	Xhale NT	Yes
	Steyn A	Yes
	Koto TG	Yes
	<i>Dabhelia SA</i>	Yes
Municipal Manager	Koloi ME	Yes (Land and Properties)
Chief Financial Officer	Ramaele LS	Yes (Land and Properties)
Other S57 Officials	Dr Daka MM (Executive Director: Health and Social Development)	Yes (Land and Property)
	Mphaphuli Z (Executive Director: Regional Planning and Re-Industrialisation)	Yes (Land and Property)
	Kahts NH (Acting Executive Director: Public Safety)	Yes (Land and Property)
	Magole MG (Executive Director: Corporate Services)	Yes (Land and Properties)
	N Seabi Chief Audit Executive)	Yes (Land and Property)
* Financial interests to be disclosed even if they incurred for only part of the year. See MBRR SA34A TJ		

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

Provided on the tables below:

APPENDICES

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote						
R' 000						
Vote Description	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Corporate Governance	9 651	17 115	16 276	16 210	-1%	0
Municipal Manager & Support	13 901	23 842	20 918	19 815	-5%	-5%
Corporate Service	30 252	42 686	57 756	48 310	-5%	-5%
Budget & Treasury Office	23 403	41 713	41 713	52 447	10%	10%
Health & Social Development	48 720	51 797	53 235	38 607	-25%	-28%
5Public Safety	124 257	134 051	115 539	80 120	-40%	-30%
Regional Planning & Economic Development	106 294	83 425	57 541	63 230	-25%	10%
Total Revenue by Vote	356 478	394 629	376 714	318 739	20%	15%
<i>Variiances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3</i>						

T K.1

APPENDICES

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by SourceR '000						
Description	Year -1	Year 0			Year 0 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates						
Property rates - penalties & collection charges						
Service Charges - electricity revenue						
Service Charges - water revenue						
Service Charges - sanitation revenue						
Service Charges - refuse revenue						
Service Charges - other						
Rentals of facilities and equipment	2 094	3 252	3 472	2 922	-15%	-15%
Interest earned - external investments	6 312	6 759	7 482	4 872	28%	-35%
Interest earned - outstanding debtors	353	550	840	390	30%	-44%
Licences and permits	533	734	734	200	63%	-63%
Transfers recognised - operational	269 970	262 641	305 871	264 178	0%	12%
Other revenue	2 204	15 515	26 560	3 881	-123%	-75%
Gains on disposal of PPE		426	1 426	-	-100%	-100%

APPENDICES

Total Revenue (excluding capital transfers and contributions)	281 466	290 877	346 385	276 443	-5%	-20%
---	---------	---------	---------	---------	-----	------

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.

T K.2

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG							R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)	
				Budget	Adjustments Budget		
Neighbourhood Development Partnership Grant	70 000	38 483	38 483	54	0		
Public Transport Infrastructure and Systems Grant							
<i>Other Specify:</i>							
FMG	1 250	1 250	1 250	0	0		
EPWP	1 200	1 200	1 200	0	0		
Health subsidy	13 068	13 043	13 043	1%	1%		
Fire & Rescue Services	3 600	3 600	3 520	2%	2%		
Rural Asset Management Grants	2 911	911	2	2 911	0	0	

APPENDICES

Total	92 029	60 341	60 341	0	0
--------------	---------------	---------------	---------------	----------	----------

** This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in the main report, see T 5.8.3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Obtain a list of grants from national and provincial government.*

TL

COMMENT ON CONDITIONAL GRANTS EXCLUDING MIG:

The municipality received fire services grant of R3 million from provincial government to be utilized on fire equipment to improve the level of service delivery for fire services in the West Rand region. The NDPG grant is the largest that is utilised to build multi-purpose centre and road construction.

TL.1

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

It relates to the purchase of office equipment and emergency equipment amount to R3,6 million. Due to financial constraint the municipality is not in a position to increase capital budget. The capital expenditure has decreased due Neighbourhood Development Partnership grant (NDPG) from National government amount to R38 million being redirected to operational expenditure as WRDM is not capitalising the asset generated from the project but to transfer it to the local municipality.

APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

The expenditure incurred from repairs and maintenance in the 2024/25 financial year is R800 thousand which is 1.9% of the total operating budget of the municipality. The projected expenditure is below National Treasury norm of 8%, due to financial challenges the municipality is struggling to meet the acceptable norm. This has negative impact on assets required to meet service delivery at its optimal.

APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR

Not applicable

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR

Not applicable

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Not applicable

APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

Not applicable

APPENDICES

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

None

APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA 571

Sec 71 reports were submitted on time in 2024/25

APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

National Outcome 9 –a responsive, accountable, effective and efficient local government. This appendix is most relevant to Local Municipalities where they ought to project state of access to basic services (Portable water/Electricity/ Sewer/Waste Management) by our communities.

VOLUME II: ANNUAL FINANCIAL STATEMENTS

Refer to Annexure C of this report.

Annexures to the Annual Report are as follows:

- Annexure A: Audited Annual Performance Report (APR)
- Annexure B: Audit Committee Annual Report
- Annexure C: Audited Annual Financial Statements (AFS)

**Developed In-house by: Office of the
Municipal Manager: Regional Planning &
Performance Management Unit**

Name: Mr Elias Koloji
Title: Municipal Manager
Tel: 011 411 5000
Email: Ekoloji@wrdm.gov.za

Name: Ms Boniswa Motsitsi
Title: Manager Regional Planning and Performance Management
Tel: 011 411 5242
Email: bmotsitsi@wrdm.gov.za

Editorial Team

Name: Dr Mary Daka Title: Executive Director: Health and Social Development Tel: 011 411 5251 Email: MDaka@wrdm.gov.za	Name: Mrs Grace Magole Title: Executive Director: Corporate Services Tel: 011 411 5012 Email: GMagole@wrdm.gov.za
--	---

WESTRAND DISTRICT MUNICIPALITY
Cnr 6th & Park Street, RANDFONTEIN 1760
Tel (011) 411-5000/412-2701
Fax (011) 412-3663
[Website]

