EMFULENI
LOCAL MUNICIPALITY

Vaal River City, the Cradle of Human Rights

UNAUDITED(DRAFT) 2024-2025 ANNUAL REPORT

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ABBREVIATIONS

AG:	Auditor-General
CAPEX:	Capital Expenditure
CBP:	Community Based Planning
COSO:	Committee of Sponsoring Organizations of the Treadway Commission Framework
DPLG:	Department of Provincial and Local Government
DORA	Division of Revenue Act
CPMD:	Certificate Programme of Leadership, Management, and Development
DWAF:	Department of Water Affairs and Forestry
EE:	Employment Equity
ELM:	Emfuleni Local Municipality
EPWP:	Expanded Public Works Programme
ERM	Enterprise Risk management
ERP:	Evaton Renewal Programme
GDACE:	Gauteng Department of Agriculture Conservation and Environment
GAMAP:	Generally Accepted Municipal Accounting Practice
GRAP:	Generally Recognized Accounting Practice
HR:	Human Resources
IDC:	Industrial Development Corporation
IDP:	Integrated Development Plan
IMFO:	Institute for Municipal finance officers
KPA:	Key Performance Area
KPI:	Key Performance Indicator

LED:	Local Economic Development
LLF:	Local Labour Forum
MAYCO:	Executive Mayoral Committee
MFMA:	Municipal Finance Management Act (Act No. 56 of 2003)
MIG:	Municipal Infrastructure Grant
MM:	Municipal Manager
MMC	Member of Mayoral Committee
MOU:	Memorandum of Understanding
MPAC:	Municipal Public Accounts Committee
MSA:	Municipal Systems Act No. 32 of 2000
MTEC:	Medium Term Expenditure Committee
NGO:	Non -Governmental Organization
NT:	National Treasury
OPCA:	Operation Clean Audit
OPEX:	Operating Expenditure
PIER:	Public Information Education Relation Relations
PMS:	Performance Management System
PMT:	Political Management Team
PT:	Provincial Treasury
SALGA:	South African Local Government Association

SAICE:	South African Institute of Certified Engineers
SCM:	Supply Chain Management
SDBIP:	Service Delivery and Budget Implementation Plan
SMME:	Small Medium Micro Enterprise
SMT:	Senior Management Team
SDF:	Spatial Development Framework
VEM:	Vehicles, Equipment and Machinery

CHAPTER 1

MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

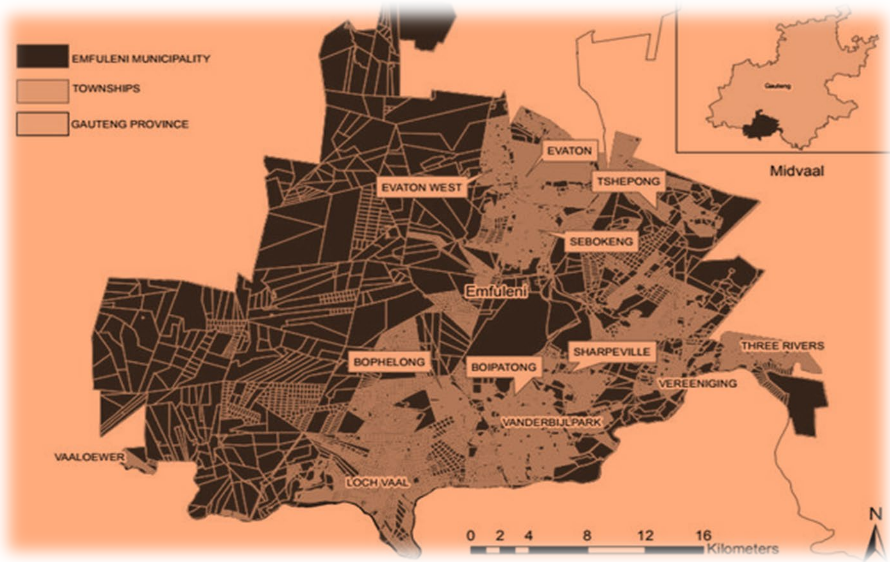
1.1 INTRODUCTION

The 2024-2025 Annual Report for Emfuleni Local Municipality presents a detailed account of the municipality's performance, achievements, and challenges over the past financial year. The report aims to ensure accountability and transparency for stakeholders, including residents and businesses, by highlighting progress in service delivery, resource management, and sustainable development.

Key areas of focus include deliverables in water supply, sanitation, electricity, waste management, and housing solutions for local citizens. The report will also highlight the Local Economic Development initiatives stimulating job creation and enhancing the local economy. Furthermore, encapsulate infrastructure development, including road and storm-water drainage upgrades essential for community safety and connectivity.

1.2. MUNICIPAL FUNCTIONS AND ENVIRONMENTAL OVERVIEW

1.2.1 Municipal Area



Emfuleni Local Municipality (ELM) is one of three local municipalities comprising the Sedibeng District Municipality. Situated as the westernmost local municipality within the district, Emfuleni spans the entire southern region of Gauteng Province, extending approximately 120 kilometres from east to west. It covers an area of 987.45 square kilometres. The municipality features two primary business areas: Vereeniging and Vanderbijlpark.

Emfuleni forms the "heartland" of the former Vaal Triangle, an area historically renowned for its significant contribution to South Africa's iron and steel industry. The municipality encompasses six major townships: Evaton, Sebokeng, Sharpeville, Boipatong, Bophelong, and Tshepiso. Additionally, there are ten smaller, more suburban settlements, generally located within a six-kilometre radius of the aforementioned towns. These include Bonanne, Steel Park, Duncanville, Unitas Park, Arcon Park, Sonlandpark, Waldrift, Rust-ter-Vaal, Roshnee, and Debonair Park.

1.2.2 Total population by census year, Census 2001–2022

	2001 Census	2011 Census	2022 Census	Change (2001-2011)	Change(2011-2022)
Total Population	**658,420**	**721,663**	**945,650**	**+9.6%**	**+31.0%**

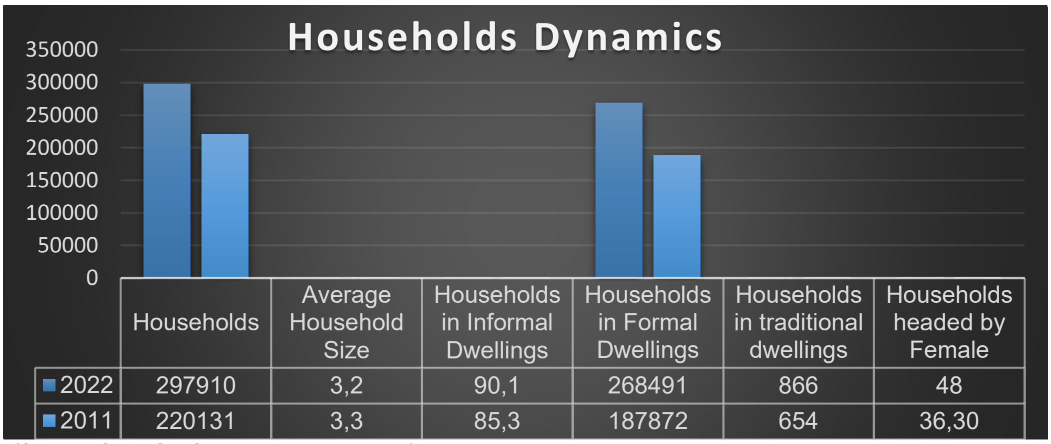
According to Census 2022, the population has increased from 721 663 to 945 650 which demonstrate a significant increase of 31.03% from the last Census of 2011.

1.2.3 Population by Gender and Age Details

Age Group	2001 (Male)	2001 (Female)	2011 (Male)	2011 (Female)	2022 (Male)	2022 (Female)
85+	495	1 253	825	1 722	995	2 422
80-84	1 077	2 006	1 099	2 165	1 721	3 279
75-79	1 664	2 685	2 241	3 755	3 645	5 829
70-74	2 915	4 457	4 024	5 739	6 691	9 722
65-69	4 472	6 297	6 237	7 647	11 030	14 914
60-64	6 980	8 587	9 935	11 703	15 965	19 038
55-59	9 611	10 280	13 825	15 904	18 718	22 604
50-54	14 373	14 260	17 105	19 433	21 943	23 406
45-49	18 339	19 717	19 091	22 167	26 769	26 965
40-44	22 934	24 032	22 322	23 169	35 832	34 126
35-39	25 560	27 163	26 682	25 938	42 358	39 759
30-34	27 882	27 931	31 135	29 446	44 294	42 779
25-29	33 914	33 005	36 578	34 253	44 119	42 364
20-24	36 387	35 106	40 016	39 200	43 568	40 420
15-19	32 052	32 986	31 327	32 556	36 006	34 999
10-14	29 452	30 484	27 881	26 870	39 320	38 407
5-9	27 924	28 402	29 017	29 434	36 415	34 725
0-4	26 661	27 079	35 524	35 700	38 825	41 649

This table presents population data by age group and gender for the years 2001, 2011, and 2022. The trend analysis demonstrates that there has been gradual increase over number of specified years.

1.2.4 Households Dynamics



	Households	Average Household Size	Households in Informal Dwellings	Households in Formal Dwellings	Households in traditional dwellings	Households headed by Female
2022	297910	3,2	90,1	268491	866	48
2011	220131	3,3	85,3	187872	654	36,30

(Source: Stats SA-Census 2011 and 2022)

According to the table above, the statistics indicate that the number of households increased from 220 131 to 279 910. This can be attributed to a variety of factors, including urbanisation, economic change, and cultural changes. Furthermore, the number of household's informal dwellings has increased significantly relative to households in informal dwellings.

1.2.5 Socio economic factors

The following table shows the socio–economic indicators for the municipal area:

	Year 2022	Year 2011
Working age population (15-64 years)	69,4%	69,5%
Dependency ratio	44,1	43,8
No schooling (20+ years)	3,8%	4,0%
Higher education (20+ years)	12,8%	12,2%

(Source: Stats SA 2011 and 2022)

1.2.6 Economic Employment by Sector

Sector	2022/23	2023/24	2024/25
Agriculture	1,713	2,073	2,345
Mining	6,113	6,747	6,679
Manufacturing	26,249	32,043	34,001
Electricity	824	1,058	1,109
Construction	9,683	11,318	11,984
Trade	33,676	41,249	44,248
Transport	8,380	10,136	11,147
Finance	26,227	31,837	33,808
Community services	27,272	34,045	36,214
Households	9,770	10,228	10,486
Total	**149,907**	**180,734**	**192,056**

1.2.7 Recent developments

The recent developments include Vaal Special Economic Zone (SEZ): Hosting a R12 billion hydrogen energy plant and the Vaal Aerotropolis, expected to create 12,000 jobs.

1.3 SERVICE DELIVERY OVERVIEW

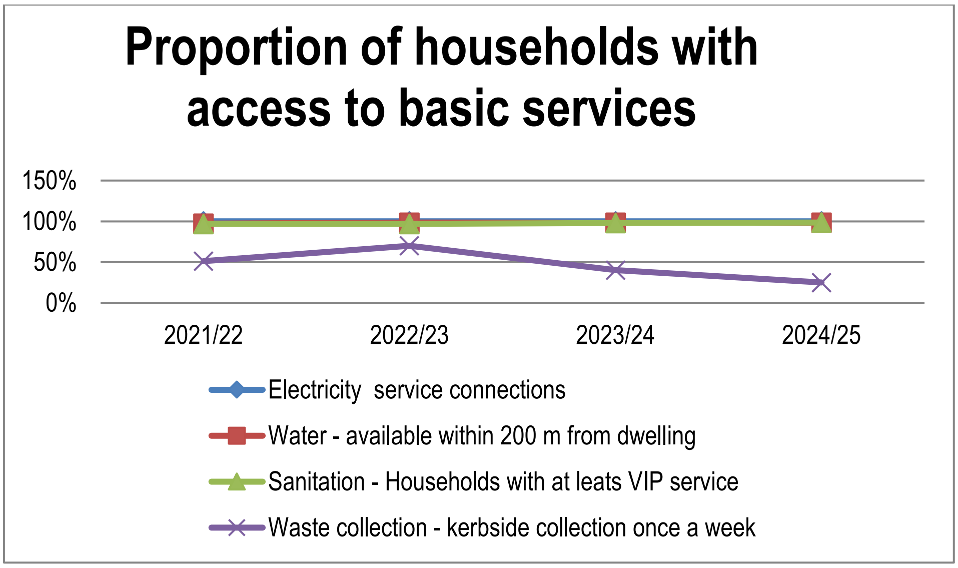
The Emfuleni Local Municipality is responsible for the provision of key services to its residents, namely water and sanitation, electricity, waste management, roads and infrastructure maintenance, and social services.

1.3.1 Households Access to Basic Services

Households Access to Basic Services		
	2011	**2022**
Flush toilets connected to sewerage	89,7%	85,4%
Weekly refuse disposal service	85,0%	88,3%
Access to piped water in the dwelling	75,0%	62,1%
Electricity for lighting	93,2%	87,4%

(Source: Stats SA 2011 and 2022)

1.3.2 Proportion of households with access to basic services



1.3.3 Water Services

The municipality is responsible for providing safe drinking water and managing wastewater and sanitation infrastructure. Key areas of focus include source protection, treatment, distribution, and minimizing water losses.

In the 2024/2025 financial year, significant advancements were made in water quality management. The Emfuleni Local Municipality (ELM) achieved a remarkable 97% in the Blue Drop audit, while the Vaaloewer Water Treatment Works scored 81% in technical assessments. Water distribution losses were reduced from 64.4% to 59.9%, marking a total reduction of 4.5%.

Key Achievements in Water Infrastructure and Management

ELM made notable progress in enhancing water infrastructure and service delivery. Key initiatives included:

- Upgrading and maintaining the water network, including the installation of four Pressure Reducing Valves and replacement of aging gate valves.
- Enhancements to consumer metering for accurate consumption monitoring.
- Significant work at Vanderbijlpark Reservoirs, including valve replacements and structural assessments to ensure water quality.
- Regular testing of potable water samples to meet SANS 241 standards.

Numerous operational activities were managed, including replacing 970 faulty meters and addressing over 3,170 water complaints despite resource limitations.

Challenges and Future Initiatives:

Non-Revenue Water (NRW) challenges rose to 76.8%, prompting a partnership with Rand Water and Epitome Consulting to develop a 24-month project aimed at reducing NRW and improving revenue through infrastructure assessments and enhanced billing systems. The goal is to achieve a 5% reduction in bulk water purchases and decrease NRW.

1.3.4 Sanitation Services

The 2024/2025 financial year saw significant progress in key areas, though some challenges persist. The municipality report a positive trend in household access to sanitation, with the percentage rising from 96.87% in 2022/23 to 98.50% in 2024/25. This steady increase reflects our commitment to achieving near-universal sanitation access for our residents.

Sanitation Initiatives and Service Standards

During 2024-2025 financial year year, ELM focused on crucial infrastructure upgrades:

- Replaced 5.5 kilometers of old and damaged sewer pipes in critical areas to reduce failures.
- Cleaned approximately 500 kilometers of sewer pipelines, which significantly reduced blockages and improved flow efficiency.
- The total number of sewer complaints received this year was 9,170, a drastic reduction from the 18,999 complaints in the previous financial year. Of these, 6,169 complaints were successfully resolved, a completion rate of 67.27%.

Section 63 Interventions and Infrastructure Projects

Section 63 of the Water Service Act of 1997 intervention strategy, which is designed to improve our sanitation infrastructure, was divided into five key work streams: Refurbishment and Upgrade, Operations and Maintenance, Sustainability, Advocacy, and Monitoring and Evaluation.

- Major construction is underway, including repairs to inlet works, pump stations, and the installation of a new 16-kilometer gravity pipeline. Notably, the perimeter fence at Sebokeng WWTW was completed, creating local employment opportunities.
- All wastewater treatment plants are now effectively treating incoming flow. The Sebokeng WWTW, commissioned in March 2024, processed an average of 125Mℓ/d in June 2025.

1.3.5 Electricity Services

ELM is licensed to supply electricity in areas such as Vanderbijlpark, Bophelong, and Vereeniging, achieving a coverage rate of 98%. The municipality also provides 50 kWh/month of Free Basic Electricity (FBE) to around 3,400 registered indigent households. Electricity sales are a vital revenue stream, with 78% of sales to industrial and commercial customers and 22% to domestic and agricultural users.

ELM has implemented several initiatives to improve electrical efficiency and combat energy losses. High-efficiency electrical equipment and lighting have been installed, alongside solar high-mast lights to promote green energy. Efforts to eliminate illegal connections are ongoing through physical security measures like locking mechanisms and reinforced substation doors.

Infrastructure upgrades are a key focus, with refurbishment projects at three major substations. The Town Substation is 60% complete, though its completion has been delayed to 2026. The Munic Substation refurbishment is on schedule and is currently 40% complete.

To enhance metering and billing accuracy, a smart meter project successfully installed 6,500 smart meters. However, the wider meter installation program has faced challenges, with only 3,224 of the planned 12,000 new meters installed due to community resistance and budget constraints. Finally, a finalized agreement with Eskom has established a framework for effective collaboration and regular meetings.

Electricity Infrastructure Overview

ELM maintains a comprehensive electricity infrastructure network to support its service delivery. Key components include:

ITEM	QUANTITY
Primary Substations	38
Secondary Substations	636
Miniature Substations	505
High Voltage Cables	80,488 M
High Voltage Overhead Lines	88,782 M
Low Voltage Cables	1,210,445 M
Low Voltage Overhead Lines	635,782 M
Streetlights	25,000
High Mast Lights	630
Traffic Lights	131
Prepaid Electricity Meters	76,346
Bulk Meters	1,563
Conventional Electricity Meters	15,768

1.3.6 Waste Management

The Emfuleni Local Municipality (ELM) provides efficient waste management services, including refuse collection, waste disposal, street cleaning, and recycling initiatives. The municipality generates an estimated 252,505 tonnes of solid waste annually, with a projected annual growth of 0.63%. To meet national standards for weekly refuse collection and address illegal dumping, the ELM requires a fleet of 38 rear-end loader trucks and 21 tippers. The municipality plans to increase its waste collection frequency by the end of the current financial year.

Key developments during the 2024/25 financial year include fleet expansion, infrastructure development, waste collection initiatives, and waste collection initiatives. The municipality distributed approximately 240 x 240 240L bins to improve household waste containment, introduced a second shift for waste collection in town centres, and achieved 25% of household curb side collection targets. Illegal dump clearing was achieved using a combination of ELM's tipper and front-end loader, two provincial tippers, and external contractors. The landfill site achieved a 66.31% compliance rate, and street cleaning efforts were supported by 36 EPWP workers from Seriti.

1.4. ORGANISATIONAL DEVELOPMENT OVERVIEW

The Organisational Development (OD) department delivers crucial, quality-driven initiatives and assistance to Emfuleni Local Municipality in a variety of strategic areas. Its mandate includes designing and developing effective organisational structures, diligently maintaining the staff establishment, conducting detailed job evaluations, and implementing proactive change management efforts. Furthermore, the OD function plays an important role in mapping business processes and implementing robust employee health and wellness programs, all of which aim to improve overall municipal efficiency and staff well-being.

The municipality has undertaken significant strategic reviews impacting its core service delivery and organizational structure. A key development is the resolution to provide water and sanitation services through a Special Purpose Vehicle, established under Section 78 of the Municipal Systems Act 32 of 2000. Concurrently, the municipality operates electricity distribution functions through an Agency Agreement with Eskom, necessitated by a High Court order. These critical arrangements have prompted a comprehensive review of the municipality's Service Delivery Model, as well as its macro and micro-functional structures, to optimize efficiency and compliance.

In line with regulatory requirements, the municipality is actively engaged in efforts to comply with the Municipal Staff Regulations of 21 September 2021. This includes a thorough review and updating of all job descriptions within the approved Organizational Functional Structure to ensure alignment and effectiveness.

Furthermore, a Customer Satisfaction Survey was successfully conducted between November and December 2024. This initiative was a collaborative effort involving the ELM Communications Department, the Organizational Development Department (spearheading the project), and external service provider, Tiyiso. The report detailing the survey findings is currently being finalized for submission to Council, which will inform future interventions and service improvements.

In its ongoing commitment to financial compliance, the municipality has appointed chairpersons for various work streams dedicated to achieving full adherence with the Municipal Standard Charts of Accounts (MSCoS). These works tream chairpersons are mandated to report to Council on a quarterly basis, commencing in the new financial year (2025/26), to ensure transparent progress and accountability.

1.5 STATUTORY ANNUAL REPORT PROCESS

Activity	Timeframe
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 2025
Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
Finalise the 4th quarter Report for previous financial year	
Submit draft 2024 -2025 Annual Report to Internal Audit and Auditor-General	
Municipal entities submit draft annual reports to MM	
Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	31 August 2025
Mayor tables the unaudited Annual Report	
Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September – October 2025
Municipalities receive and start to address the Auditor General's comments	November 2025
Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	January 2026
Audited Annual Report is made public, and representation is invited	February 2026
Oversight Committee assesses Annual Report	February 2026
Council adopts Oversight report	March 2026
Oversight report is made public	April 2026
Oversight report is submitted to relevant provincial councils	April 2026
Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	January 2026

CHAPTER 2:

GOVERNANCE

2.1 INTRODUCTION

According to Constitution of South Africa, Act 1996, and Section 152(1). The objectives of the of local government are- to provide democratic and accountable government for local communities; ensure the provision of services to communities in a sustainable manner; promote social and economic development to promote a safe and healthy environment; and to encourage the involvement of communities and community organisations the matters of local government. A municipality must strive, within its financial and administrative capacity, achieve the objects set out in subsection (1).

Chapter of the 2024/2025 Annual Report sketches the municipality's all-encompassing governance processes, structures and decision makers, frameworks and policies regulating the municipality.

Good Governance at Emfuleni Local Municipality embodies processes, structures and systems by which municipality is directed, controlled and held to account for. It is characterized by an effective interface between political office bearers, political structures and administration, Intergovernmental Relations, Public Participation and Corporate Governance.

2.2 POLITICAL GOVERNANCE

The headship of the political governance at Emfuleni Local Municipality consists of the Executive Mayor, the Speaker of Council and Chief Whip.

Cllr Sipho Radebe is the Executive Mayor of Emfuleni Local Municipality and the public face of the municipality. He heads the Mayoral Committee comprising of eleven (10) Councillors accountable him. The Executive Mayor monitors the management and administration, oversee the provision of municipal services and report on the performance of the municipality.

Key to the responsibilities of the Executive Mayor in the 2024/2025 was implementation of the Recovery Financial Plan, Integrated Development Plan aligned to Service Delivery Budget Implementation Plan Stakeholder Engagements. The Mayoral Committee meets regularly to co-ordinate the work of municipality and make recommendations to Council. This includes undertaking an oversight role on financial and performance of the municipality. Council is the political structure and the ultimate decision maker of the municipality.

Cllr Sibongile Soxuza is the Speaker of Emfuleni Local Municipality. She acts as a chairperson at the Council meetings, and ensures the compliance of the Council code of conduct rules and orders. She also ensures the proper functioning of the legislative side of the Council. The Speaker also safeguards community participation in accordance with legislative initiatives and communicate with the public on the performance of the council.

The functions of the Speaker are set out in Section 37 of the Municipal Structures Act as follows:

- presides at meetings of the Council;
- performs the duties and exercises the powers delegated to the speaker by the Council
- ensure that the council meets at least quarterly;
- maintains order during meetings;
- ensures compliance in the council and council committees with the Code of Conduct for Councillors as set out in Schedule 1 of the Municipal Systems Act ; and
- ensures that council meetings are conducted in accordance with the rules and orders of the council.
- encouraging participation of communities and community organizations in the decision making process of the municipality
- developing mechanisms to ensure and monitor participation of communities in the decision making process;
- ensuring that communities and community organizations participate and give input to planning and budget processes.

Cllr Bennet Jantjie is the Chief Whip of the Emfuleni Local Municipality. The role of the Chief Whip is to strengthen and maintaining healthy relations between all the parties in Council. The Chief Whip is also responsible for ensuring that that portfolio committees are functional and that Councillors are allocated appropriately.

2.2.1 Municipal Council

2024-2025 Council Meeting

Meetings 2025		Meetings 2024	
11 Jul 2024	Special SOMA Debates)	30 Jan 2025	126th Ordinary Continuation Meetings count as one meeting
23 Jul 2024	Special (Responses to SOMA Debates)	06 Feb 2025	Continuation of 126th Ordinary (30-01-2025)
25 Jul 2024	124th Ordinary	27 Feb 2025	Continuation of 126th Ordinary (06-02-2025)
29 Aug 2024	Special	27 Feb 2025	Special
Sep 2024	No Meetings	18 Mar 2025	Special
04 Oct 2024	Special	27 Mar 2025	127th Ordinary
17 Oct 2024	Special	24 Apr 2025	128th Ordinary
12 Nov 2024	Special	13 May 2025	Special
28 Nov 2024	125th Ordinary	20 May 2025	Special
03 Dec 2024	Special (Motion only) 03-12-2024 - Disrupted Continuation Meetings count as one meeting	29 May 2025	129th Ordinary
20 Feb 2025	Continuation of 03-12-2024	26 Jun 2025	126th Ordinary

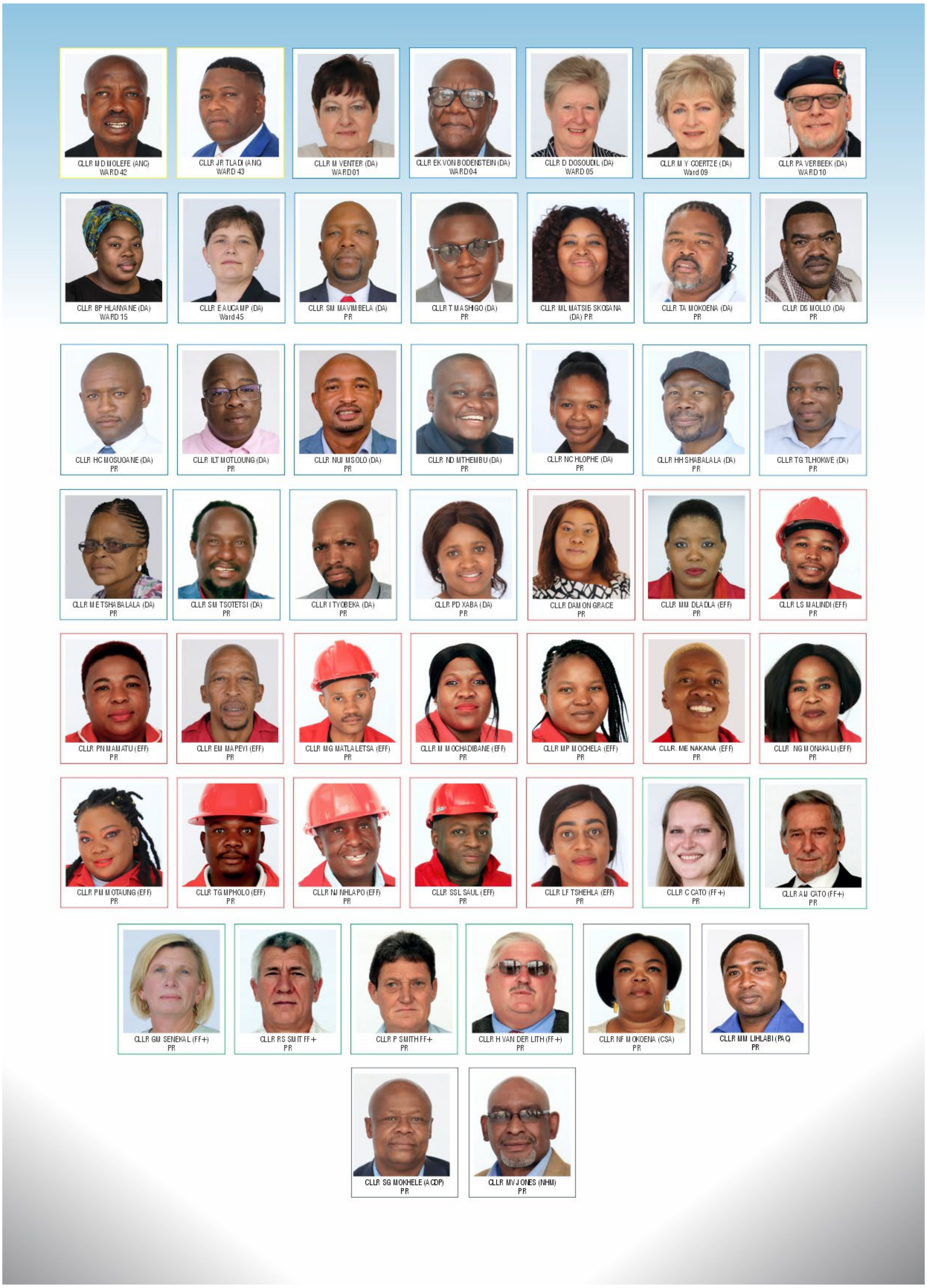
During the period under review a total of seventeen (17) Mayoral Committee meetings and eighteen (18) Council sittings were held. A total of 219 Council resolutions were adopted and processed. The members of Council contribute to the strategic direction of the municipality through their participation in the development and revision of Integrated Development Plan (IDP). In performing these duties they engage through the public participation meeting and ward committee meeting to consider the diversity of interest of the local communities.

2.1.2 Mayoral Committee 2024-2025

Mayoral 2024		Mayoral 2024	
22 July 2024	Special	23 January 2025	368th Ordinary
15 August 2024	Special	24 February 2025	Special
22 August 2024	*365th Ordinary Meeting did not take place - No Quorum*	24 March 2025	Special
26 August 2024	365th Ordinary	15 April 2025	369th Ordinary
17 September 2024	366th Ordinary	06 May 2025	370th Ordinary
01 October 2024	Special	23 May 2025	Special
14 October 2024	Special	10 June 2025	371st Ordinary
01 November 2024	Special	23 June 2025	Special
19 November 2024	367th Ordinary	30 June 2025	Special

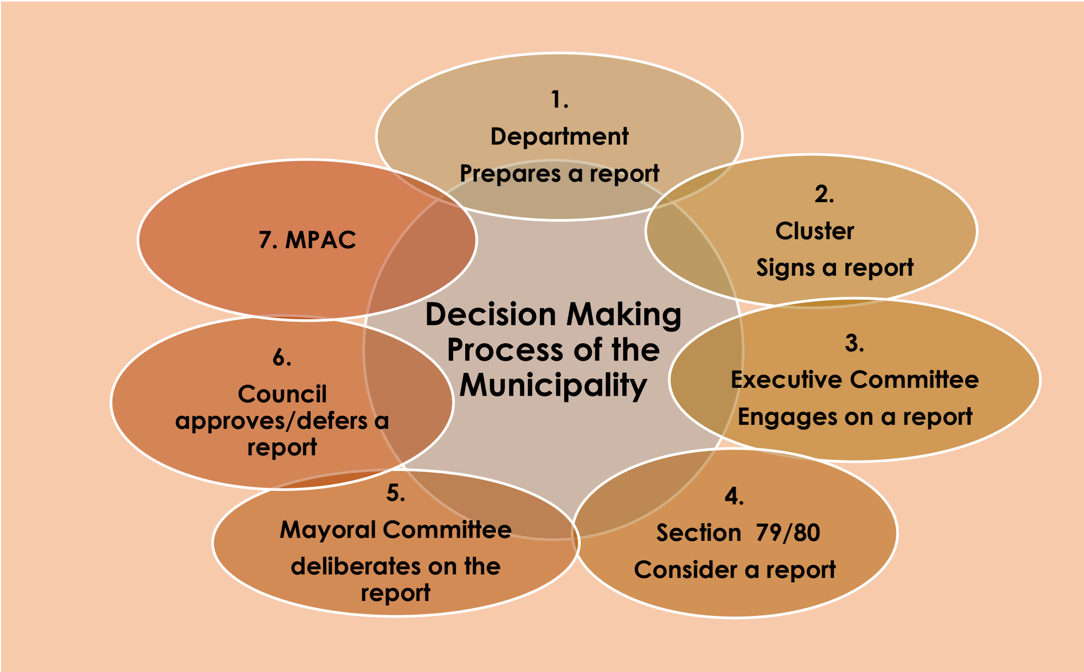
During the period under review a total of seventeen (17) Mayoral Committee meetings were held.

2.2.3 Political Structure and full composition of Council


CLLR MD MOLEFE (ANC) WARD 42
CLLR JR TLADI (ANC) WARD 43
CLLR M VENTER (DA) WARD 01
CLLR EK VON BODENSTEIN (DA) WARD 04
CLLR D DOSOUDIL (DA) WARD 05
CLLR M Y COERTZE (DA) Ward 09
CLLR PA VERBEEK (DA) WARD 10
CLLR BP HLANYANE (DA) WARD 15
CLLR E AUCAMP (DA) Ward 45
CLLR SM MAVIMBELA (DA) PR
CLLR T MASHIGO (DA) PR
CLLR ML MATSIE SKOSANA (DA) PR
CLLR TA MOKOENA (DA) PR
CLLR DS MOLLO (DA) PR
CLLR HC MOSUOANE (DA) PR
CLLR ILT MOTLOUNG (DA) PR
CLLR NUI MSOLO (DA) PR
CLLR ND MTHEMBU (DA) PR
CLLR NC HLOPHE (DA) PR
CLLR HH SHABALALA (DA) PR
CLLR TG TLHOKWE (DA) PR
CLLR ME TSHABALALA (DA) PR
CLLR SM TSOTETSI (DA) PR
CLLR I TYOBEKA (DA) PR
CLLR PD XABA (DA) PR
CLLR DAMON GRACE PR
CLLR MM DLADLA (EFF) PR
CLLR LS MALINDI (EFF) PR
CLLR PN MAMATU (EFF) PR
CLLR EM MAPEYI (EFF) PR
CLLR MG MATLALETSA (EFF) PR
CLLR M MOCHADIBANE (EFF) PR
CLLR MP MOCHELA (EFF) PR
CLLR. ME NAKANA (EFF) PR
CLLR NG MONAKALI (EFF) PR
CLLR PM MOTAUNG (EFF) PR
CLLR TG MPHOLO (EFF) PR
CLLR NJ NHLAPO (EFF) PR
CLLR SSL SAUL (EFF) PR
CLLR LF TSHEHLA (EFF) PR
CLLR C CATO (FF+) PR
CLLR AJJ CATO (FF+) PR
CLLR GM SENEKAL (FF+) PR
CLLR RS SMIT FF+ PR
CLLR P SMITH FF+ PR
CLLR H VAN DER LITH (FF+) PR
CLLR NF MOKOENA (CSA) PR
CLLR MM LIHLABI (PAC) PR
CLLR SG MOKHELE (ACDP) PR
CLLR MV JONES (NHM) PR

2.2.4 Decision Making

The following is a cycle of decision-making that is followed by Emfuleni Local Municipality:



The process flow above indicates that Council decisions are taken after the report has been deliberated by various levels of authority and submitted to the Mayoral Committee which must make a recommendation to Council. When Council agrees by a majority vote, the recommendation becomes a resolution of Council.

2.2.5 Council Committee

Section 80 Committees

Each member of the Mayoral Committee heads a Portfolio Committee in terms of Section 80 of the Municipal Structures Act of 1998. The Section 80 Committees are set up to deal with oversight roles, support and perform the advisory role to the Executive Mayor and Council.

The Mayoral Committee of the municipality has the following portfolios: Shared Services, Public Works, Environmental Management and Planning, Community Services, Health and Social Development, Finance and Revenue, Agriculture, Local Economic Development Planning and Tourism, Human Settlement, Infrastructure Planning and Development and Sport Recreation, Culture, Library Information Services, Parks and Cemeteries.

Section 79 Committees

The **Audit Committee** is an independent committee of the Municipality is chaired by Ms. D S Nage. The committee provides quality assurance, plays an oversight role at the behest of Council and to certain extent gives technical advice on audit, financial matters and issues related to performance at organizational level and for all Section 57 employees. There were seven (7) Audit Committee meetings held for the reporting period.

The **Performance Audit Committee** independent committee of the Municipality is chaired by Mr. L S Mofokeng. The committee provides quality assurance, plays an oversight role at the behest of Council and to certain extent gives technical advice on audit, financial matters and issues related to performance at organizational level and for all Section 57 employees.

The Municipal Public Accounts Committee (MPAC) is the custodian of the Annual Report. Moreover, the MPAC ensures accountability, adherence to municipal legislative frameworks, the efficient and effective use of the municipal resource. The committee held three (3) meetings. The 2023 /2024, Annual Report was adopted with reservations and the recommendation of the MPAC were submitted to Council for implementation.

The **Ethics Committee** is chaired by the Speaker of Council, Cllr M Sikukula. The committee ensures compliance with the Code of Conduct as set out in Schedule 1 of the Local Government: Municipal Systems Act 32 of 2000 as amended. The Code requires that a Municipal Council to establish a special committee that investigates and make a finding on any alleged breach of the Code and make appropriate recommendations to the Municipal Council, and three meetings were scheduled in that regard. For the year under review, one meeting was held.

The **Land Tribunal Committee** has been established in terms of Section 35 (1) of Spatial Planning and Land Use Management Act (2013) read in conjunction with Section 79 of the Municipal Infrastructure Act (1998). This Committee considers and decides on the development proposals as contained in development applications lodged with the municipality.

Proposals ranges from the removal of restrictive conditions of titles as listed in several title deeds to rezoning of parcels of land, applications proposals on land development not in line with development policies such as the SDF. The bulk of lodged applications are approved under the delegated authority as approved by the Council. This committee is headed by Mr C. Mathoma and has five (5) members.

The **Appeal Authority** (AA) has been established in terms of Section (51) of the Spatial Planning and Land Use Management Act (2013) read in conjunction with Section 79 of the Municipal Infrastructure Act (1998). The Appeal Authority considers appeals lodged by persons (juristic or natural) aggrieved by a decision. Mr L Mahlangu is the chairperson of this committee and is leading a team of 3 members. The meeting held 3 meetings.

The **Petitions Committee** consists of 13 members who are members of different political parties within Council. Petitions Management Committee manages and processes petitions from the public through a unit called the Petitions and Public Participation. The Committee records and acknowledges the petitions received and refers these petitions to the relevant departments for attention and execution. **Cllr M A Tshabalala** is the chairperson of the committee, and **five (5)** meetings were held for the period under review.

2.3 ADMINSTRATIVE GOVERNANCE

In terms of section 54A of the Municipal Systems Amendment Act, the Municipal Manager – (AS Ntuli) is appointed as the Accounting Officer. He is head of administration, serves as a link between administration and the political office bearer. The Municipal Manager through management implements decisions of Council and where so delegated, the decisions of the Executive Mayor or the Mayoral Committee.

The Executive Committee (section 56 employees) who assists the Municipal Manager consist of 12 professionals who are in charge of day to day operations and implementing the strategic direction of the Municipality as well as providing guidance to the political structures, political office bearers and officials of Emfuleni Local Municipality.

For the year under review, two (2) of these positions are vacant and the municipality is in the process of filling them. These positions are for the Executive Director: Infrastructure Planning and Development and Executive Director: Public Works.

Furthermore, Executive Committee is responsible for compliance, policy and strategic reports for Council approval. Sittings of meetings are conducted every weekly. For the year under review a total of 37 meetings were held and 246 resolutions were passed.

2.3.1 The Administrative Leadership of Emfuleni Local Municipality

2.4 INTERGOVERNMENTAL RELATIONS

The South African government operates on a foundational structure comprising three distinct yet interdependent and interrelated spheres: national, provincial, and local. While each sphere exercises its unique duties and powers, the Constitution mandates a framework of cooperative governance, as enshrined in Section 41. This section emphasizes that all spheres of government must cooperate in mutual trust and good faith, upholding principles of collaboration and support.

To further operationalize these constitutional imperatives, Section 42(2) of the Constitution necessitated the enactment of legislation for intergovernmental relations. This led to the Intergovernmental Relations Framework Act, No. 13 of 2005. The Act's primary objectives are to regulate intergovernmental relations, establish a comprehensive framework for national, provincial, and local government coordination in policy and legislation implementation, and provide mechanisms and procedures for the resolution of intergovernmental disputes.

Consequently, the core purpose of effective intergovernmental relations is to foster enhanced cooperation, enabling the mobilization of resources and the forging of strategic partnerships across government spheres. This collaborative approach is essential for ensuring efficient and coordinated service delivery to the public.

The Emfuleni Local Municipality actively participates in intergovernmental relations (IGR) at both national and provincial levels. At the national level, the municipality's interests are represented by the Gauteng Province through the Min-Mec (Minister and Members of the Executive) Forum. Resolutions and agenda points from the Min-Mec Forum significantly influence the Gauteng Provincial IGR agenda.

National Level

Special Purpose Vehicle

The year under review has seen significant advancements in our intergovernmental relations, particularly through the establishment and operationalisation of the Special Purpose Vehicle (SPV) in collaboration with the Emfuleni Local Municipality (ELM) and Rand Water Services (Pty) Ltd. This strategic initiative underscores the critical role of cooperative governance in addressing complex service delivery challenges within the South African municipal landscape.
A Special Purpose Vehicle (SPV) is a legally distinct entity created for a specific, limited purpose. In the context of local government, SPVs are often utilised to ring-fence financial risk, attract dedicated funding for large-scale projects, and enhance the efficiency and accountability of specific service delivery functions. By establishing an SPV, municipalities can professionalise and corporatize essential services, thereby improving operational capacity and ensuring sustainable delivery.

The Emfuleni Local Municipality SPV has been specifically mandated to assume full responsibility for the provision of water and sanitation services within the municipality for a period of 30 years. This long-term commitment is a direct response to the persistent financial and operational challenges that have historically impacted water and sanitation service delivery in Emfuleni. The SPV's formation is poised to bring about a transformative improvement in the quality and reliability of these vital services for residents and businesses alike.

The journey to establish this SPV has been a testament to robust intergovernmental collaboration. The process necessitated extensive engagement and secured crucial legislative and executive approvals from key national government departments, including the Minister of Finance and the Minister of Water and Sanitation. These approvals were granted under specific conditions as stipulated by the Public Finance Management Act (PFMA), highlighting the rigorous oversight and adherence to national financial and governance frameworks. Furthermore, ongoing collaboration with the Department of Cooperative Governance and Traditional Affairs (CoGTA) has been integral to ensuring alignment with broader local government policy and support structures.

This collaborative approach, involving national departments, a provincial municipality, and a state-owned entity (Rand Water), exemplifies the principles of cooperative governance enshrined in the South African Constitution. It demonstrates how different spheres of government, though distinctive, are interdependent and interrelated, working in mutual trust and good faith to achieve shared developmental objectives. The various intergovernmental forums and mechanisms, from high-level ministerial engagements to technical working teams, have been instrumental in navigating regulatory complexities, addressing concerns, and ensuring the project's viability and successful launch.

Provincial Level

Relationship with other Government Entities

Emfuleni Municipality has strong relationships with Provincial COGTA, SALGA and Gauteng Provincial Treasury (GPT). The Risk Management Activity is not yet fully resourced. As a consequence of IGR, all these stakeholders support the municipality with Risk Management activities on an ad-hoc basis has assisted the municipality with risk assessments.

GPT has facilitated the municipality to develop the Risk Appetite and Risk Tolerance Statements for the Municipality. GPT also performed a risk assessment on the Municipality's Information Technology environment, providing valuable insight into the control environment of this activity and made recommendations for improvement during the year. Whilst SALGA reviewed the Strategic Risk Management Documentation and made recommendations for improvement. GPT has assisted the municipality with risk management training during the year.

The municipality regularly attends Provincial IGR Forum meetings, which are coordinated by the Office of the Premier and involve other Gauteng municipalities as well as various provincial departments and sectors. In turn, Emfuleni Local Municipality participates in quarterly Sectoral/Departmental IGR Forum meetings.

Key Sectoral Partnerships and Benefits

Participation in these forums facilitates crucial partnerships and delivers tangible benefits to the community. Notable engagements and their outcomes include:

- **Co-operative Governance and Traditional Affairs (CoGTA) and Ethics Forum:** These discussions support good governance and ethical conduct within the municipality.
- **Agriculture and Rural Development (GDARD):** Collaborative efforts aim to foster agricultural development and improve rural livelihoods within the municipal area.
- **Infrastructure (DID):** Emfuleni engages in bilateral meetings with the Department of Infrastructure Development (DID). These discussions often involve the municipality donating land parcels to DID, which then undertakes infrastructure development projects within the municipal jurisdiction. This partnership directly translates into enhanced service delivery for Emfuleni residents.
- **Economic Development:** Joint planning and implementation of local economic development and tourism initiatives are facilitated through these meetings, fostering economic growth and job creation.
- **Human Settlements:** The municipality plays a vital role in the provision of RDP houses, a provincial function. This involves either donating land or identifying suitable land for acquisition by the province for housing development. Emfuleni fast-tracks the approval of township establishments and building plans, directly benefiting residents who cannot afford private housing. Furthermore, the municipality assists in the distribution of title deeds to RDP house beneficiaries.
- **Education, Treasury, and Community Safety:** While the municipality's role in these departments is indirect, its participation in relevant IGR forums is crucial for ensuring the provision of essential services to the community.
- **The Sedibeng District Municipality** comprises three local municipalities: Emfuleni, Lesedi, and Midvaal. Historically, the District is mandated to coordinate and support its local municipalities administratively and politically through various forums, including Section 79 committees, MMC forums, and Municipal forums. However, it is important to note that this coordination and support has not consistently occurred over the last three financial years.

These intergovernmental partnerships, encompassing both short-term and long-term projects, are instrumental in delivering critical services and improving the well-being of the Emfuleni Local Municipality community.

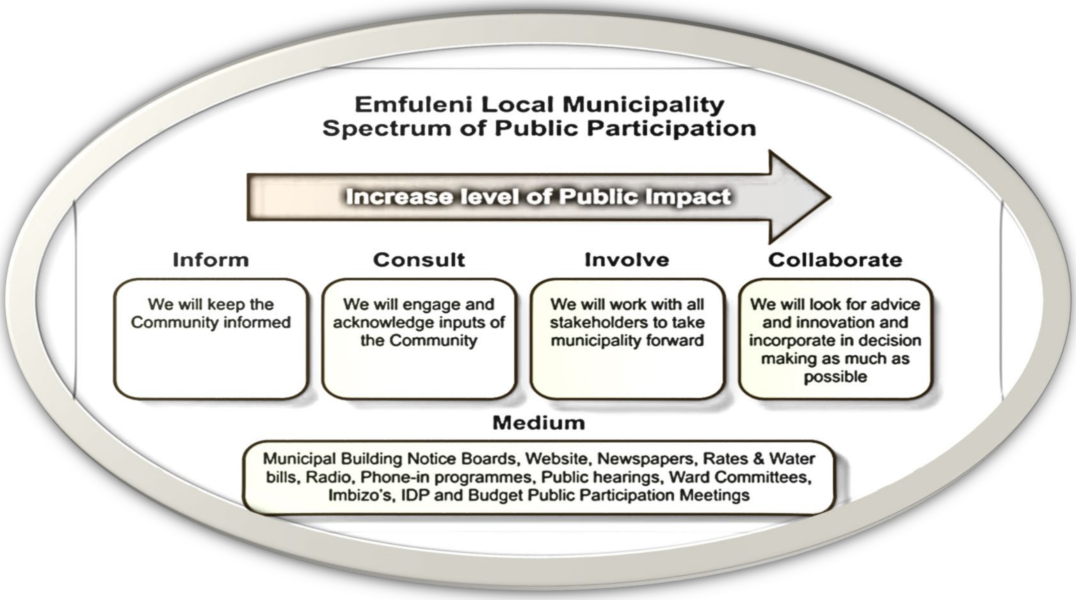
Statistics of activities during the reporting financial year:

ELM active participation in various IGR platforms during the 2024-2025 reporting period has been crucial to this success and broader cooperative governance efforts. Key engagements included:

- Gauteng Provincial IGR Forum meetings: 4 meetings attended.
- Head of Department (HoD) IGR meetings: 3 meetings attended.
- Interdepartmental meetings: 4 meetings attended.
- Gauteng Legislature Petitions and Public Participation Committee: 3 engagements.
- Public Protector and IGR (ELM) bilaterals: 4 bilateral meetings.

2.5 PUBLIC ACCOUNTABILITY

Communication and engagement mechanisms of the municipality play an important role in contributing to the public's understanding of public service and their engagement with local issues. The following diagram depicts the municipality's public participation and engagement spectrum:



Public participation in the municipality is coordinated through the ward committee, petitions committee, public hearings, IDP, as well as Budget public participation meetings and Mayoral Izimbizos. These forums are also utilized as report back platforms on service delivery matters.

The Speaker of Council plays an important role in coordinating public participation. The municipality uses notice boards, website, newspapers, rates, and water bills to spread information about prices, new plans, and budget priorities, etc.

2.5.1 Ward committees

There are 45 functional Ward Committees in the municipality. Ward Committees have been set up to get a better participation from the community and to inform Council decisions. These committees seek to ensure that there is more effective communication between the Council and the community.

2.6 INTEGRATED DEVELOPMENT PLAN PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	YES/NO
Does the municipality have output indicators?	**YES**

IDP Participation and Alignment Criteria*	YES/NO
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 be calculated 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**
Were the indicators communicated to the public?	**YES**
Were the four quarter aligned reports submitted within stipulated time frames?	**YES**

2.7 RISK MANAGEMENT

Emfuleni Local Municipality recognises that risk management and internal controls are key elements of good governance that ensure that the financial affairs of the municipality and the execution of municipal services are done effectively, efficiently, honestly, and transparently. Section 62(c) of the MFMA (Act No. 56 of 2003) requires the accounting officer of a municipality to maintain an effective, efficient and transparent system of financial and risk management and internal control. It is therefore imperative that the municipality ensures that it is a “risk-aware entity” by ensuring that both significant risks and opportunities are identified and responded to in a manner that takes the municipality forward.

The Risk Management Function has a vital task to ensure that the risk management processes are robust and up to date and that both the municipal manager and council are provided with the risk information they need to oversee and steer the municipality forward in these challenging and testing times.

The municipality has made considerable improvements in the risk management processes over the past financial year. The maturity of the Risk Management Activity has improved to a Level 4 (Risk Managed). The 1-5-point scale capability maturity model is used to measure the level of risk maturity of a municipality, which is a model developed by the National Treasury.

The municipality expanded risk management by cascading the processes of risk management to risk champions in each municipal cluster. SALGA has provided training to executive management and managers and assistant managers and risk champions on key aspects of risk management during the year.

2.7.1 Risk Management Governance

The Risk management activities were led by the Chief Risk Officer during the financial year, responsible for facilitating and monitoring various systems of risk management within the municipality. With strong leadership from the Accounting Officer, Risk Management has become a standard agenda item on all EXCO-, MAYCO- and Council Meetings. Risk Management has the authority, purpose, and responsibility it deserves within the Municipality.

Council appointed an independent Chairperson to the Municipality’s Risk Management Anti-Fraud and Anti-Corruption Committee. The Committee has a Charter, which is approved by Council. The primary objective of this Charter is to set out the nature, roles, responsibilities, status and authority of the Risk Management, Anti-Fraud and Anti-Corruption Committee. The Charter complies with the prescripts applicable to the Public Sector Risk Management Framework.

The Committee comprises of the independent Chairperson, the Municipal Manager and all Executive management. The challenge during the financial year was the vacant positions of the Executive

Directors whereby managers were acting on these positions on a rotational basis. SALGA, COGTA, and Gauteng Provincial Treasury all have a standing invitation to attend the Risk Committee Meetings. The Committee is active and functional and meetings have been held quarterly.

The Committee deals with areas where risks are not appropriately mitigated at an inherent and at a residual level. The Committee Chairperson provides oversight over the functioning of risk management within the Municipality, ensures management accountability and effective risk management implementation with the objective of enhancing the Municipality's potential for achieving organizational objectives of service delivery. The chairperson assists the Municipal Manager in discharging his accountability for risk management by reviewing the effectiveness of the Municipality's risk management systems, practices and procedures, and providing recommendations for improvement.

The Risk Management Framework guide the implementation of Risk Management within the Municipality. The Risk Management Policy statement serves as a commitment by the Municipal Council and its Management for the institutionalization of Risk Management and gives effect to its implementation which provides for the systems, processes, tools and techniques that are used throughout the Municipality in the identification and management of organizational risks. The Risk Implementation plan and the Fraud Prevention Plan were reviewed and approved by Council during the financial year to ensure that they remain current and relevant.

The Risk Management Anti-Fraud and Anti-Corruption Committee Charter is a governance framework for the Committee which plays an oversight role over the risk management function on behalf of Council. The Charter outlines the Committee's mandate and authority and holds the Committee accountable to the Municipal Council. The Risk Committee Charter also went through its annual review process and was approved by Council. The Risk Committee Charter requires the Committee to oversee matters of risk management, fraud and corruption.

2.7.2 Risk Assessments

The Municipality apply a formal approach in identifying and managing risks, guided by a Risk Management methodology contained in the Risk Management Framework. The Municipality has identified Strategic, Operational, ICT, Debt Relief, and OHS Compliance and MTREF Budget risks during the current financial year end. The Strategic Risks are linked to the Strategic Outcomes of the Municipality, i.e. the IDP and SDBIP, while Operational Risks are linked to the operational outcomes of each business unit.

The results of risk assessments are formally documented in the risk registers and systems and controls to manage and mitigate these risks are monitored quarterly. The Internal Audit Activity also plays an important role in testing Management's implemented controls to ensure they are adequate and effectively managed. Where controls are found to be inadequate or ineffective, the Internal Audit Activity makes recommendations to Management on how to implement proper controls and how to manage them.

For the financial year under review, the strategic risk profile of the Municipality underwent an annual review to ensure that the strategic risks remain relevant and are aligned to the strategic priorities of the Municipality.

The management of risks within the municipality remains a big challenge, attributable to the shortage of staff (high vacancy rates and critical skills gap), inadequate budgets, attachment of bank accounts and inadequate and/or un-implemented or poorly implemented controls. This results in Municipal objectives not being achieved or achieved within acceptable risk limits and with minimal losses. The operations of the Municipality are laden with risks which when un-managed result in the losses that the municipality ever so often experiences.

In order to enhance performance on the strategic risk registers, careful consideration needs to be given to the resources; financial, personnel and other key interventions in order to address Critical Risks on a discriminatory basis. This should be supported through the establishment of minimum capacity requirements financial or personnel and other criteria to be determined in order to enable effective resource allocation towards key risks. The Municipality's Strategic Risks are depicted below:

No.	Strategic Risk	Residual Risk Rating
1.	Attachment of the Municipal Bank Account	**High Risk**
2.	Limited Management of Waste in the Region	**High Risk**
3.	Poor Roads and Storm-water Infrastructure	**High Risk**
4.	Compromised Public Health (Water & Sanitation Services)	**High Risk**
5.	Limited Electricity Supply	**High Risk**
6.	Theft and Vandalism of Municipal Infrastructure	**High Risk**
7.	Compromised Financial Viability	**High Risk**
8.	Non-compliance to SCM Processes	**High Risk**
9.	Poor Disaster Management Services	**High Risk**
10.	Declining Economy	**High Risk**
11.	Old and Aging Municipal Infrastructure	**High Risk**
12.	Increase in Litigation Cases	**High Risk**
13.	Poor Governance within the Municipality	**Medium Risk**

2.7.3 Risk Management Reporting

The RMAAC Committee through the Chairperson reports to Council on a quarterly basis as per the Charter. The Committee also reports quarterly to the Audit Committee on progress made by Management on the mitigation of the risks. The Risk Committee further reports on the progress made by the Risk Management Section in execution of the approved Annual Risk Management Implementation Plan. This enables the Audit Committee to advise the Municipality further, on the adequacy and effectiveness of the systems of governance, risk management and control.

2.7.4 Fraud and Anti-Corruption

The Municipality is committed to upholding the Constitution and the Local Government Integrity Framework to ensure ethical leadership and the cultivation of an ethical culture within the Municipality.

The Municipality's Fraud and Corruption Prevention Plan consists of ethics and anti-fraud campaigns, training and awareness, monitoring and reporting of fraud and corruption. Implementing the Fraud and Corruption Prevention Plan continues to be a priority for the Municipality and the focus has been on capacitating the Risk Management Activity to deal with this responsibility in a more focussed and structured way.

The following Strategic Risk Management Documentations were developed and approved by Council:

- Risk Management framework.
- Risk Management, Anti-fraud and Anti-Corruption Committee Charter.

- ❖ Anti-Fraud and Anti-Corruption strategy.
- ❖ Anti-Fraud and Anti-Corruption Prevention Plan.
- ❖ Risk management Implementation plan.
- ❖ Strategic and operational Risk Registers
- ❖ Budget Related Risk Registers.
- ❖ Eskom Debt Relief Risk Registers

2.7.511 Overall Performance

The Municipality’s risk maturity has improved over the past financial year. This is evident through the proactive approach by Senior Management to consider risks and opportunities before a management decision is taken.

The strength and consistency of risk management compliance across the Municipality is thus achieved through strong engagement and interaction with all stakeholders.

Risk Management is well institutionalized within the municipality and continuously applied at strategic and operational levels. The risk exposure for the Strategic and Operational Risks are assessed quarterly. The Risk Management, Anti-Fraud and Anti-Corruption Committee monitor the Municipality’s risk profile and reports to MAYCO and Council.

2.8 MUNICIPAL WEBSITE

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	9-May-24
All current budget-related policies	Yes	9-May-24
The previous annual report 2023-2024	Yes	9-Sep-24
The annual report 2024-2025 published/to be published	No	To be published
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2024/2025) and resulting scorecards	Yes	13-Aug-24
All service delivery agreements	Yes	Quarterly
All long-term borrowing contracts	N/A	N/A
All supply chain management contracts above a prescribed value (give value) for 2024-2025	Yes	Quarterly
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	N/A	N/A
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	N/A	N/A
Public-private partnership agreements referred to in section 120 made in 2024-25	N/A	N/A
All quarterly reports tabled in the council in terms of section 52 (d) during Year 2024-2025	Yes	Quarterly

CHAPTER 3:
BASIC SERVICE DELIVERY

INTRODUCTION

Chapter 3 compresses ELM's achieved service delivery milestones, aligning with its strategic objectives. The 2024/2025 Integrated Development Plan (IDP) translates these objectives into operational Service Delivery Budget Implementation Plans.

3. 1 Water Services

The Water Services is entrusted with the critical responsibility of ensuring the consistent provision of safe, potable drinking water to all residents and businesses, as well as the effective management of wastewater and sanitation infrastructure. The mandate encompasses the entire water value chain, from source protection and treatment to distribution and metering, as well as the crucial task of minimising water losses.

3.1.2 Water Quality Management and Loss Reduction

The 2024/2025 financial year saw significant progress in water services, particularly in water quality management. The Blue Drop Watch Report, an interim assessment, highlighted the municipality's performance, with Emfuleni Local Municipality achieving an exceptional 97% score in the Blue Drop audit. The Vaaloewer Water Treatment Works also showed excellent performance, securing an 81% score in the Technical Site Assessments for Water Supply Systems. ELM also made progress in reducing water distribution losses, from 64.4% in the first quarter to 59.9% in the fourth and final quarter, achieving a total reduction of 4.5%.

3.1.3 Total Use of Water by Sector (cubic meters)

Total Use of Water by Sector (cubic meters)					
	Agriculture	**Forestry**	**Industrial**	**Domestic**	**Unaccountable water losses**
2023/24	**397 500**	**0**	**4 537 420**	**13 103 972**	**65 940 881**
2024/25	**350 325**	**0**	**5 441 063**	**18 223 793**	**59 422 398**

3.1.4 Water Service Delivery Levels

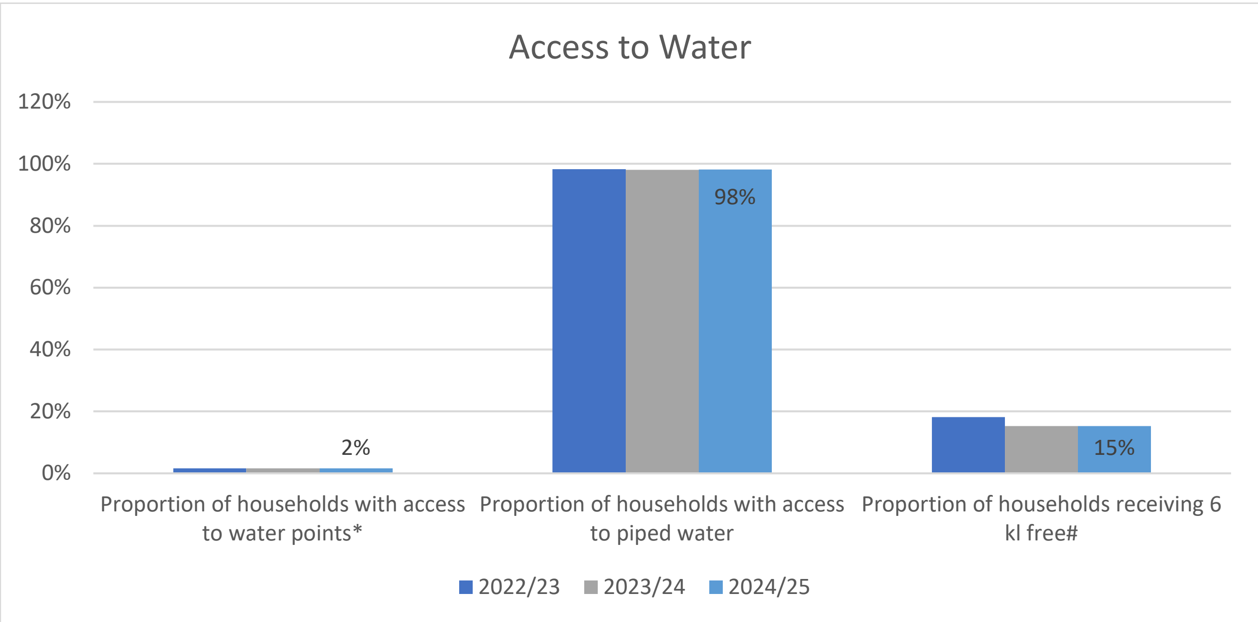
Water Service Delivery Levels				
Households				
Description	**2021/22** **Actual No.**	**2022/23** **Actual No.**	**2023/24** **Actual No.**	**2024/25** **Actual No.**
Water: **(above min level)**				
Piped water inside dwelling	190063,00	199011,00	214000,00	215377,00
Piped water inside yard (but not in dwelling)	57563,00	69858,00	70731,00	68212,00
Using public tap (within 200m from dwelling)	4149,00	15544,00	18600,00	20791,00
Other water supply (within 200m)	0,00	0,00	0,00	0,00
Minimum Service Level and Above sub-total	251774,00	284413,00	303331,00	304380,00
Minimum Service Level and Above Percentage	0,97	0,98	0,98	0,98
Water: **(below min level)**				
Using public tap (more than 200m from dwelling)	3889,00	3889,00	5223,00	3646,00

Other water supply (more than 200m from dwelling	519,00	519,00	623,00	2056,00
No water supply	2852,00	2870,00	2870,00	0,00
Below Minimum Service Level sub-total	4408,00	4408,00	5846,00	5702,00
Below Minimum Service Level Percentage	0,02	0,02	0,02	0,02
Total number of households*	**259035,00**	**288821,00**	**309177,00**	**310082,00**

3.1.5 Households - Water Service Delivery Levels below the minimum

Households - Water Service Delivery Levels below the minimum				
Households				
Description	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	Actual	**Actual**	**Actual**	**Actual**
	No.	**No.**	**No.**	**No.**
Formal Settlements				
Total households	226015,00	284413,00	309177,00	310082,00
Households below minimum service level	0,00	0,00	0,00	0,00
Proportion of households below minimum service level	0,00	0,00	0,00	0,00
Informal Settlements				
Total households	32917,00	15544,00	18600,00	21414,00
Households ts below minimum service level	362,00	519,00	623,00	2056,00
Proportion of households ts below minimum service level	0,01	0,03	0,03	0,10

3.1.6 Access to Water



3.1.7 Water Services Employees

Employees: Water Services (Water, Water Care Works & Maintenance)						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	4	1	2	2	2	50%
4 - 6	20	9	9	9	11	55%
7 - 9	98	31	31	29	69	70%
10 - 12	52	22	22	20	32	62%
13 -15	41	9	7	7	34	83%
16 -	200	106	106	102	98	49%
	415	178	177	169	246	59%

3.1.8 Key Achievements in Water Infrastructure and Management

ELM has made substantial progress towards enhancing its water infrastructure and improving service delivery during the past financial year. Several key initiatives and successful project completions reflect the municipality's commitment to ensuring a reliable water supply and efficient management.

Infrastructure Upgrades and Maintenance: A critical focus was placed on the upkeep and modernisation of our water network. This included the strategic replacement of four (4) Pressure Reducing Valves (PRVs), with three successfully installed at the Golden Gardens Valve Chamber and one at Bedworthpark. Furthermore, three (3) ageing 150 mm gate valves were replaced at Bedworth Park, and two new 350 mm gate valves along with a 300 mm bulk check meter were installed at the Arcon Park Checkers Valve Chamber to optimise water flow management. Consumer metering also received significant attention, with 100 mm and 150 mm meters replaced at Kopanong Hospital, Sebokeng Plaza, and Helena Lochner, ensuring more accurate consumption monitoring.

Water Reticulation System Enhancement: The water network underwent significant upgrades and maintenance, including the replacement of four Pressure Reducing Valves, three gate valves, and two new gate valves. The Arcon Park Checkers Valve Chamber received two new 350 mm gate valves and a 300 mm bulk check meter. Additionally, consumer metering was replaced at Kopanong Hospital, Sebokeng Plaza, and Helena Lochner for more accurate consumption monitoring.

Water Quality Assurance: Significant work was undertaken at the Vanderbijlpark Reservoirs, where four (4) outdated and leaking valves were replaced. A comprehensive conditional assessment was also performed on all six (6) Vanderbijlpark Reservoirs to evaluate their structural integrity. Following leak repairs, the Palm Springs reticulation system was meticulously flushed to guarantee the provision of clean water to residents. In line with our commitment to public health, potable water samples were regularly collected across the municipality and rigorously tested at the Rand Water Laboratory, confirming adherence to the stringent SANS 241 standard. This intervention also facilitated the procurement of essential chemicals for the Vaaloewer Water Treatment Works.

The Water Services unit successfully managed a high volume of operational activities, replacing 970 faulty or stolen water meters, facilitating new connections, and addressing 862 pipe bursts. Despite limited personnel, tools, and vehicle availability, the department addressed 3,170 out of 5,031 water complaints and resolved 2,544 out of 4,354-meter complaints, demonstrating resilience and dedication in challenging circumstances.

The municipality is addressing Non-Revenue Water (NRW) challenges, which have risen to 76.8% in 2024, causing significant financial losses. Rand Water has partnered with Epitome Consulting to develop a 24-month project to reduce NRW and enhance revenue. The initiative includes detailed assessments, infrastructure evaluations, and strategies for improving billing systems, accurate metering, and leak detection methods. The Water Department aims for a 5% reduction in bulk water purchases and a decrease in NRW.

3.2 Sanitation

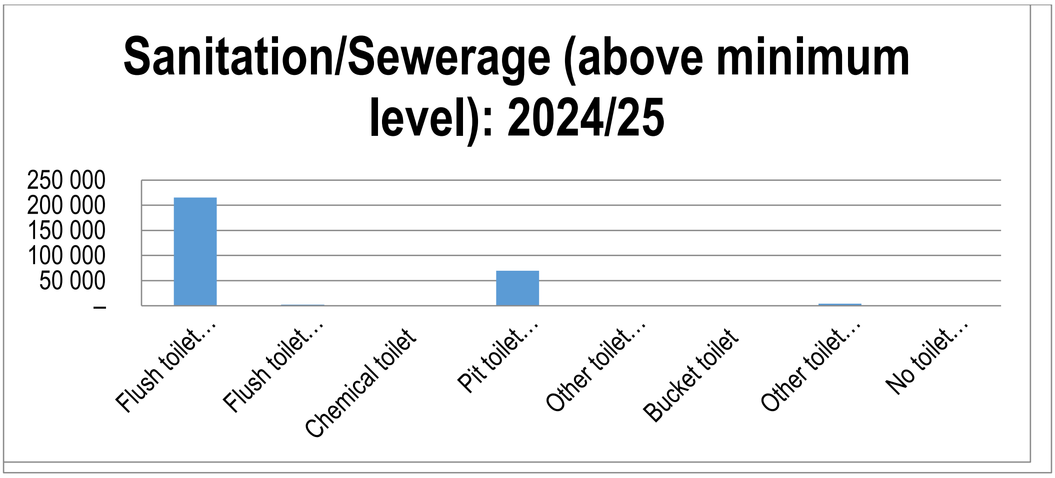
ELM remains devoted to providing safe, dependable, and efficient sanitation services its communities. The following section summarises the municipality significant achievements, challenges, and recommendations for continued sanitation service development in the financial year 2024/2025.

3.2.1 Access Sanitation

Access To Sanitation	
	Percentage access to Sanitation
2022/23	96,87%
2023/24	97,84%
2024/25	98,50%

The data shows a positive trend in household access to sanitation, increasing from 96.87% to 97.84% and then to 98.50%. This indicates a strong commitment to achieving near-universal sanitation access.

3.2.2 Sanitation/Sewerage (above minimum level)



The graph highlights "above minimum level" sanitation services, with most households having flush toilets.

3.2.3 Sanitation Service Delivery Levels

Sanitation Service Delivery Levels

***Households**				
Description	**2021/22 Outcome**	**2022/23 Outcome**	**2023/24 Outcome**	**2024/25 Outcome**
	No.	**No.**	**No.**	**No.**
Sanitation/sewerage: **(above minimum level)**				
Flush toilet (connected to sewerage)	189500,00	189500,00	214000,00	215377,00
Flush toilet (with septic tank)	2600,00	2600,00	2100,00	2020,00
Chemical toilet	673,49	673,49	672,65	0,00
Pit toilet (ventilated)	55000,00	55000,00	60000,00	69858,00
Other toilet provisions (above mi. Service level)	0,00	0,00	0,00	3,00
Minimum Service Level and Above sub-total	247773,49	247773,49	276772,65	287258,00
Minimum Service Level and Above Percentage	0,97	0,97	0,98	0,98

Sanitation/sewerage: **(below minimum level)**				
Bucket toilet	1000,00	1000,00	61,15	61,15
Other toilet provisions (below min.service level)	7000,00	7000,00	6060,00	4327,00
No toilet provisions	0,00	0,00	0,00	0,00
Below Minimum Service Level sub-total	8000,00	8000,00	6121,15	4388,15
Below Minimum Service Level Percentage	0,03	0,03	0,02	0,02
Total households	**255773,49**	**255773,49**	**282893,80**	**291646,15**

3.2.4 Sanitation Service Delivery Levels

Households - Sanitation Service Delivery Levels below the minimum

Households					
Description	**2022/23**	**2023/24**	**2024/25**		
	Actual No.	**Actual No.**	**Original Budget No.**	**Adjusted Budget No.**	**Actual No.**
Formal Settlements					
Total households	284413,00	309177,00	309177,00	309177,00	310082,00
Households below minimum service level	8000,00	6060,00	4388,15	4388,15	4388,15
Proportion of households below minimum service level	0,03	0,02	0,01	0,01	0,01
Informal Settlements					
Total households	15544,00	18600,00	20791,00	20791,00	20791,00
Households ts below minimum service level	184,00	194,00	1000,00	1000,00	1000,00
Proportion of households ts below minimum service level	0,01	0,01	0,05	0,05	0,05

3.2.5 Employees: Sanitation services

EMPLOYEES: SANITATION SERVICES						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	1	0	0	0	1	100%
4 - 6	5	5	5	5	0	0%
7 - 9	16	4	4	4	12	75%
10 - 12	26	14	14	13	13	50%
13 -15	12	0	0	0	12	100%
16 -	142	59	42	39	103	73%
	202	82	65	61	141	70%

3.2 6 Sanitation Initiatives and Service Standards

The municipality successfully replaced 5.5 kilometres of old and damaged sewer pipes, and this crucial replacement work was strategically focused on critical areas identified through frequent complaints and comprehensive assessments. Furthermore, approximately 500 kilometres of sewer pipelines were cleaned using advanced mechanical cleaning methods, a proactive measure that significantly reduced blockages and improved overall flow efficiency within the network.

Customer Complaint Resolution: The total number of sewer complaints received for this financial year was 9,170. Of these, 3,001 complaints were successfully resolved, amounting to a 67.27% completion rate, leaving 3,001 complaints outstanding. Notably, the number of complaints received showed a sharp decrease of almost 100%, amounting to 18,999 during the previous financial year. This significant improvement can be largely attributed to the impactful Section 63 intervention.

Pump Station Operations: Regarding pump stations, 45 were operated and maintained. While six (6) pump stations regrettably remain non-operational, temporary mitigation measures, such as the deployment of mobile pumps, were implemented where feasible to minimise disruption.

3.2.7 Section 63 Intervention Workstreams

The Section 63 interventions, a critical component of the municipality's infrastructure recovery and improvement strategy, were meticulously divided into five distinct workstreams:

- Stream 1: Refurbishment and Upgrade
- Stream 2: Operations and maintenance (O&M)
- Stream 3: Sustainability
- Stream 4: Advocacy
- Stream 5: Monitoring and Evaluation (M&E)

Stream 1: Refurbishment & Upgrade This stream focused on crucial mechanical and electrical repairs across three key wastewater treatment plants: Leeuwkuil, Sebokeng, and Rietspruit.

The Leeuwkuil and Rietspruit WWTW are undergoing refurbishment, with inlet works nearly finished. Major construction is underway, including Pump Station 34 and a washwater pump station. A 16-kilometer gravity pipeline is advancing. The Rietspruit WWTW is undergoing repairs, including replacing stolen cables and refurbishing equipment. The Sebokeng WWTW has improved its sludge system and completed a 1.647-kilometer perimeter fence, creating local employment opportunities.

Stream 2: Operations & Maintenance This stream focused on the day-to-day operational efficiency of our wastewater treatment plants.

Sebokeng WWTW, commissioned in March 2024, processed an average inflow of 125Mℓ/d in June 2025. Modules 5 and 6 processed 25.5Mℓ/d, while Rietspruit processed 25.5Mℓ/d. Leeuwkuil processed 17.5Mℓ/d, effectively treating all incoming flow through biofilter and activated sludge processes.

3.2. 8 Challenges

The Unit faces challenges due to aging infrastructure, frequent failures, and limited funding. Six pump stations are non-operational due to mechanical and electrical issues and vandalism. Budget constraints have delayed refurbishments and replacement projects. Persistent theft and damage to municipal infrastructure disrupt operations. The rise in population density and informal settlements further strains infrastructure. The in-house team is overstretched, relying on external contractors for significant interventions.

3.3 Electricity Services

3.3.1 Introduction and Mandate

The Emfuleni Local Municipality (ELM) Electricity Services is committed to providing quality, accessible, sustainable, and reliable electricity to its customers. The primary goal is to ensure an uninterrupted electricity supply and functional public lighting, thereby enhancing the safety and quality of life for the community.

ELM holds the license to provide electricity services in specific areas, including Vanderbijlpark, Bophelong, Boipatong, Ironsyde, Eatonsyde, Roshnee, Vaaloewer, Sebokeng Hostel, Rust-ter-Vaal, and Vereeniging. Eskom supplies the remaining areas. Currently, electricity coverage stands at 98% across the licensed areas.

A crucial aspect of ELM's service provision is the supply of 50 kWh/month of Free Basic Electricity (FBE) to approximately 3,400 registered indigent households monthly. Electricity sales are a significant revenue source for the municipality, with approximately 78% sold to industrial and commercial customers and the remaining 22% to domestic and agricultural customers, as well as for municipal - owned use.

3.3.2 Electricity Infrastructure Overview

ELM maintains a comprehensive electricity infrastructure network to support its service delivery. Key components include:

ITEM	QUANTITY
PRIMARY SUBSTATIONS	38
SECONDARY SUBSTATIONS	636
MINIATURE SUBSTATIONS	505
HIGH VOLTAGE CABLES	80,488 M
HIGH VOLTAGE OVERHEAD LINES	88,782 M
LOW VOLTAGE CABLES	1,210,445 M
LOW VOLTAGE OVERHEAD LINES	635,782 M
STREETLIGHTS	25,000
HIGH MAST LIGHTS	630
TRAFFIC LIGHTS	131
PREPAID ELECTRICITY METERS	76,346
BULK METERS	1,563
CONVENTIONAL ELECTRICITY METERS	15,768

3.3.3 Strategic Initiatives and Performance

The Electricity Services department is actively engaged in several strategic initiatives to enhance energy efficiency, improve infrastructure, and address key operational challenges.

- Energy Efficiency and Green Energy Initiatives: Adhering to international drives for energy efficiency, ELM uses high-efficiency electrical equipment, including low-loss transformers and optimised cable systems, to minimise energy losses. The department also employs more energy-efficient lighting sources for public lighting. As part of its loss reduction strategy, four operations were conducted to remove illegal connections in areas such as Waterdal, Tshepong, and Bedworthpark. Additionally, nine solar high mast lights were installed, contributing to green energy efforts.
- Substation Upgrades and Refurbishment: Refurbishment projects are underway at three critical substations: Munic, Town, and Sonlandpark. The Town Substation refurbishment is 60% complete, with 80% of material procured. While initially planned for completion in the 2024/2025 financial year, the project has experienced delays due to contractual disputes and payment issues, with a revised completion target of 2026. The Munic Substation refurbishment is approximately 40% complete and is progressing on schedule.
- Illegal Connections and Metering: To combat illegal connections, the municipality has installed special locking mechanisms on most meter boxes to enhance safety and prevent unauthorised access. Robust doors have also been installed in substations to curb theft and vandalism. A comprehensive process to audit and meter supply for all residential, commercial, and industrial customers is in progress, with audits in SE7 and SE2 completed in June 2019. The smart meter project roll-out is complete, with 6,500 smart meters installed in areas including SE7, SE3, CE2, and SE2 at Vanderbijlpark, Vereeniging, Falcon Ridge, and Three Rivers.
- Meter Installation Programs: The municipality planned to install 12,000 new electricity meters but has only installed 3,224 smart, prepaid, and AMR meters to date. This shortfall is primarily attributed to community resistance and budget limitations.

- The agreement with Eskom has been finalised, and various work streams have been established. Weekly meetings are held to ensure seamless integration of activities between the two entities.

3.3.4 Employees: Electricity

EMPLOYEES: ELECTRICITY SERVICES						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	4	1	1	2	2	50%
4 - 6	26	14	14	12	14	54%
7 - 9	63	39	38	35	28	44%
10 - 12	79	28	24	20	59	75%
13 -15	10	0	0	0	10	100%
16 -	57	49	47	31	26	46%
	239	131	124	100	139	58%

3.3.5 Challenges

The Electricity Services department faces several challenges that impede its efficiency and proactive operations. Key issues include:

- Resource Constraints: A lack of essential resources such as materials, vehicles, office space, and communication systems forces the department to operate reactively, focusing on immediate problems rather than long-term solutions.
- Delayed Payments to Service Providers: Ongoing delays in payments hinder the department's ability to restore electricity quickly and prevent full utilization of budgets due to operational interruptions.
- Slow Procurement Processes: Inefficient procurement processes for services and tenders lead to reliance on lengthy deviation procedures, causing significant delays in service delivery and overall ineffectiveness.

3.4 Waste Management

The Emfuleni Local Municipality (ELM) is committed to providing effective waste management services, encompassing refuse collection, waste disposal, street cleaning, and recycling initiatives, to promote a healthier environment for its residents.

The solid waste generated in the ELM is estimated at 252,505 tonnes per annum, based on 2020/21 waste disposal extrapolations with a projected annual growth of 0.63% (ELM IWMP, 2022–2027).

3.4.1 Solid Waste Service Delivery Levels

Households

Description	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**
	Actual No.	**Actual No.**	**Actual No.**	**Actual No.**
***Solid Waste Removal:* (Minimum level)**				
Removed at least once a week	**191 162,00**	**191 781,00**	**191 956,00**	**192 131,00**
Minimum Service Level and Above sub-total	**191 162,00**	**191 781,00**	**191 956,00**	**192 131,00**
Minimum Service Level and Above percentage	**0,46**	**0,46**	**0,46**	**0,46**

Solid Waste Removal: **(Below minimum level)**				
Removed less frequently than once a week	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**
Using communal refuse dump	**191 162,00**	**191 781,00**	**191 956,00**	**192 131,00**
Using own refuse dump	**-**	**-**	**-**	**-**
Other rubbish disposal	**-**	**-**	**-**	**-**
No rubbish disposal	**-**	**-**	**-**	**-**
Below Minimum Service Level sub-total	**226 862,00**	**227 481,00**	**227 656,00**	**227 831,00**
Below Minimum Service Level percentage	**0,54**	**0,54**	**0,54**	**0,54**
Total number of households	**418 024,00**	**419 262,00**	**419 612,00**	**419 962,00**

3.4.3 Households - Solid Waste Service Delivery Levels below the minimum

Households						
Description	**2021-2023**	**2022-2025**	**2023-2024**	**2024-2025**		
	Actual	**Actual**	**Actual**	**Original Budget**	**Adjusted Budget**	**Actual**
	No.	**No.**	**No.**	**No.**	**No.**	**No.**
Formal Settlements						
Total households	**191 162,00**	**191 781,00**	**191 956,00**	**192 131,00**	**192 131,00**	**192 131,00**
Households below minimum service level	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**
Proportion of households below minimum service level	**0,19**	**0,19**	**0,19**	**0,19**	**0,19**	**0,19**
Informal Settlements						
Total households	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**
Households ts below minimum service level	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**	**35 700,00**
Proportion of households ts below minimum service level	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

3.4.4 Service Delivery and Infrastructure Enhancements

To meet national standards for weekly refuse collection and address illegal dumping, the ELM requires a fleet of 38 rear-end loader trucks and 21 tippers. Currently, the municipality is operating on a fortnightly waste collection frequency, with a target to enhance that frequency by the end of the current financial year.

Key developments and initiatives during the 2024/25 financial year include:

- Fleet Expansion: ELM intends to acquire an additional 10 compactors through a full maintenance lease tender by the end of the second quarter of 2025/26 to boost collection capacity. During the 2024/25 financial year, the municipality procured 4 compactor trucks, 1 tipper, and 1 front-end loader to sustain waste management services.

- Infrastructure Development:
  - Approval has been secured for the upgrade of the Palm Springs landfill site, with works scheduled to commence in the third quarter of the 2025/26 financial year. The process to appoint a site engineer for this upgrade has begun.
  - The appointment of a site engineer for the new Yakani landfill site was concluded in the 2024/25 financial year, and the initial construction designs have been submitted to the Department of Water and Sanitation (DWS) for approval. The license for the Yakani site has been acquired, and it is anticipated to be operational in the next financial year.
  - To increase operational efficiency, a solar system was installed and the weighbridge at the Palm Springs landfill site was repaired.
- Waste Collection Initiatives:
  - Approximately 240 x 240 240L bins were distributed to areas in Evaton, including Evaton West and Beverly Hills, to improve household waste containment.
  - The municipality successfully introduced a second shift for waste collection in town centres and household waste collection in the Sebokeng and Evaton areas, significantly aided by the Seriti EPWP (Expanded Public Works Program) teams.
  - 25% of household curbside collection targets were achieved, utilising an average of 3 compactors daily. Business collection points achieved 59% efficiency by leveraging vehicles from household collections.
- Illegal Dump Clearing: A total of 143 illegal hotspots were cleared, accounting for 64,495 loads of waste. This was achieved using a combination of ELM's tipper and front-end loader, two provincial tippers, and in June 2025, external contractors were brought in with 20 tippers, 2 front-end loaders, and 6 TLBs to support a cleanup campaign.
- Landfill Site Management: The Palm Springs landfill site achieved a 66.31% compliance rate based on internal audit reports.
- Street Cleaning: ELM benefited from the support of 36 EPWP workers from Seriti who assisted with street cleaning efforts.

3.4.5 EMPLOYEES: SOLID WASTE MANAGEMENT

EMPLOYEES: SOLID WASTE MANAGEMENT & WASTE DISPOSAL SERVICES (WASTE MANAGEMENT)						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	4	1	1	1	3	75%
4 - 6	10	5	4	4	6	60%
7 - 9	20	13	13	13	7	35%
10 - 12	72	23	23	21	51	71%
13 -15	19	7	7	5	14	74%
16 -	371	251	250	262	109	29%
	496	300	298	306	190	38%

3.4.6 Overall Performance

The ELM operates 5 drop-off centres (transfer stations), designed to reduce travel distances for residents disposing of smaller quantities of waste, thereby decentralising waste reception points.
The primary final disposal site remains the Palm Springs landfill site along the Golden Highway. With the new Yakani brickfield landfill site nearing operational readiness, it will significantly enhance the municipality's waste disposal capacity.
Looking ahead, the municipality plans to continue the upgrade and construction of Cells 3 and 4 at the Palm Springs landfill site, along with other essential infrastructure upgrades. The Municipal Infrastructure Grant (MIG) will be a key consideration for procuring additional fleets for waste collection and for intensified efforts to clean illegal dumps, particularly in informal settlements.

3.5 HOUSING

3.5.1 Introduction

The Human Settlements function is dedicated to delivering diversified, habitable housing, complete with essential social amenities, within secure and development-friendly environments. This commitment is fulfilled through the diligent implementation of National Outcome 8 – "Breaking New Grounds" – and its associated policies, which guide the initiation, planning, coordination, facilitation, promotion, and enablement of appropriate housing development across the municipal areas.

The Municipality adheres to the fundamental Batho Pele principles by ensuring cost-effective and affordable services. We are responsive to the social and housing needs of our communities, striving to provide a comprehensive range of affordable shelter options. A key focus involves identifying suitable land for new housing projects to reduce the housing backlog on the Gauteng waiting list. Our efforts ensure adherence to the five attributes of secure housing: affordability, accessibility, habitability, location, and innovative designs.

It is important to clarify that the direct provision of houses falls under the competency of the Gauteng Department of Human Settlements. The Emfuleni Local Municipality's primary role is the identification and availability of suitable land to facilitate the construction and ultimate delivery of houses to deserving community members. This clear demarcation of responsibilities assists our communities in understanding the respective roles in resolving human settlement issues within the municipal areas.

3.5.2 Service Standards and Key Achievements

During the reporting period, the Municipality achieved the following key service milestones:

- **Rental Housing Information Offices:** These offices successfully administered **42 cases** related to the Rental Tribunal.
- **New Housing Project Development:** Significant progress was made in identifying suitable land for new housing projects. A total of **743 housing units** were built during the 2024/25 financial year, contributing to the reduction of the housing backlog on the Gauteng Waiting List.
- **Title Deed Issuance: 48 Title Deeds** were handed out to the lawful beneficiaries of R.D.P. houses, formalising their ownership.
- **Retro Programme Transfers:** Housing units slated for transfer to tenants/purchasers through the Retro Programme include:
    - Leeuhof Extension 1 (Erf 305)
    - CW5 Low-Cost Housing units in Vanderbijlpark
- **Informal Settlement Eradication:** Efforts to eradicate informal settlements continued through the provision of proclaimed townships with serviced stands and houses. The breakdown of completed houses in the 2024/25 financial year, totalling **743 units**, is as follows:
    - Lethabong: **183 walk-up units** and **268 completed stands** (Total: 451 units)
    - Sebokeng Ext 28: **208 units**
    - Sebokeng Ext 30: **84 units**

The Human Settlements Department also submitted a business plan to the Provincial Government for assistance through the Upgrade Informal Settlements Programme. This plan, combined with those from other municipalities, was subsequently submitted to the National Government.

The table below illustrates the total households, including those in formal and informal settlements, and the percentage of households residing in formal settlements. While 743 houses were built in informal settlements during 2024/25, the percentage of households in formal settlements saw a modest increase of 0.2 percentage points (from 62.8% to 63%).

Year End	Total Households (formal and informal)	Households in Formal Settlements	Percentage of Households in Formal Settlements

2021/22	684,000	540,000	78.9%
2022/23	684,259	540,033	78.9%
2023/24	840,836	548,156	62.8%
2024/25	871,748	548,899	63%

3.5.3 Employees Housing Services

Employees: Housing Services						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	**2**	**1**	**1**	**1**	**1**	**50%**
4 - 6	**16**	**9**	**9**	**9**	**7**	**44%**
7 - 9	**4**	**2**	**2**	**2**	**2**	**50%**
10 - 12	**13**	**0**	**0**	**0**	**13**	**100%**
13 -15	**0**	**0**	**0**	**0**	**0**	**0%**
16 -	**17**	**1**	**1**	**1**	**16**	**94%**
	52	**13**	**13**	**13**	**39**	**75%**

3.5.4 Overall Performance of Housing Services

In its ongoing commitment to effective service delivery, the Human Settlements function administers the following low-cost rental units:

- CW 5
- Hertzog flats
- Mimi Fouriehof flats
- Sonhof flats
- Leeuhof ext. 1 (Erf 305)
- Roshnee Old Age Home
- Rust-ter-vaal flats

During the 2024/25 financial year, the Human Settlements Department facilitated the delivery of **148 title deeds** for issuing to rightful beneficiaries, further securing property rights within the municipality.

Furthermore, the following housing units are scheduled for transfer to tenants/purchasers through the Retro Programme:

- Leeuhof Extension 1: **190 rental units** were transferred, with **62 units** still outstanding, pending the registration of Sectional Titles.
- CW 5 Low-Cost Housing units in Vanderbijlpark.

Regarding the Upgrading of Informal Settlements, two key informal settlements are currently in the process of being upgraded:

- Cape Gate
- Sebokeng Zone 20

3.6. Roads and Stormwater Infrastructure

3.6.1 Introduction

The Roads and Stormwater Department plays a pivotal role in fostering the economic development of Emfuleni Local Municipality. The department achieves this by strategically planning, providing, and diligently maintaining the municipality's extensive road and stormwater infrastructure. The department's operations are divided into three interdependent sections: Planning, Operations, and Maintenance. Each section maintains a distinct focus while collectively adopting an integrated approach to ensure efficient service delivery to the community. The road network of Emfuleni Local Municipality is strategically interconnected with national roads, facilitating convenient and essential access to key economic hubs such as Johannesburg, Ekurhuleni, and the City of Tshwane, thereby enhancing regional connectivity and economic flow.

3.6.2 Gravel Road Infrastructure

The maintenance of gravel roads is a critical function aimed at preserving ride quality and ensuring the longevity of these vital routes. Maintenance operations encompass the routine grading of gravel roads to improve surface conditions, re-gravelling processes that involve re-working and re-compacting pavement layers, and essential drainage improvements to prevent water damage and enhance road usability.

The municipality detailed its gravel road maintenance efforts over the past three financial periods as follows:

- **2024/2025 Period:** A total of **174.84 km** of gravel roads were maintained.
- **2023/2024 Period:** A total of **231.5 km** of gravel roads were maintained.
- **2022/2023 Period:** A total of **613.2 km** of gravel roads were maintained.

These outputs were achieved through a combination of hired plant machinery and the municipality's internal grading resources, demonstrating a flexible approach to operational capacity.

3.6.3 Asphalted Road Infrastructure

During the 2024/2025 financial period, the Roads Department undertook significant maintenance of tarred roads, successfully patching an equivalent of **5,779.66 square meters** of asphalted surfaces. While this achievement aligns with the Service Delivery and Budget Implementation Plan (SDBIP) targets, it represents an underachievement when viewed against the current escalating deterioration of the municipal tarred road network. The increasing prevalence of potholes and general wear necessitates a more substantial intervention to prevent further degradation.

3.6.4 Employees: Roads and Stormwater Services

Employees: Roads and Stormwater Services						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	3	2	2	2	1	33%
4 - 6	10	4	4	4	6	60%
7 - 9	18	7	7	6	12	67%
10 - 12	167	24	21	21	146	87%
13 -15	77	2	0	0	77	100%
16 -	1115	140	133	139	976	88%
	1390	179	167	172	1218	88%

3.6.4 Overall Road Network Performance and Strategic Outlook

There is an urgent imperative to refurbish and proactively maintain the tarred road network before deterioration impacts the entire pavement structure, leading to more costly and extensive repairs. This critical objective can only be effectively achieved by aligning the identified needs for resealing projects with adequate budget allocations. Current financial resource limitations mean that the existing allocation for the maintenance of tarred roads is insufficient to comprehensively address the challenges posed by the deteriorating network. Investing solely in pothole repairs without subsequent resealing does not significantly prolong the lifespan of the road as a municipal asset.

The municipality is actively pursuing avenues to acquire the necessary financial support to curb these challenges and implement sustainable solutions for its road infrastructure. This includes exploring various funding models and strategic partnerships to ensure the long-term integrity and functionality of Emfuleni's road network.

Strategically the roads and storm water section strive to be a dynamic community centred service provider that continuously improves and renews the quality of lives. To provide an efficient, competitive and responsive economic infrastructure network

COMPONENT B: PLANNING

3.7 PLANNING

Spatial Planning is a component of the Land Use that deals with the development of the Spatial Development Frameworks (SDFs) of the municipality. Spatial planning integrates vertical alignment of plans (local, district and provincial level) to guide the development, investments and at ensuring annual compliance in terms of the Local Government: Systems Act (no.32 of 2000).

The Land Use Management (LUM) functions include evaluation and processing of received development applications (rezoning, consent uses, townships establishment, removal of restrictive conditions of title, subdivisions, and divisions of land, site development plans, building plans and other development planning related applications).

During the 2023–2024 financial year, the council developed and approved the Spatial Development Framework (SDF) Vision 2035, aligned to IDP. It is currently undergoing the promulgation process. (ELM) SDF Vision 2035 is a 10-year development vision that aims to address challenges of spatial disparities, uneven economic development, uncoordinated development, threats of climate change, and environmental degradation, as well as support the un-locking and implementation of catalytic private and public investments to boost economic growth in the municipality.

Information System (GIS) is also functional which captures, stores, integrates, manipulates, analyses, and displays spatially referenced data. The updating and verification of cadastral data has assisted the municipality in planning, managing, and implementing infrastructural projects, including asset management verification and the alienation of municipality-owned parcels of land. The Premier's office is currently providing support in terms of software licensing and training for the full implementation of corporate GIS in the Emfuleni area.

The top three priorities from the Land Use Management are

1. Shorten the period in approving land use applications
2. Effective enforcement of land use contraventions
3. Fully functional Corporate GIS within the municipality
4. Ensure that the developments are in-line with Spatial Development framework and to identify the catalytic projects from the Spatial Development framework and to ensure progress on the developments

3.7.1 Applications for Land Use Development

The municipality approved the new single municipal-wide land use scheme, which was subsequently promulgated in February 2023. The new Emfuleni Land Use Scheme replaced town-planning schemes previously applicable to different regions within the same jurisdiction of the municipality. Therefore, the approval of the aforesaid schemes represents an important shift from erstwhile fragmented spatial and land use planning practices to a more comprehensive, participatory, and unitary approach to integrated land use and transport planning.

The Applications for land development entails the administration of development applications that includes (1) Rezoning, (ii) Removal of Restrictions, (iii) Township Establishments, (iv) Consent Uses, (v) Consolidations, (vi)Subdivisions and (vii) Evaluation of site development plans.

The table below reflects the number of land development applications received and approved.

Type of application	Number of applications received July 2024 – June 2025	Number approved July 2024 – June 2025
Rezoning or simultaneous rezoning and removal of restrictions	115	59
Subdivisions and/ or Consolidations	19	7
Consent uses	21	6
Township establishments	10	5
TOTAL	**258**	**82**

The municipality has received a total of 258 land use applications and approved 82. The applications for township establishment received were 10 and 5 were approved. Subdivisions and/ or consolidation applications received were 19 of which 7 were approved. Consent use applications received were 21 and 6 were approved. Rezoning applications to amend the Emfuleni Land Use Scheme, 2023 and simultaneous rezoning and removal of restrictions applications received are 115 and 59 were approved.

3.7.2 Township Establishments

During the 2024/25 Council approved Sebokeng Ext 28, 30, 31, Sharpeville X 2 and SW5 Ext 9.

Municipal Planning Tribunal (MPT) and the Appeal Authority (AA) Committee of Council, replacing the section 79 Committee (Land Tribunal) are now operational.

The municipality conducted 181 Land use inspections, 181 transgressions (non-compliance to land use legislations) and 70 Court Cases were submitted. The section still experiences challenges due to shortage of inspectors.

2.7.3 Employees: Planning (Land Use Management and Building)

EMPLOYEES: PLANNING (LAND UUSE MANAGEMENT AND BUILDING CONTROL)						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 – 3	7	5	3	2	5	71%
4 – 6	33	17	15	13	20	61%
7 – 9	43	16	16	16	27	63%
10 – 12	6	1	1	1	5	83%
13 -15	0	0	0	0	0	0%
16 -	1	1	0	0	1	0%
	90	40	35	32	58	64%

3.7.4 Overall Performance

The Vaal River City project (VRC), Aerotropolis and Special Economic Zones (SEZ) are making progress with regular meetings taking place. The construction of the VRC bridge to unlock development in the Bedworth Park and Sharpeville area is now in the final phase and almost completed.

LUM is continually promoting development by attempting to minimize the approval period for applications and thus promoting development by reducing the cost of doing business in ELM area.

The municipality also has the Law Enforcement Division (Inspectorate) that include investigations of alleged transgressions of the town planning scheme in operation and other planning related pieces of legislation and promotion of remedial measures.

3.8 PROPERTY MANAGEMENT

The Property Department is the custodian of Municipal-owned immovable property assets and exercises control over the property management. The department is responsible for the disposal and acquisition of Council-owned properties (vacant, public service infrastructure).

The department's vision is to deliver comprehensive property management and strategic land stewardship. This approach aims to maximize the social, economic, and financial benefits for Emfuleni Local Municipality while improving the quality of life for residents. Additionally, it seeks to foster a vibrant, sustainable, and inclusive community.

3.8.1 Achievements

Under the Land Regularization programme, the municipality transferred properties to beneficiaries through the Conversions Act facilitated by the Gauteng Department of Human Settlements. 114 title deeds were registered to the people who occupied the old municipal shops and church stands in the township. This initiative will unlock business opportunities, as owners with title deeds will be able to access funds.

The goal of Property Management is to maximize the municipal property portfolio. This includes leasing and alienating municipally held property to generate financial profits. Various categories of properties were leased during the financial year, such as agricultural land, vacant land for business purposes, and community facilities. These are properties that stimulate social and economic development, which is required to create jobs, particularly for previously disadvantaged communities.

3.8.2 Statistics

Four (04) leases Signed

Zero (0) properties auctioned

One (1) property was sold

13 properties transferred (Conversions Act)

3.8.3 Employees: Property Services

EMPLOYEES: PROPERTY SERVICES						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	1	1	1	1	0	0%
4 - 6	9	4	3	2	7	78%
7 - 9	3	2	2	1	2	67%
10 - 12	0	0	0	0	0	0%
13 -15	0	0	0	0	0	0%
16 -	0	0	0	0	0	0%
	13	7	**6**	**4**	9	69%

3.8.4 Overall performance

Properties department provide leases to community for different use ranging from agricultural and business operations. The target of R9 700 993, 00 from leasing municipality-owned property

was achieved during 2024/25 financial year. This comprised new and renewed leases of various categories, community facilities, and Agricultural and Commercial properties.

During the financial year 2024/25, we undertook a comprehensive refresh of our strategic outlook to ensure that our pathways and priorities remain pertinent and aligned with current dynamics. Our focus encompassed thorough property site verification and inspections, as well as an extensive review of policies to guarantee their alignment with industry best practices. Furthermore, we initiated the land audit process to identify non-strategic sites for identification and disposal in accordance with the Municipal Finance Management Act (MFMA) and the Spatial Development Framework (SDF). This approach aims to unlock development opportunities within the Municipality, strengthen our business relationships with clients, and accelerate project implementation.

3.9 Local Economic Development (LED) and Tourism

3.9.1 Introduction and Strategic Focus

The Local Economic Development (LED) and Tourism function, a core component of the Local Economic Development, Planning, and Human Settlement cluster within ELM, is dedicated to stimulating and supporting sustainable economic growth. The function's strategic approach focuses on assisting local stakeholders in overcoming market failures and capacity limitations that often exclude residents from the mainstream economy, thereby perpetuating unemployment and poverty.

The core mission of our department is to create a channel of sustainable economic projects that:

- **Foster a vibrant economic ecosystem** by creating a business-friendly environment.
- **Empower local stakeholders** to drive their own economic growth.
- **Induce business development** and support existing enterprises.
- **Drive employment creation** and attract private investment.
- **Elevate Emfuleni's profile** by promoting it as a premier destination for tourism and investment.

By leveraging the municipality's unique resources and skills, our strategies aim to maximise local economic potential, enhance resilience, and create sustainable employment opportunities.

3.9.2 Key Service Delivery Priorities

To achieve these objectives, the municipality has concentrated on three key priorities that are critical to boosting the local economy and improving the quality of life for all residents.

(a) **Infrastructure Development**

The municipality prioritizes investment in and maintenance of essential infrastructure, including roads, water, sanitation, and electricity. This involves upgrading existing infrastructure and ensuring reliable service delivery.

Impact: A robust infrastructure network reduces business costs, attracts investment, and enhances the quality of life for residents.

Key initiatives in the past year include:

- Application for Bulk Infrastructure Funding (BFI) to support the Vaal River City project.
- Establishment of a partnership with Rand Water to improve water and sanitation services.
- Collaboration with Eskom and the provincial department to enhance electricity and road networks.
- ELM has partnered with Seriti mining New Vaal Colliery on installation of High Mast lights in Townships and CBDs for safety and installation of informal trading stalls in both Vereeniging and Vandebiilpark CBDs.

(b) **Skills Development**

The municipality is committed to skills development to drive economic growth and reduce unemployment. Key initiatives include vocational training, entrepreneurship support, and partnerships with educational institutions.

In the last financial year, the municipality successfully trained:

- 940 Micro, Small, and Medium Enterprises (MSMEs)**
- 450 informal traders** on business compliance and licensing.
- 20 MSMEs** on occupational health and first aid.
- 34 individuals** on tourism grading.
- 68 business owners** from Sebokeng and Sharpeville on procurement with the provincial treasury, focusing on the supply and delivery of services.

Ongoing programs include an incubation program with the Innovation Hub and mentorship programs in agriculture and tourism, in partnership with the private sector.

(c) **Business Support**

The municipality is fostering a thriving local economy by offering comprehensive support services to existing businesses and encouraging the establishment of new ventures. The primary focus is on facilitating access to finance, providing business development services, and streamlining licensing processes. The goal is to achieve a robust and diverse business environment creates jobs, generates revenue, and builds a more resilient local economy.

During the reporting period, the municipality implemented the following key initiatives:

- Market Access: We facilitated market access for businesses by organizing pop-up markets and other trading opportunities throughout the year.
- Capacity Building: Quarterly training sessions and workshops were hosted in collaboration with key partners, including SEDFA, NEF, GEP, NYDA, and DSBD. These programs provided critical support, including the "Qondisa Shishini Lakho" program, which focused on business compliance.

3.9.3 Economic Performance and Job Creation

The tables below provide a comprehensive overview of Emfuleni's economic activity and employment by sector over the past three financial years.

3.9.3.1ECONOMIC ACTIVITY BY SECTOR (R)

Sector	2022/23	2023/24	2024/25
Agriculture	596	615	714
Mining	1,239	1,044	928
Manufacturing	21,182	22,695	23,130
Electricity	3,752	4,139	4,541
Construction	1,688	1,814	1,850
Trade	7,209	8,037	8,377
Transport	3,577	3,976	4,182
Finance	17,165	17,772	18,403
Community services	11,564	12,464	13,304
Total	**67,972**	**72,556**	**75,430**

3.9.3.2 ECONOMIC EMPLOYMENT BY SECTOR

Sector	**2022/23**	**2023/24**	**2024/25**
Agriculture	1,713	2,073	2,345
Mining	6,113	6,747	6,679
Manufacturing	26,249	32,043	34,001
Electricity	824	1,058	1,109
Construction	9,683	11,318	11,984
Trade	33,676	41,249	44,248
Transport	8,380	10,136	11,147
Finance	26,227	31,837	33,808
Community services	27,272	34,045	36,214
Households	9,770	10,228	10,486
Total	**149,907**	**180,734**	**192,056**

3.9.3.3 Jobs Created by LED Initiatives (Excluding EPWP Projects)

Year	**Jobs Created (No.)**	**Jobs Lost/Displaced (No.)**	**Net Jobs Created (No.)**	**Method of Validation**
2022/23	89	25	**64**	Contracts
2023/24	185	34	**151**	Contracts
2024/25	352	62	**290**	Contracts

The data indicates encouraging trends in economic and employment growth; however, the municipality recognises the necessity for further efforts to enhance street trading and to position Emfuleni as a top tourism destination. We are presently evaluating our strategies in LED, Tourism, and Marketing to create new initiatives aimed at promoting a more inclusive and resilient economy.

3.9.4 Support for Vulnerable Communities

Particularly within rural and low-income communities, the ELM is deeply committed to promoting sustainable and equitable development. We focus our efforts on empowering these communities and promoting inclusive growth using a multi-faceted approach.

Key initiatives include:

- Encouraging the development of small businesses and entrepreneurship in rural areas, with dedicated support for agribusiness and value-added processing.
- Facilitating the creation of market linkages between rural producers and urban consumers to boost economic opportunities and improve food security.
- Investing in critical infrastructure, such as roads and telecommunications, to support economic development and improve access to markets.

The municipality works directly with local business forums and the private sector to align economic development policies with the needs of the local workforce. As part of our support for MSMEs, ELM successfully registered **2,971 Spaza shops and food handling businesses** for licensing, provided compliance training, and hosted funding workshops to help these small businesses grow and create jobs.

3.9. 5 Employees: Local Economic Development Services

Employees: Local Economic Development Services						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	3	2	2	1	2	67%
4 - 6	10	9	10	10	0	0%
7 - 9	11	4	4	4	7	64%
10 - 12	0	0	0	0	0	0%
13 -15	0	0	0	0	0	0%
16 -	0	0	0	0	0	0%
	24	**15**	**16**	**15**	**9**	**38%**

COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.10 LIBRARIES
3.10.1 Introduction

The Emfuleni Library and Information Services (ELIS) actively promotes literacy, broadens access to information, and cultivates a love for reading across all Emfuleni communities. The ELM's fifteen libraries, strategically divided into three regions, serve the diverse educational, recreational, and developmental needs of residents.
More than just book repositories, ELIS libraries are dynamic community hubs featuring modern facilities, technology, and innovative programs designed to empower and uplift. This report details the municipality's key initiatives, service standards, and overall performance for the 2024-2025 financial year.
ELIS manages 15 libraries across three distinct regions:

- Region 1 (5 Libraries): Vanderbijlpark, Driehoek, Boipatong, Bophelong, and Stephenson Libraries. This region also features a podcast/recording studio in Vanderbijlpark, a library for the blind in Vanderbijlpark, and a face recognition system in Vanderbijlpark that automates statistics reporting to the province.
- Region 2 (4 Libraries): Vereeniging, Sharpeville, Tshepiso, and Rus-ter-Vaal Libraries. This region includes a podcast/recording studio in Vereeniging and a library for the blind serving all locations.
- Region 3 (6 Libraries): Residensia, Evaton, Evaton-North, Sebokeng Zone 13, Boitumelo, and Roshnee Libraries. This region offers a podcast/recording studio in Sebokeng Zone 13, a library for the blind in Zone 7, and a face recognition system in Evaton North for automated statistics.

All libraries offer free Wi-Fi access, public computers or tablets in some locations, and a wide variety of accessible reading materials.

3.10.2 Library Initiatives and Service Standards
The Emfuleni Library and Information Services (ELIS) implements various programs, primarily supported by Conditional Grant funding, to enhance community access to knowledge and information, ultimately improving socio-economic conditions.
The municipality's three main service delivery programs are:

- Reading Programs: Fostering a sustained culture of reading awareness.
- ICT Programs: Providing free Wi-Fi and computer access, crucial for digital inclusion.
- Library Programs: Facilitating skills development and lifelong learning.

These initiatives aim to expand access to information, promote reading, and boost library membership.
Key initiatives and successes include:

- The Born to Read Program
- Soccer Legends Reading Programs
- Establishment of vegetable gardens at clinics and libraries

- The Early Childhood Development Program was presented at crèches located in rural areas.
- Chess Competitions
- Holiday Programs: Engaged 9,594 participants.

As a result of these efforts, library membership increased from 25,371 to 26,866. The libraries also recorded 86,316 internet users and a circulation of 149,219 books.

3.10.4 Employees: Libraries

EMPLOYEES: LIBRARIES						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	1	0	1	1	0	0%
4 - 6	4	0	2	2	2	50%
7 - 9	40	14	16	16	24	60%
10 - 12	72	28	24	24	48	67%
13 -15	3	1	1	1	2	67%
16 -	35	13	17	23	12	34%
	155	**56**	**61**	**67**	**88**	**57%**

3.11 PARKS AND CEMETERIES

3.11.1 Introduction

The Parks and Cemeteries function oversees public open spaces, including parks and green belts. The function's core responsibility lies in the development, horticultural maintenance, and arboriculture of these vital community assets. Additionally, address the interment needs of Emfuleni communities, managing and maintaining both active and passive cemeteries. This function strives to fulfil two key mandates:

- Recreational Provision: Providing and maintaining public open spaces and their horticultural elements to meet the recreational needs of residents.
- Sustainable Burial Space: Ensuring the provision of adequate and sustainable burial spaces to meet the ongoing interment needs of Emfuleni communities.

3.11.2 Cemetery Operations and Improvements:

- A total of 3,771 burials were facilitated in the 2024-2025 financial year across the various cemeteries
- Emfuleni Local Municipality actively maintains 11 cemeteries.
- While no significant improvements were made to existing burial site infrastructure at this stage, the municipality infrastructure unit is currently in the process of planning upgrades for the Nannescol and Rust-ter-Vaal Cemeteries.
- Regarding new burial sites, the Cemeteries Department is in the process of transferring the environmental authorization of Portion 26 of farm Rietspruit 535 IQ from the previous owner to the Emfuleni Local Municipality, a crucial step towards future expansion.

Cemetery	Q1. graves provided	Q2. graves provided	Q3. graves provided	Q4. graves provided	Annual total
Boipatong Cemetery	0	1	0	0	1
Evaton Cemetery	112	110	61	115	408
Jacobskop Cemetery	286	61	294	377	1018
Nanescol Cemetery	33	45	62	81	221
Phelindaba Cemetery	13	31	12	166	222
Roshnee Cemetery	20	18	23	29	90
Rus-ter- vaal	16	16	8	16	56

Vanderbijlpark Cemetery	462	366	457	471	1756
Vuka Cemetery	8	5	7	6	26
Total	**950**	**563**	**924**	**1244**	**3 771**

3.11.3 Parks Maintenance Statistics:

- Grass-cutting services were performed in 18 developed parks.
- A total of 651 trees were maintained or cut as part of arboriculture efforts.
- Horticultural improvements and new park facilities were supported by the procurement of new equipment and machinery for the Parks Department, detailed under "Service Standards & **Initiatives" below.**

3.11.4 Service Standards & Initiatives:

To enhance public open spaces and cemetery services, several specific initiatives were implemented:

- The Cemeteries Department acquired a new Cemeteries burial software system to streamline operations.
- The Parks Department procured the following essential equipment and machinery:
  - Tractor-mounted heavy-duty grass slashers: 6 units
  - Ride-on Zero-Turn mowers: 4 units
  - Blowers: 12 units
  - Brush cutters (including safety kits: helmet, gloves, and trousers): 30 units
  - Chain saws (with 5 spare chains each): 12 units
  - Pole pruners: 6 units

3.11.5 Employees: Parks and Cemeteries

Employees: Parks and Cemeteries						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	3	2	2	1	2	67%
4 - 6	13	5	5	5	8	62%
7 - 9	72	16	16	15	57	79%
10 - 12	25	5	5	5	20	80%
13 -15	279	30	30	28	251	90%
16 -	629	78	78	91	538	86%
	1021	**136**	**136**	**145**	**876**	**86%**

3.11.6 Challenges

Shortages of human resources, machinery, and equipment.
• Limited budget.
• Prioritized work areas, reduced grass cutting cycle.

3.12 SOCIAL DEVELOPMENT

3.12.1 Introduction

Social development within the Emfuleni Local Municipality (ELM) is a multifaceted and cross-sectoral initiative. ELM delivers comprehensive social development services to a diverse range of target groups, including children, youth, women, families, the elderly, and individuals with disabilities. The services are guided by social workers who apply a developmental approach, offering a variety of programs focused on socio-economic initiatives, moral regeneration, empowerment, and poverty reduction. Interventions are precisely tailored to meet the unique needs of these client groups at various levels:

- Prevention: Proactive measures to avert social challenges.
- Early Intervention (Non-Statutory): Addressing issues before they escalate.
- Reintegration: Supporting individuals back into the community.

ELM actively combats all forms of abuse—child abuse, physical abuse, emotional abuse, and financial abuse—through a comprehensive suite of interventions. For children, preventative and early intervention efforts are significantly bolstered by door-to-door campaigns, distribution of educational materials, workshops, and community meetings.

3.12.2 Service Statistics for Social Development (2024/2025)

To effectively deliver social services, Emfuleni Local Municipality (ELM) employs dedicated social workers who utilize a range of professional methodologies, including casework, group work, community development, and research. These comprehensive and coordinated efforts ensure that the community's diverse social development needs are met.

3.12.3 Community Support Programs

During the 2024/2025 financial year, ELM's social development services actively catered to various client groups as follows:
Key achievements and services delivered include:

- Casework & Referrals: Handled 500 daily intakes and referrals, primarily addressing issues such as social relief of distress, child protection, homelessness, fee exemption programs, housing assistance, and clients' queries. The majority of these cases originated from low-cost (RDP) housing and informal settlement areas.
- Legal Case Assistance: Addressed 215 legal eviction cases, predominantly in Vereeniging, Evaton, Vanderbijlpark, and Seboken.
- Women Empowerment: Conducted two sessions of life skills and entrepreneurship training workshops, benefiting 40 women in efforts to build their capacity.
- Child-Headed Households: Assisted 20 families through the Child-Headed Households' program in collaboration with SALGA. This initiative provided essential food support, school uniforms, and other crucial services. *(Note: This program concluded in June 2025.)*
- Homelessness Support: Provided assistance to 60 homeless individuals as beneficiaries of the World Homelessness Day and Winter Campaign, a collaborative effort with the Gauteng Department of Social Development.
- Partnerships: Actively collaborated with key partners such as Gender Links, Lifeline, and the Provincial Department of Social Development to implement various developmental initiatives.

Indigent Household Program

The Indigent Household Program is a vital initiative designed to support permanent residents who are unable to pay their taxes and rates due to various socioeconomic factors. Qualified residents receive a subsidy to cover their basic service needs.

- **Database Management:** The program currently has 91,500 registered indigent households in its database.
- **Application Processing:** In the 2024/2025 financial year, the Social Development department was responsible for verifying and processing new indigent applications, as well as reviewing existing households. A total of 365 new indigent household applications were successfully processed during this period.
- **Regional Support:** Indigent applicants received comprehensive assistance through intake services at four regional offices: Vereeniging, Vanderbijlpark, Sebokeng, and Evaton. Social

workers and field workers managed enquiries, conducted necessary home visits, processed applications, and executed awareness campaigns about the indigent verification program.

- **Benefit Package:** Registered indigent households receive a crucial package of benefits, including 50 kWh of electricity, 6 KL of water, free sewer and refuse removal, assessment rates, and rental waivers for those residing in municipal residential properties.
- **Verification & Outreach:** The municipality appointed Back to Front (BTF) service providers to assist with the verification and registration of indigent applicants, assess eligibility for debt relief, and manage subsidy allocations. BTF works closely with our field workers and social workers to expand the indigent database and ensure that all eligible community members receive essential municipal services and benefits.

Community Engagement: Field workers attended 16 IDP public meetings, educating approximately 4,855 community members about the indigent program.

Indigent and Pauper Burials

The Indigent Burial Program is a critical initiative aimed at ensuring that all Emfuleni families, regardless of financial means, can bury their loved ones with dignity and respect. Guided by the municipal indigent burial policy, this program provides essential support to those in need.

In the 2024/2025 financial year, the municipality successfully attended to 123 indigent and pauper burials, achieving a 100% application processing and finalization rate. The total cost for these dignified burials amounted to R1,030,520, with services conducted across Vereeniging, Sebokeng, Vanderbijlpark, and Evaton.

Drug and Substance Abuse Program

The Social Development department conducted vital awareness and prevention programs on drug and substance abuse during the 2024/2025 financial year. These programs reached 245 students at Tshepo Themba Secondary School and the Youth Advisory Centre through engaging visual presentations and discussions. Recognizing the increasing challenge of drug and substance abuse in schools—which significantly contributes to crime, school dropouts, and other socio-economic issues—Social Development plans to expand these crucial efforts to more schools in the future.

World Elder Abuse Awareness Program

In conjunction with various stakeholders, the Social Development department facilitated a program to mark World Elder Abuse Awareness Day. Held on June 13, 2025, at the Civic Theatre Hall in Vereeniging, this event aimed to raise awareness about the global impact of abuse and neglect faced by elders, promoting a better quality of life by addressing cultural, economic, social, and demographic factors. The awareness initiative was highlighted by a march led by 200 elderly participants.

3.12.4 Other Key Program Highlights and Achievements

Child Protection Week Program: Held on June 7, 2025, this program empowered 30 children with crucial knowledge on child trafficking and social media awareness, equipping them with vital self-protection skills.

Women Empowerment Program: In a successful partnership with Gender Links NPO, this initiative provided business skills training to 20 unemployed women in 2024. Critically, Gender Links further supported these women with a start-up fund of R20,000 each to facilitate the establishment of small businesses, making a significant impact on their lives and their communities.

Child-Headed Households Support: Through collaboration with SALGA and CDC, the municipality's Social Development unit initiated a program to support identified child-headed households from the indigent register. Since 2024, four families have consistently benefited from monthly food vouchers from Shoprite, providing essential sustenance.

3.12.4 Employees: Social Development

EMPLOYEES: CHILD CARE, AGE CARE & SOCIAL PROGRAMMES (SOCIAL DEVELOPMENT)						
Job Level	Total Posts	Employees 2022/23	Employees 2023/24	Employees 2024/25	Vacancies Fulltime	Vacancies as %
0 - 3	1	1	0	0	1	100%
4 - 6	26	9	17	17	9	35%
7 - 9	13	0	13	13	0	0%
10 - 12	20	12	8	7	13	65%
13 -15	0	0	0	0	0	0%
16 -	0	0	0	0	0	0%
	60	22	38	37	23	38%

In conclusion, Social Development's targeted programs demonstrate a commitment to supporting vulnerable populations in Emfuleni but addressing staffing and budget challenges is essential for the sustainability and growth of these services.

COMPONENT E: ENVIRONMENTAL PROTECTION

3. 13 ENVIRONMENTAL MANAGEMENT

3.13.1 Introduction

The Environmental Management function within the Emfuleni Local Municipality plays a pivotal role in safeguarding the natural assets and public health of the region. This vital department is responsible for ensuring that the environment supports a high quality of life for all residents and workers, now and for future generations. This municipality work is guided by a commitment to sustainable practices and proactive environmental stewardship.
Vision: To have a clean, healthy, and well-protected environment that allows for good quality living and working conditions for the residents and workers within Emfuleni Local Municipality.
Mission: To protect and improve the environment through the implementation of sound environmental and sustainable development measures.

The municipality actively addresses a range of critical environmental issues that impact ELM communities:

- Pollution: Pervasive environmental contamination affecting land, soil, water, and air.
- Poor Air Quality: A significant concern, particularly as Emfuleni falls within the Vaal Triangle Airshed Priority Area (VTAPA) due to its consistently poor ambient air quality.
- Illegal Development and Construction: Unauthorized activities that negatively impact the natural environment.
- Water Quality, Availability, and Utilization: Ongoing issues related to the purity, supply, and efficient use of water resources.
- Degradation of Public Spaces: Deterioration of open spaces, parks, and various municipal facilities.
- Lack of Environmental Awareness: Misconceptions about environmental issues, coupled with insufficient public education and awareness.

To combat these challenges, the Environmental Management section is deeply involved in impact management and pollution control. This encompasses the systematic identification, evaluation, monitoring, and prevention of pollution across land, soil, water, and air. These efforts are primarily conducted through targeted site inspections of industries to prevent pollution. Furthermore, climate change programs are regularly implemented to raise awareness within our communities. Given Emfuleni's designation as an Airshed Priority Area, the section is actively engaged in the implementation of the Air Quality Management Plan and its associated interventions.

3.13.2 Priority Areas and Service Statistics

During the 2024-2025 financial year, the Environmental Management section successfully executed a diverse range of environmental programs. These initiatives, including outreach campaigns, educational exhibitions, greening projects, environmental calendar day celebrations, and career days, aimed to educate the public on environmental importance, promote protection and cleanliness, and raise awareness on critical issues such as climate change, recycling, and sustainability

In the past year, a total of twelve (12) environmental programs were successfully conducted, demonstrating municipality commitment to community engagement and environmental education. These programs included:

- Environmental exhibitions at Palm Springs Mall and Sebokeng Plaza.
- Greening initiatives in Sebokeng, Rus-ter-Vaal, and Sharpeville.
- Vehicle emissions testing programs in Vereeniging and Vanderbijlpark.
- A careers day hosted at a school in Vanderbijlpark.
- Wetlands celebrations in Sonderwater and Boipatong.
- An Arbor program conducted at an orphanage in Vereeniging.
- An air quality program specifically in Boipatong.

Another major responsibility of the department is to conduct site inspections in industries and businesses. These inspections are critical for monitoring compliance with environmental laws and actively preventing pollution, with a particular emphasis on controlling air pollution and waste.
During the reporting period, a total of fifty (50) inspections were successfully conducted

3.13.3. Environmental Management: Employees

EMPLOYEES: POLLUTION CONTROL (ENVIRONMENTAL MANAGEMENT)						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	1	1	1	1	0	0%
4 - 6	3	1	1	1	2	67%
7 - 9	8	3	2	2	6	75%
10 - 12	0	0	0	0	0	0%
13 -15	0	0	0	0	0	0%
16 -	0	0	0	0	0	0%
	12	**5**	**4**	**4**	**8**	**67%**

3.13.4 Challenges to Service Delivery

- Lack of dedicated financial resources limiting operational capacity
- Staff shortages impacting effective execution of planned activities.
- Resource scarcity: Essential operational resources like vehicles, equipment, and protective clothing.

3.14 Municipal Health Services

3.14.1 Environmental Health Services

Environmental Health services are delivered in accordance with the National Health Act 61 of 2003. The Emfuleni Local Municipality (ELM) is mandated to oversee nine critical elements of Municipal Health Services, ensuring the well-being of our community:

- Food Control: Regulating food premises and practices to ensure public safety.
- Health Surveillance of Premises: Monitoring various establishments to prevent health hazards.
- Vector Control: Managing populations of disease-carrying insects and animals.

- Prevention of Communicable Diseases: Implementing measures to curb the spread of infectious diseases.
- Disposal of the Dead: Supervising practices related to funeral undertakers, mortuaries, and exhumations.
- Water Quality Monitoring: Ensuring the safety and quality of our water sources.
- Environmental Pollution Control: Addressing and mitigating various forms of environmental pollution.
- Waste Management: Overseeing the proper handling and disposal of waste.
- Chemical Safety: Promoting the safe management and use of chemical substances.

3.14.2 Overall Performance

During the financial year, the municipality conducted a total of 1,938 inspections across various premises to uphold environmental health standards. Municipality efforts focused on key areas, demonstrating our commitment to public health:

- Funeral Undertakers and Mortuaries: Municipality conducted 86 inspections of funeral undertaker premises and provided supervision for exhumations, ensuring adherence to health regulations.
- Food Safety: A total of 1,522 food premises were thoroughly inspected to safeguard public health and ensure food safety standards were met.
- Educational Institutions: To protect ELM youngest residents, inspections were carried out at 198 pre-school institutions and 41 schools.
- Water Quality and Environmental Monitoring: ELM commitment to public health extended to proactive monitoring, with 91 samples collected and submitted to the National Health Laboratory Services for comprehensive analysis.

3.14.3 Employees: Environmental Health

EMPLOYEES: HEALTH INPSECTION (ENVIRONMENTAL HEALTH)						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	1	1	1	0	1	100%
4 - 6	10	7	7	6	4	40%
7 - 9	32	9	9	9	23	72%
10 - 12	0	0	0	0	0	0%
13 -15	0	0	0	0	0	0%
16 -	4	0	0	0	4	0%
	47	**17**	**17**	**15**	**32**	**68%**

COMPONENT F: HEALTH

3.15 PRIMARY HEALTH CARE

3.15.1 Introduction

The Primary Health Care (PHC) services within Emfuleni Local Municipality operate under the mandate of the National Health Act 61 of 2003 and other relevant legislation. The municipality commitment is to provide comprehensive personal health services that are accessible and responsive to the needs of our communities. The Primary Health Care Core Package is rendered in 18 fixed clinics within the Municipality.

The comprehensive PHC services include:

- Maternal and Child Health: Antenatal and Postnatal Care services, Integrated Management of Childhood Illnesses, and Immunisations against communicable diseases.
- Reproductive Health: Services including family planning.
- Disease Management: Chronic Diseases Management, Management of Sexually Transmitted Infections (STIs), and TB and HIV/AIDS management.

- Health Promotion: Extensive Health Education programs and Adolescent Youth Friendly Services (AYFS).

To ensure high-quality care and prepare for future healthcare advancements, all our clinics are striving for compliance with National Health Core Standards for ideal clinic realisation, a crucial step towards the National Health Insurance (NHI) rollout.

During the period under review, the Gauteng Health Department significantly supported the clinics in Emfuleni Local Municipality as follows:

- installed water tanks to ensure a consistent water supply.
- provided generators to ensure continuous power supply.
- implemented comprehensive manual and electronic health records systems to improve the management of patient data.

Furthermore, dedicated medical waste stores were constructed in each clinic to facilitate the proper handling and disposal of medical waste, which is collected monthly by a service provider contracted by the Gauteng Department of Health.

To improve patient experience and access to medication have implemented the Central Chronic Medicine Dispensing and Distribution (CCMDD) program. This allows chronic patients to conveniently collect their medication from facility-based pick-up points, local pharmacies, and private doctors. Additionally, "Fast Queues" have been introduced at clinics to reduce waiting times and alleviate overcrowding. To further enhance accessibility, clinics in Market Avenue, Zone 17, Bophelong, Boipatong, and Sharpeville Community Health Centre now offer extended operational hours from 07h00 to 19h00 on weekdays and 07h00 to 13h00 on weekends and public holidays.

3.15.3 Service Statistics

	Service Data for Clinics				
	Details	**Year - 2022/2023**	**Year -2023/2024**		**Year 2024/2025**
1	Typical daily patient visits	2750	3500	2800	3080
2	Total Medical Staff available on an average day (18 clinics average*5per day)	90	100	85	98
3	Average Patient waiting time (2-3 hours)	180mins	120mins	180mins	120mins
4	Number of HIV/AIDS tests undertaken in the year	133000	120000	135000	148500
5	Number of tests in 4 above that proved positive	720	150	715	140
6	Count of children immunised before reaching 1 year of age	6500	8000	5800	7500
7	Child immunisations above compared with the child population under 1 year of age	65%	100	70%	82%

3.17.4 Other Key Initiatives and Achievements

In response to the identified challenges, particularly the constant influx of residents and the resulting strain on healthcare resources, the Department of Health has successfully implemented several key initiatives:

- Enhanced Access to Primary Health Care Services: A notable accomplishment was delivering comprehensive Primary Health Care core packages to 2,543,375 uninsured public health users at Emfuleni Local Municipality clinics throughout the reporting financial year.
- Improved Disease Management Outcomes:
  - The Tuberculosis (TB) cure and success rate improved notably from 90% to 92%.
  - Antiretroviral Treatment (ART) is now offered at all eighteen clinics within the municipality, with access rates increasing from 90% to 95%.

- The Expanded Program on Immunisation (EPI) saw a positive rise, improving from 90% to 95%.
    - Family planning services also showed significant improvement, increasing from 70% to 82%.
- Enhanced HIV/AIDS Program Performance: The efforts in HIV/AIDS prevention and management yielded strong results:
    - Testing rates reached 95%, and screening stood at 96%.
    - Case finding was at 80%, with treatment initiation at 86%. Challenges in initiation primarily stem from incorrect addresses provided by clients, an area we are actively working to address.
- National Recovery Efforts: Actively executing the national "1.1 million Client Recovery Catch-Up Plan" to address the gap in clients who have not yet started ART, ensuring that more individuals access the essential treatment they require.

3.15.4 Employees: Primary Health Care

EMPLOYEES: CLINICS (PRIMARY HEALTH CARE)						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	2	2	1	1	1	50%
4 - 6	39	6	5	3	36	92%
7 - 9	119	42	42	41	78	66%
10 - 12	24	9	9	9	15	63%
13 -15	25	2	2	2	23	92%
16 -	40	14	13	11	29	73%
	249	**75**	**72**	**67**	182	**73%**

3.15.5 Overall Performance

The overall performance of health facilities is hindered by a shortage of skilled nurses, leading to increased waiting times, particularly in nurse-driven Primary Health Care services. However, significant infrastructure improvements are being made to enhance patient access and privacy, as well as to prevent cross-infection. Notable renovations include the ongoing full renovation of Tlhokomelong Clinic and the complete transformation of Osizweni Clinic into a larger, fully equipped facility

COMPONENT G: PUBLIC SAFETY

3.16 Public Safety

The Emfuleni Local Municipality (ELM) Department of Public Safety is structured into three core divisions to ensure comprehensive service delivery: Traffic and Security, Municipal Courts, and Fire and Rescue Services. These critical services are extended across all 45 municipal wards of Emfuleni. To enhance operational efficiency, effective management, and visible presence, both Traffic & Security and Fire & Rescue Services are strategically organized into three distinct regions:

- Region One: Covers Barrage and its surrounding plots, smallholdings, Boipatong, Bophelong, and Vanderbijlpark.
- Region Two: Encompasses Roshnee, Rustervaal, Vereeniging, and their surrounding areas.
- Region Three: Includes Evaton, Sebokeng, and their surrounding areas.

3.17 Municipal Courts

The Municipal Courts play a vital role in upholding law and order, primarily focusing on the administration of justice related to traffic offences and municipal by-law contraventions. The day-to-day operations encompass a comprehensive range of judicial and administrative functions, ensuring effective enforcement and public accountability.

Key functions include:

- **Court Management**: Overseeing the overall operations, case load recording, and the processing of legal notices and summonses.
- **Judicial Support Services**: Maintaining efficient prosecuting, interpreting, and judicial services to facilitate fair and timely legal proceedings.
- **Court Administration**: Managing court registers, records, filing systems, and ensuring compliance with judicial requirements.
- **Financial Management**: Administering the collection and reconciliation of admission of guilt payments, which contributes to municipal revenue.
- **Enforcement**: Managing the execution of warrants of arrest to ensure compliance with court orders.

3.17.1 Operational Performance

Documentations Processed	Quantity (2024/25)
Section 56 Notices Captured	17,814
Section 341 Notices Captured	1,446
Camera Mailers Printed	351,938
Summonses (Section 54) Printed	593
Summonses Served	434
Court Rolls Completed	282
Cases on Court Register	20,440
Representations Received	77,342
Representations Finalized	77,317
Warrants Paid	1,275
Warrants Withdrawn	135
Receipts Issued	69,966
Value of Receipts Issued	**R23,870,415**

3.17.2 Employees: Police Officers (Traffic & Security)

EMPLOYEES: POLICE OFFICERS (TRAFFIC & SECURITY)						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
45294	**1**	**1**	**1**	**1**	**0**	**0%**
4 - 6	**10**	**5**	**4**	**4**	**6**	**60%**
7 - 9	**201**	**99**	**97**	**96**	**105**	**52%**
10 - 12	**64**	**13**	**12**	**10**	**54**	**84%**
13 -15	**4**	**1**	**1**	**1**	**3**	**75%**
16 -	**63**	**7**	**7**	**11**	**52**	**83%**
	343	**126**	**122**	**123**	**220**	**64%**

3.17.2 Challenges

- Financial mismanagement and systemic resource deficiencies hinder operational effectiveness.
- Delayed payments to back-office service providers cause service disruptions.
- 75% staff shortage in Municipal Court positions and slow filling of funded vacancies create capacity constraints.
- Deteriorating asset base with poor equipment maintenance and dilapidated buildings impacting workflow, safety, and public image.
- UnStable telephone systems, vehicle shortages, and procurement delays impede timely stock and material acquisition.
-

3.18Traffic Services

3.18.1 Introduction and Mandate

The Traffic & Security Division is essential to promoting safety and order within the Emfuleni Local Municipality. Its comprehensive mandate encompasses law enforcement, accident management, proactive crime prevention, and ensuring the security of municipal assets and personnel. The Division's services are derived from key legislative and policy frameworks, including:

- Section 152 of the RSA Constitution Act 108 of 1996: Emphasizing the promotion of a safe and healthy environment.
- National and Provincial Safety & Security Policies (1998, 2016 White Papers on Safety and Security, 2016 White Paper on Policing): Guiding an integrated and developmental approach to safety, violence prevention, and core policing elements.
- Chapter 12 of the National Development Plan: Reinforcing the objective of ensuring safety for the most vulnerable citizens.
- National Road Traffic Act 93 of 1996: Mandating efficient traffic policing.
- Criminal Procedure Act, 51 of 1977; Private Security Industry Regulation Act, 56 of 2001 (PSIRA): Providing the legal basis for operational functions.
- Integrated Crime and Violence Prevention Strategy (ICVPS): Fostering coordinated crime prevention efforts across government agencies and civil society.

In alignment with these mandates, the Division actively integrates community safety into all municipal processes and projects. The established Community Safety Forum serves as a key platform for facilitating awareness and developing mitigation plans collaboratively with municipal departments and sector partners. This integrated approach addresses critical areas such as:

- **Human Resources**: Enhancing skills and capacity for crime prevention strategy development.
- **Infrastructure**: Collaborating with the Electrical Department for improved street lighting and the Roads Department for road infrastructure enhancements to mitigate crime risks (e.g., through Crime Prevention Through Environmental Design - CPTED).
- **Municipal Facilities**: Strengthening security measures for municipal properties.
- **Risk Management**: Continuously assessing emerging risks related to crime and corruption.

3.18.2 Key Achievements

The Traffic & Security Division achieved significant milestones during the reporting period, demonstrating its commitment to community safety and inter-governmental cooperation:

- **Inter-Governmental Relations (IGR) & Collaborative Operations:**
    - Active participation in weekly Crime Prevention IGR meetings, contributing to the development of a Memorandum of Understanding (MOU) between SAPS, Gauteng Provincial Government (GPG), and municipalities. This MOU facilitates resource integration and maximization in the fight against crime across the province.
    - Successful execution of integrated service delivery and law enforcement operations on May 8, 2025, aligning with the signed MOU. These operations involved various law enforcement agencies from across Gauteng, resulting in tangible outcomes.

    - Participation in joint high-density and Operation Shanela operations with entities such as SAPS, Gauteng Traffic Police, Department of Home Affairs, and other key stakeholders, despite resource limitations.
    - Engagement in food poisoning intervention operations in response to national directives.
    - Attendance at Sedibeng District Joints meetings, fostering coordinated law enforcement efforts with tertiary institutions, other local municipalities' public safety departments, and government sector departments.
- **Traffic Management and Road Safety:**
    - Provision of essential traffic management services for various events in compliance with the Safety at Sports and Recreational Events Act 2 of 2010, including traffic escorts as requested.
    - Support to Gauteng Provincial Traffic in patrols to ensure compliance with transport permits.
    - Daily deployment of traffic officers for point duty/school points at priority intersections in Regions One and Two (e.g., Dube & Mosaka, Emmanuel Primary, Golden Highway/Palm Springs) to assist learners and alleviate congestion.
    - Execution of comprehensive road safety promotional campaigns (Scholar Patrols, Child in Traffic Programs, Driver education) in schools and communities across key areas including Vereeniging, Vanderbijlpark, Palm Springs, and Evaton.
- **Social Crime Prevention Initiatives:**
    - Implementation of crime prevention campaigns focused on reducing risk factors. This included school safety dialogues addressing gangsterism, drug abuse, and bullying (e.g., at Vaal University of Technology campuses).
    - Conduct of anti-drug and substance abuse awareness campaigns in Sharpeville, Sebokeng Zone 27, Evaton West, and Boipatong, distributing educational materials.
    - Initiatives for youth crime prevention, engaging youth through sports at Sharpeville George Thabe Stadium to divert them from illicit substance use.
    - Expansion of the municipality's role in crime prevention through supporting programs and affiliation with Community Policing Forums (CPFs) in all eight policing precincts of Emfuleni, participating in meetings, and community safety audits.
    - Active participation in 365 Days of Activism Against Women and Children Abuse and 16 Days of Activism Against Gender-Based Violence (GBV) campaigns, distributing educational pamphlets and conducting community engagements in various areas including Sharpeville, Boitumelo, and Evaton Mall.
    - Implementation of Crime Prevention Through Environmental Design (CPTED) by identifying crime hotspots (e.g., Barrage, Bedworth Park, Evaton) and advising relevant departments on rectifying environmental factors that contribute to criminal activities.
    - Conduction of community safety audits in numerous ward (e.g., Peacehaven, Tshepiso, Boipatong) to evaluate public safety programs and gather community input for future.

3.18.3 Service Standards

The Traffic & Security Division upholds specific service standards across its core functions:

- **Traffic Policing**: Daily deployment of Traffic Officers in two shifts, with an average of six officers per shift per region, to conduct visible policing, speed measuring, mass measuring (overloading), alcohol and reckless driving operations, camera prosecution, and point duties.
- **Accident Management**: A dedicated staff member is responsible for processing accident data, including collecting and capturing reports, and providing information to the public, insurance companies, attorneys, and the Road Accident Fund (RAF).
- **Road Safety**: Focus on minimizing pedestrian accidents through public education and training programs for learners, communities, and companies, encompassing Scholar Patrols, Child in Traffic Programs, and Driver Education.
- **Security Services**: Monitoring of security services provided by an appointed service provider for municipal properties, sites, infrastructure, and the safety of personnel and councillors. This includes internal investigations into theft and losses of municipal property, access control, guarding, incident response, and special operations targeting essential infrastructure theft and vandalism. Road safety and social crime prevention campaigns are also delivered based on vulnerability assessments and community requests.

3.18.4 Traffic and Security Service Data

Traffic and Security Service Data

		2022/2023	2023/2024	2024/2025	
Details		**Actual No**	**Actual No**	**Estimate No**	**Actual No**
1	Number of road traffic accidents during the year	5320	5449	6000	5043
3	Number of traffic officials in the field on an average day (Traffic Officers & Traffic Wardens)	108	86	108	81
4	Number of all Traffic personnel on duty on an average day (includes Traffic Officers Security, Crime Prevention	124	111	340	106

3.18.5Traffic Services: Key Challenges

- Inadequate communication infrastructure (only 10 functional two-way radios)
- Staff shortages (75% vacancy rate)
- Insufficient funding for road safety and crime prevention materials
- Insufficient operational vehicle fleet due to maintenance delays
- Instable telephone systems hindering emergency responses
- Widespread theft and vandalism of essential infrastructure
- Deteriorating environmental factors like non-functional streetlights and poor road infrastructure
- Addressing systemic issues is crucial for improved service delivery and community safety.

3.19 Fire and Rescue Services

3.19.1 Introduction and Mandate

The Fire and Rescue Services Division is fundamental to ensuring the safety of human life and protecting property within the Emfuleni Local Municipality. Its core mandate encompasses providing effective firefighting, rescue, and comprehensive fire safety services. This includes proactive measures such as establishing Fire Protection Associations to address veld and bush fires in rural and peri-urban areas, providing essential support to communities in distress. The Division also integrates with Disaster Management efforts, extending its role to event safety.

The primary functions of the Fire and Rescue Services are:

- To deliver efficient firefighting and rescue operations.
- To implement and enforce fire safety regulations.
- To safeguard human life and property from fire-related hazards.
- To promote fire safety awareness and support community-based fire prevention initiatives.
- To contribute to disaster and event management strategies.

3.19.2 Service Standards and Performance Overview

The Division continuously strives to meet and exceed service standards, though it faces operational challenges. The following table provides an overview of key performance indicators for the past three financial years, with estimates for 2024/25.

Indicator	2022/23 (Actual)	2023/24 (Actual)	2024/25 (Estimate)	2024/25 (Actual)
Total fires attended	394	389	700	501
Total other incidents attended (e.g., rescues)	117	161	300	208
Average turnout time – rural areas	>23 min	>23 min	Max. 23 min	Avg. 35 min
Firefighters in post at year end	111	108	258	106
Total fire appliances at year end	22	23	35	27
Average number of appliances off road	20 of 22	20 of 23	5 of 27	24 of 27

Note: Turnaround time (from initial call received until arrival on scene) compliance for fire and rescue incidents in 2024/25 was 65%, measured against the SDBIP KPI (BS.30) and South African National Standards (SANS) response times.

The Emfuleni Fire & Rescue team responded to **709 calls** in 2024/25, an increase from 550 in 2023/24. These incidents included diverse emergencies such as household and property fires, veld fires, and rescue and extrication services for both fire-related and motor vehicle incidents.

3.19.3 Public Information, Education, and Relations (PIER)

Despite significant challenges, particularly concerning vehicle availability, the Municipality intensified its **Public Information, Education, and Relations (PIER) programs** to enhance community awareness and safety.

Program	2023/24	2024/25
Awareness programs conducted	5	18
Community members trained in Basic First Aid	1,110	550
Community members trained in Basic Firefighting	1,406	525
School visits	1	9

3.19.4 Fire Safety and Inspections

The Division conducted a substantial number of fire safety inspections to registered Spaza Shops and other premises, aiming to prevent fires and mitigate dangerous hazards. This was achieved despite resource constraints, particularly with vehicles.

Year	2023/24	2024/25
Inspections	343	1,141

3.19.5 Employees: Fire Services

Employees: Fire Services						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
Chief Fire Officer	**1**	**1**	**1**	**1**	**0**	**0%**
4 - 6	**10**	**5**	**5**	**5**	**5**	**50%**
7 - 9	**233**	**108**	**107**	**105**	**128**	**55%**
10 - 12	**0**	**0**	**0**	**0**	**0**	**0%**
13 -15	**6**	**0**	**3**	**3**	**3**	**0%**
16 -	**8**	**3**	**0**	**5**	**3**	**0%**
	258	**117**	**116**	**119**	**139**	**54%**

3.19.6 Overall Performance and Funding

Emfuleni Local Municipality operates four strategically located Fire Stations, consistently striving to respond to incidents in compliance with applicable South African National Standards (SANS).
For the 2024/25 financial year, the Fire & Rescue Services did not receive specific municipal capital project funding, primarily due to no direct grant allocation from the Department of Cooperative Governance and Traditional Affairs (COGTA) for this purpose. However, a grant rollover of **R1,000,000** from the 2023/24 financial year was approved by Provincial Treasury. This grant, intended for emergency rescue tools, was not spent within the previous fiscal due to supplier timelines for importing goods. These critical emergency rescue tools were successfully procured via an RT 4 transversal tender and delivered on June 27, 2025.

3.20 Disaster Management

3.20.1 Introduction to Disaster Management

Currently disaster responses are primarily facilitated by Fire and Rescue personnel who conduct initial assessments, supported by the Sedibeng District Disaster Management Centre (SDMC). A temporary Disaster Management Committee, comprising relevant departmental representatives, is convened on an ad-hoc basis to coordinate responses to identified incidents.

The Municipality maintains crucial relationships with key external stakeholders, including the Sedibeng District Disaster Management Centre, the Provincial Disaster Management Centre (PDMC), and the South African Weather Service (SAWS). These collaborations are vital for receiving early warnings and coordinating timely initial responses to emerging threats.

Recognizing the existing gaps in its disaster management institutional capacity, which are not aligned with national developmental guidelines, Emfuleni Local Municipality has formally requested intervention from the PDMC. The PDMC is in the process of appointing a service provider to assist Emfuleni, along with other district municipalities like Lesedi and Midvaal, in the development of a comprehensive Level One Disaster Management Plan. This initiative is crucial for strengthening the Municipality's preparedness **and response capabilities.**

3.20.2 Major Incidents and Response (December 2024 - February 2025)

The Municipality experienced a period of severe weather events during December 2024, January 2025, and February 2025, characterized by intense wind and rainstorms. These conditions led to the Vaaldam and Barrage reaching 100% capacity, necessitating the opening of sluice gates and resulting in widespread flooding along the Sugerbush, Klip, Vaal, and Riet Spruit rivers.

The impact of these storms included:

- Widespread damage to residential properties, with roofs blown off and houses becoming waterlogged.
- Damage to critical municipal infrastructure, including fallen electrical poles and uprooted trees.
- Impact on community facilities, including schools.

Affected areas during this period included:

- December 2024: Polokong, Sebokeng Z13, Evaton West Ext 11, Evaton North, Sebokeng (general), Tshepiso Phase 3 & 4, and Small Farms.
- January 2025: Sebokeng Zone 6, Sebokeng Z7A, 27 Informal Settlements, and Ramaphosa Informal Settlement.
- February 2025: Sebokeng Hostel 4, Tshepiso, and Muvhango.

Immediate verification of the full extent of damages was challenging due to the widespread nature of incidents, persistent rainfall, power outages (including load shedding), wet conditions, and limited access to some areas.

3.20.3 Disaster Response and Relief Efforts (July 2024 - June 2025)

Over the entire 2024/25 reporting year, the Municipality, primarily supported by the Sedibeng District Disaster Management, responded to numerous incidents and provided relief.

Category	Detail	Total (2024/25)
Affected People	**Overall**	**910**
Incident Types	**Informal house fires**	**89**
	Formal house fires	**60**
	Roofs blown off	**38**
	Waterlogged houses	**47**
	Strong winds	**1**
Relief Material Distributed	**Blankets**	**817**
	Tents	**1**
	Mattresses	**558**
	Tarpaulins	**46**
	Sandbags	**60**
Human Impact	**Fatalities**	**5**
	Injured	**5**

A Joint Operations Committee was established in response to disaster events, involving key stakeholders like the Sedibeng District Municipality, Emfuleni Fire & Rescue, and the Red Cross, and a Disaster Management Committee was formed.

3.20.4 Current Challenges

Absence of a Permanent Disaster Management Unit: The Emfuleni Local Municipality lacks a dedicated and staffed Disaster Management unit, which poses a significant challenge in managing disaster relief efforts. The municipality is currently reliant on the Sedibeng District Disaster Management for leadership in these efforts.

-Organizational Structure: The existing approved organogram does not include personnel specifically allocated for Disaster Management and Event Safety, further complicating the municipality's ability to respond effectively to disasters.

-Financial Constraints: In the 2024/25 financial year, budget limitations hindered the procurement of essential relief supplies, such as blankets, tents, and salvage sheets. This financial short

COMPONENT H: SPORTS AND RECREATION

3.21 Sport, Recreation, Arts & Culture, and Libraries

3.21.1 Introduction and Core Mandate

The Sport, Recreation, Arts & Culture, and Libraries Department is dedicated to enriching the quality of life for Emfuleni's residents by providing accessible and diverse services across multiple domains.

- Sport and Recreation focuses on sports development, alongside the maintenance of sports and recreational facilities.
- Libraries and Information Services ensures free access to information and guidance, fulfilling the intellectual, educational, social, and recreational needs of the community.
- Arts & Culture is committed to fostering a supportive environment for artists, actively developing, supporting, and promoting talent across various art forms, including visual arts, performing arts (music, theatre, poetry, comedy, dance, and film).

3.21.2 Municipal Facilities and Access Protocols

The Municipality maintains various facilities to serve the community:

- Recreational Facilities (Swimming Pools and Resorts): These facilities are open daily to all, regardless of background, without the need for prior bookings. Visitors pay an entrance fee as per the established tariff structure.
- Sport Facilities: Bookings for sport facilities are primarily managed through submissions of league fixtures and programs from local federations, confederations, associations, and mother bodies. Municipal events and activities are always prioritized. Other events require a written request submitted at least two weeks in advance. For larger-scale events, approval is contingent upon review by the Events Safety Committee, aligning with the Safety at Sports and Recreational Events Act (SASREA) 2010. Once approved, an official letter detailing applicable tariffs is issued upon payment and receipt submission.

3.21.3 Service Statistics and Key Achievements

The Department successfully executed a range of programs and maintained critical infrastructure during the reporting period, demonstrating its commitment to community engagement and cultural development.

Key Program Highlights:

- Successfully hosted significant public events, including the Puisano Jazz and Hip-Hop Challenge, Human Rights Day commemoration, and the DJ Knockout Challenge.
- Facilitated two major film productions, which conducted shoots within the Vaal region, contributing to local economic activity and cultural profiling.
- Established strong collaborative partnerships with external stakeholders, notably the Vaal University of Technology, Gauteng Department of Sport, Arts, Culture and Recreation (SACR), and the Vaal Creative Network.
- In partnership with the Gauteng SACR (under an existing Memorandum of Agreement), the department hosted numerous developmental programs and events, including:
  - Boxing Development Programmes and Tournaments
  - Softball initiatives
  - Vaal River City Marathon
  - Phetogo Wellness Programme
  - Sedibeng Netball Male Championship
  - Provincial Soncini Social Cohesion Games

Infrastructure Maintenance:

The department effectively maintained a substantial portfolio of facilities, including:

- 17 Sport facilities
- 5 Swimming pools
- 4 Resorts
- 8 Community halls

Sport and Recreation Unit Specific Performance:

- Successfully resurfaced the Family Swimming Pool at Driehoek SE2.
- Graded over 40 informal soccer fields, improving access to recreational spaces.
- Provided playable and functional facilities, supporting the ELFA Senior and Juniors League and Sedibeng Regional Leagues.
- Supported local clubs (e.g., Rust-ter-val Boxing and Club Fighters) in participating in District and Provincial squads and competitions.

Event Safety Committee Performance:

The Events Safety Committee diligently reviewed and acted on event applications during the 2024/25 financial year:

Quarter	Number of Events	Approved	Not Approved
1st Quarter (July–Sept 2024)	30	27	3
2nd Quarter (Oct–Dec 2024)	45	41	4
3rd Quarter (Jan–March 2025)	21	20	0
4th Quarter (April–June 2025)	18	15	3

3.21.3 Arts & Culture and Community Initiatives:

- Led Mandela Day Projects focused on the rehabilitation of the Eldorado Arts Centre and the reconstruction of the Ditshepe-tsa-Ngwaao shelter (damaged by fire), leveraging sponsorship and volunteer support.
- Continued the legacy of the Vaal River Carnival, launched in 2002 as a flagship tourism initiative to promote the Vaal as a premier destination and foster social cohesion.
- Partnered with SAACYF, NFVF, and Duma KaNdlovu Arts Academy to deliver a 3-week "From Script to Screen" film skills program, benefiting 15 young filmmakers.
- Provided logistical support to a Sharpeville-based filmmaker for the production of the short film *CHASE*.
- Collaborated with Gauteng SACR on the Phetogo Wellness Programme (promoting healthy lifestyles) and the Human Rights Day Commemoration.
- Hosted a second compliance capacity workshop in adherence to SASREA (2010) and its 2017 regulations, enhancing safe event planning within the municipality.
- Actively contributed to Provincial Language and Provincial Technical IGR forums, with a draft Emfuleni Language Policy awaiting Council approval.

3.21.4 Employees: Sports and Recreation

Employees: Sports and Recreation						
Job Level	Total Posts	Employees 2022/23	Employees 2023/24	Employees 2024/25	Vacancies Fulltime	Vacancies as %
0 - 3	3	2	2	2	1	33%
4 - 6	8	4	4	4	4	50%
7 - 9	15	6	6	5	10	67%
10 - 12	30	18	18	14	16	53%
13 -15	40	16	16	15	25	63%
16 -	96	48	45	57	39	41%
	192	94	91	97	95	49%

3.21.5 Overall performance

The Emfuleni Local Municipality consistently maintains 21 formal and 42 informal facilities, ensuring a healthy and safe environment for community use. Despite limited resources, these services are delivered effectively and efficiently through a cooperative and participatory approach with local communities.

3.22 By-Law Enforcement and Development

3.22.1 Introduction

The By-law Enforcement component plays a crucial role within the Emfuleni Local Municipality, working across various departments to ensure our local laws are respected and followed. Our team conducts **daily patrols to uphold general law and order and addresses all types of by-law contraventions.**

3.22.2 Collaborative Enforcement Efforts

The collaborative approach was used to enforce by-law enforcement. The team regularly conducts joint operations with other municipal departments, including:

- Traffic Department: ensure road safety and compliance.
- Electricity Department: tackle illegal electricity connections.
- Waste Management Department: combat illegal dumping.
- Land Use Department: address unauthorized land use and invasions.

These joint efforts involve activities such as roadblocks, addressing illegal street trading and advertising, and dealing with the illegal operation of tuck shops. We also focus on public education to help residents understand and comply with by-laws.

The by-laws are also enforced through joint operations such as Shanela which are conducted with other municipalities within Gauteng province, also with provincial and national government departments.

3.22.3 Responding to the Tuck Shop Crisis

During the 2024/2025 financial year, our community faced a serious tuck shop crisis where children were frequently victims of food poisoning. In response, the By-law Enforcement component worked tirelessly with other municipal departments, provincial and national government departments, and external agencies to investigate and address non-compliant tuck shops.

Through these joint operations:

- Inspected numerous tuck shops.
- Expired food was removed and destroyed, preventing its sale to the public.
- Many tuck shops operating under unhygienic conditions or without valid business licenses/permits were closed.

These operations also addressed other illegal activities, leading to the closure of illegal taverns, the arrest of illegal foreigners, and the apprehension of drug dealers.

3.22. 4 Challenges Faced by By-law Enforcement

Despite our dedicated efforts, the By-law Enforcement and Development Department faces several challenges that impact our effectiveness:

- Lack of office space, plant, and equipment: This hinders our operational capacity.
- Shortage of vehicles: Insufficient vehicles make it difficult to cover the vastness of our area effectively.
- Personnel shortages: The large geographical area of Emfuleni requires more personnel to ensure comprehensive enforcement.
- Lack of suitable storage: We need proper facilities for impounded perishable and non-perishable goods, along with better control systems.
- Limited capital budget: This makes it challenging to sustain projects and acquire essential tools of trade.

3.23 HUMAN REOURCES

The Human Resources Management Department's primary function is to render an effective as well as an innovative Human Resources service that addresses both skills development and generic human resources functions within the Municipality. The HRM also provides a strategic organizational development function aimed at promoting the future growth and sustainability of ELM as an institution.

HRM is positioning itself to be a strategic partner that influences human capital planning decisions at the highest level of management within ELM. Globalisation coupled with the technological and information revolution has changed the traditional world of work and HRM is positioning itself to evolve with the changing times and improve its service offering to the institution and its staff.

The functions of the HRM Department comprise of the following:

- Benefits Administration.
- Personnel Administration.
- Recruitment and Selection.
- Leave Management.
- Training and Development; and
- Human Resource Policy Development
- Strategic input with regard to human capital planning

3.23.1 Service Statistics of Human Resources Services

For the year 2024/24 under review, the following employees exited the employ of the municipality.

Resignations	Dismissals	Medical Boarding	Deaths	Retirements	Contract terminations	Total
11	**9**	**5**	**20**	**50**	**2**	**97**

3.23.2 Employees: Human Resources Services

Employees: Human Resources Services						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	**3**	**2**	**3**	**3**	**0**	**0%**
4 - 6	**18**	**12**	**13**	**13**	**5**	**28%**
7 - 9	**25**	**15**	**20**	**25**	**0**	**0%**
10 - 12	**1**	**0**	**0**	**0**	**1**	**100%**
13 -15	**0**	**0**	**0**	**0**	**0**	**0%**
16 -	**1**	**1**	**1**	**1**	**0**	**0%**
	48	**30**	**37**	**42**	**6**	**13%**

3.23.3 Overall Performance

The following performance was registered during the period under review:

The Department recorded appointment of 157officials from the critical priority vacancies while an additional 2 Senior management positions, in which 1 (one)was successfully finalised and approved and the other interviewed and is pending the conclusion of the vetting of qualifications and the competency-based assessments.

Successfully processed 97 employees who exited the employ of the Municipality due to resignations, dismissals, medical boarding, deaths retirements and contract terminations.

The Department in collaboration with the Information Technology Department facilitated the intergovernmental relationship which concluded the agreement between the Emfuleni Local Municipality and E-Government Department on the use of e-recruitment system for online recruitment.

3.24 EMPLOYMENT EQUITY REPORT 2025

3.24.1 Introduction

Chapter 3 of the Employment Equity Act 55 of 1998, Section 15(1) requires a designated employer to implementing affirmative action measures that are designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce.

The Employment Equity department therefore has a responsibility to ensure that Emfuleni Local Municipality complies with this requirement by removing barriers to affirmative action and ensuring equal representation and advancement of people from designated groups.

Through the implementation of Employment Equity and Affirmative Action programmes, the Municipality has made significant strides in creating an environment that is conducive to equitable representation of designated groups to achieve broad representation of the South African demographics.

3.24.2 Achievements

The department has drafted the new Employment Equity Plan for the period 01 September 2025 to 31 August 2030 in line with the new Employment Equity regulations that were promulgated on the 15 April 2025. The plan is currently being circulated through different stakeholder platforms and should be approved by Council not later that the 01 September 2025. The department has also resuscitated the Employment Equity and Skills Development Forum which meets on a quarterly basis to engage effectively on all matters related to Employment Equity.

Appointments made against the employment equity targets.

Out of the 151 appointments effected and analysed against employment equity targets 90% were in line with Employment Equity targets whereas 10% did not comply with the targets. The recent appointment of general workers provided an opportunity for the department to reach targets that were set in the 2023-2025 employment equity plan

The department has put measures in place to enforce compliance with sectoral targets that have been introduced by the Department of Employment and Labour. These include the Employment Equity personnel getting involved in the shortlisting and interviewing processes and making inputs to the panel recommendations for approval by the Municipal Manager. The department has also created a Deviation Form which will be completed in cases where the interview panel fails to comply with EE targets.

People with Disabilities

In view of the fact that the new regulations require all designated employers to have 3% of People with Disabilities represented across all levels and categories, our department has established links with a non-profit organization called **"BlindSA"** The intention is to explore possibilities of collaboration between the two organization to support and promote the rights of People with Disabilities and we will continue to meet for further engagements in this regard.

3.24.3 Appointments Assessed Against Employment Equity Targets

APPOINTMENTS ASSESSED AGAIST EMPLOYMENT EQUITY TARGETS									
Gender & Race	**AM**	**AF**	**CM**	**CF**	**IM**	**IF**	**WM**	**WF**	**TOTAL**
Employment Equity Targets	37	60	16	10	2	3	12	11	151
Appointments in line with EE Targets	61	75	0	0	0	0	0	0	136
Appointments not in line with EE Targets	6	8	1	0	0	0	0	0	15
The table above reflects the total employment Equity targets for the reporting period 2024/2025.									

3.24.4 Employees: Employment Equity

Employees: Employment Equity						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	**1**	**1**	**1**	**1**	**0**	**0%**
4 - 6	**0**	**0**	**0**	**0**	**0**	**0%**
7 - 9	**0**	**0**	**0**	**0**	**0**	**0%**
10 - 12	**0**	**0**	**0**	**0**	**0**	**0%**
13 -15	**0**	**0**	**0**	**0**	**0**	**0%**
16 -	**0**	**0**	**0**	**0**	**0**	**0%**
	1	**1**	**1**	**1**	**0**	**0%**

3.24.5 Overall Performance

Compiled and submitted the annual Employment Equity Report to the Department of Employment and Labor for the period 2024. The report was submitted timeously on the 15th of January 2025.

Processed 151 G47' s with employment equity targets for recruitment and selection purposes.

Displayed a summary of the recent Employment Equity Report in some of the Municipality buildings as part of the duty to inform in line with Section 25 of the Employment Equity Act 55 of 1998

We continue to participate and make an impact in the recruitment and selectin processes within the organization.

Resuscitated the Employment and Skills Development Forum and meetings will be held on a quarterly basis.

3.25 Capacity Building and Workforce Training

3.25.1 Introduction and Strategic Framework

Emfuleni Local Municipality's (ELM) capacity building initiatives are fundamentally guided by national frameworks, legislation, and regulations. These include, but are not limited to, the Skills Development Act, Municipal Staff Regulations (MSR), the Skills Development Levies Act (which regulates funding for skills development), the Sector Skills Plans (SSP) as facilitated by the Local Government Sector Education and Training Authority (LGSETA), and the National Treasury Minimum Competency Regulations for Municipal Staff in designated financial management areas.

The Training Unit's operations are supported by annually approved internal funding from ELM, complemented by Mandatory and Discretionary Grant funding from the LGSETA. Both internal and external grant funds are strategically utilised to implement the objectives outlined in the Annual Training Plan (ATP), which is contained within the approved Workplace Skills Plan (WSP). The ATP integrates identified priority capacity-building interventions from all municipal business clusters, alongside compliance-driven continuing professional development programmes, conferences, and workshops.

3.25.2 Performance and Achievements (2024/25 Financial Year)

During the 2024/25 financial year, ELM successfully facilitated the capacity building of **502 employees**, demonstrating a significant investment in human capital development. The total budget expended for these initiatives amounted to approximately **R10 million**. This budget comprised both internal municipal allocations and external grant funding from various Sector Education and Training Authorities (SETAs), with the bulk of external funding specifically originating from the LGSETA's Mandatory and Discretionary Grant funding.

A critical focus of skills development expenditure was ensuring full compliance with the National Treasury Minimum Competency Regulations for designated Municipal Staff. ELM has achieved an **85% compliance rate** in this regard. This rate requires verification by COGTA, as the majority of designated finance officials have successfully completed the prescribed and accredited finance modules as per the Treasury Minimum Competency Regulations.

Furthermore, ELM Training strategically invested a significant portion of its budget in learnerships and apprenticeships, particularly for the development of electricians and plumbers. This direct investment aims to enhance service delivery in these two crucial areas. We are pleased to report that fully qualified and registered electricians and plumbers were successfully produced during this financial year. A substantial portion of the budget was also allocated to developing qualified administrative staff, who completed Nated (N4-N6) programmes in administrative assistant and public management, as well as human resources certificate and national diploma programmes.

3.25.3 Budgetary Performance and Future Outlook

The Learning and Development Unit (Training) has demonstrated strong performance, particularly given the inherent budgetary limitations. The implementation programmes and budget expenditure of the Training Unit are rigorously dictated by the annually reviewed Workplace Skills Plan (WSP), as regulated by the LGSETA.

Notably, the Training Unit registered a **113% total expenditure** on its approved budget. This over-expenditure underscores the vital need for an increased total training budget in future financial years. This necessity is further amplified by the significant upskilling and potential re-skilling demands being placed on the national workforce, driven by the evolving landscape of artificial intelligence (AI) in the modern workplace. ELM is committed to adapting its training strategies to meet these future demands and ensure its workforce remains skilled and relevant.

3.26 INFORMATION TECHNOLOGY

3.26.1 Information and Communication Technology (ICT) Services

The Information and Communication Technology (ICT) Services department is crucial for supporting the Emfuleni Local Municipality's (ELM) operations. Its services are structured across key areas: Operations, Technical Maintenance, Software Support, Networking, and Administration, all aimed at enhancing the efficiency and effectiveness of municipal functions.

3.26.2 Service Delivery Priorities and Achievements

The ICT department provides essential services to approximately 2,200 users across various municipal offices within the Emfuleni jurisdiction. A significant achievement in enhancing connectivity was the successful connection of most outlying offices with new radios, and the Vereeniging offices via Air Fiber, improving overall network reach and reliability.

A key strategic focus for the 2024/25 financial year was the review and alignment of the five-year ICT Strategy with the Municipality's Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP). This ensures that ICT initiatives directly support broader municipal objectives.

Notable milestones achieved in line with the ICT Strategy include:

- Establishment of an ICT Steering Committee: This committee, co-chaired by a member of the Audit Committee, has held three meetings since its inception, providing strategic oversight and governance for ICT initiatives.
- Ongoing Review of the ICT Strategy: The department is actively reviewing and updating the existing ICT Strategy to ensure its continued relevance and effectiveness.
- Approval of Key IT Policies: Most of the essential IT policies have been formally approved, strengthening governance and operational frameworks.

Beyond municipal offices, the ICT department also provides support to 16 libraries across the Municipality. All these libraries are connected to both the municipal network and the Gauteng Broadband Network (GBN), facilitating widespread access to information services.

The comprehensive range of access, installation, maintenance, and support services provided to users on a needs basis includes:

- Email
- Internet and Intranet access
- Voice Over Internet Protocol (VoIP) services
- Solar power system support
- Payday system management
- Zoom Virtual Meeting platform support, among others.

As of the end of the 2024/25 financial year, almost all outlying offices have been successfully connected with new radio communication systems, while the Vereeniging offices benefit from Air Fiber connectivity, significantly enhancing network reliability and speed across the municipal footprint. The proper placement of 20 ICT staff members is pending the finalization of the macro structure, a key focus for human capital optimization.

3.26.3 ICT Procurement and System Enhancements

During the 2024/25 financial year, the ICT department made significant investments in hardware and software to bolster its infrastructure and enhance service delivery.

Key ICT Procurements:

- Computers and Laptops: 132 personal computers and 120 laptops were procured for general staff use, alongside 90 laptops specifically for councillors, ensuring essential digital tools are available across the Municipality.
- Servers and Storage: 61 virtual servers were built, supported by robust storage solutions including 4 Tintri units and 1 HPE Store Once system, significantly enhancing data processing and storage capabilities.
- Software Licenses: 190 software licenses were acquired to support various operational needs.

New Systems and Network Software Implemented:

The department also rolled out several new systems and network software solutions to improve security, management, and efficiency:

- PHP-IPAM: For IP address management.
- Greylog: For centralized log management and analysis.
- Fortinet (Firewall): To enhance network security and protection against cyber threats.
- Acronis Cyber Protect: For comprehensive data protection and cybersecurity.
- UMNS: Likely for unified network management or a related system.
- Zabbix: A robust network monitoring tool for proactive management of IT infrastructure.

3.26.4Employees: Information Technology

Employees: Information Technology						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	**1**	**1**	**1**	**1**	**0**	**0%**
4 - 6	**4**	**4**	**4**	**4**	**0**	**0%**
7 - 9	**12**	**12**	**12**	**11**	**1**	**0%**
10 - 12	**5**	**5**	**5**	**5**	**0**	**0%**
13 -15	**0**	**0**	**0**	**0**	**0**	**0%**
16 -	**0**	**0**	**0**	**0**	**0**	**0%**
	22	**22**	**22**	**21**	**1**	**5%**

3.26.5 Challenges

ICT Department Staffing Challenges
• Proper placement of 20 ICT staff members pending macro structure finalization.
• Frequent engagement of interns, causing loss of institutional knowledge and capacity.

3.27 Facilities Management
3.27.1 Introduction and Mandate

The Facilities Management Department is responsible for the maintenance and care of municipal offices and buildings in the Emfuleni area, offering services such as renovations, office accommodation, maintenance of systems (air conditioning, electrical, plumbing), and general upkeep. The department is organized into two units: Maintenance, focused on facility upkeep, and Planning, which manages strategic initiatives and hygiene services. They oversee over 141 municipal facilities and 571 rental units.

3.27.2 Overall Performance

In the 2024/2025 financial year, key achievements included the completion of Phase 1 refurbishments for the Trustbank Building and Vanderbijlpark Library, along with maintenance work at various municipal facilities. The department also enhanced cleaning services by hiring new personnel, improving hygiene standards despite resource constraints.

3.27.3 Employees: Facilities

EMPLOYEES: FACILITIES						
Job Level	**Total Posts**	**Employees 2022/23**	**Employees 2023/24**	**Employees 2024/25**	**Vacancies Fulltime**	**Vacancies as %**
0 - 3	**3**	**1**	**1**	**1**	**2**	**67%**
4 - 6	**5**	**2**	**2**	**1**	**4**	**80%**
7 - 9	**30**	**7**	**6**	**6**	**24**	**80%**
10 - 12	**2**	**1**	**1**	**1**	**1**	**0%**
13 -15	**0**	**0**	**0**	**0**	**0**	**0%**
16 -	**46**	**29**	**25**	**46**	**0**	**0%**
	86	**40**	**35**	**55**	**31**	**36%**

3.27.4 Challenges

The Facilities Management Section faces several critical challenges that impact its operational efficiency and long-term strategic planning. A challenge is the development of a comprehensive Maintenance Master Plan. This document is vital for guiding the department's long-term objectives and ensuring sustainable infrastructure management. Its development is currently hindered by:

- Insufficient Personnel and Resources: A lack of adequate staffing and resources prevents the undertaking of a comprehensive assessment of all municipal facilities, a prerequisite for the master plan.
- Aging Workforce and Skills Gap: The department contends with an aging personnel demographic, coupled with a notable deficiency in specialized skills and expertise.
- Resource and Budget Constraints: Limited access to necessary resources and insufficient budget allocation further exacerbate operational difficulties.

These factors have collectively resulted in an increased dependence on private contractors for maintenance work. This reliance often leads to the municipality incurring higher, and at times, potentially unjustified costs for services that could otherwise be performed internally with adequate departmental capacity.

CHAPTER 4

ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1 ORGANIZATIONAL DEVELOPMENT

The Organisational Development Department plays a critical role in enhancing the Emfuleni Local Municipality's (ELM) efficiency and effectiveness by focusing on key strategic human capital and operational functions. These core functions are:

- Organisational Design: Structuring the municipality for optimal performance.
- Job Analysis & Evaluation: Defining roles and assessing their value within the organisational structure.
- Change Management: Guiding the municipality through periods of significant transition.
- Business Process Mapping/Re-engineering: Optimising operational workflows.
- Employee Assistance Programme (EAP): Providing support for employee well-being.

The department has initiated several strategic interventions designed to accelerate the delivery of quality services to the ELM community during 2024-2025 financial year as follows:

4.1.1 Organisational Design Review

The review of the municipality's service delivery model and its macro- and micro-functional structures is currently at an advanced stage. This comprehensive review is being driven by critical external factors, including:

- Section 78 of the Municipal Systems Act 32 of 2000: Specifically related to the establishment of a Special Purpose Vehicle for Water & Sanitation.
- Municipal Staff Regulations of 21 September 2021.
- The agreement regarding the Electricity Distribution Agency involves Emfuleni Local Municipality, ESKOM, and NERSA. Continuous engagements with organised labour are ongoing across various work streams to ensure a collaborative and effective transition.

4.1.2 Job Description Review and Job Evaluation

The process of reviewing all job descriptions commenced in November 2022 to date. Initially, managers participated in workshops to understand the requirements of the Staff Regulations. Subsequently, individual cluster workshops were conducted for job description review. The job evaluation processes are scheduled to begin once all job descriptions have been reviewed. This phased approach is necessary due to current staff shortages within the department and the pending finalisation of processes by the South African Local Government Association (SALGA). A report detailing the challenges related to SALGA's processes has been submitted for the attention of EXCO.

4.1.3 Change Management—Customer Satisfaction Survey

A comprehensive Customer Satisfaction Survey was conducted between November and December as a key change management intervention. The results from this survey were shared with the Financial Services Department, specifically the Customer Care & Revenue Management unit, to inform service improvements.

4.1.4 Business Process Mapping

The baseline business process mapping was completed and approved by the council during the 2022/23 financial year. The recent appointment of chairpersons for the Municipal Standard Chart of Accounts (mSCOA) will now facilitate the identification and review of existing processes that require amendments or modifications across various municipal operations.

4.1.5 Employee Assistance Programme (EAP)

The Employee Assistance Programme continued to provide vital support to employees. Notably, a public-private partnership with MOSO conducted financial management workshops, catering to employees at various job levels. These workshops included practical assistance such as drafting wills for employees. The EAP also managed numerous formal and informal referrals, demonstrating its ongoing commitment to employee well-being.

Employee Assistance conducted during 2024-2025 financial year:

- Ongoing EAP counselling: 201 employees were consulted.
- Financial Management Workshops: 101 employees were reached through financial management workshops, including pre-retirement programs.
- Workshops conducted for employees (communication skills, conflict management & understanding mental health): 117 employees reached
- Wellness Day: 255 employees screened for vital signs, e.g., glucose, TB, body mass index, high blood pressure and cholesterol, etc.
- Attitudes/Behavior and Absenteeism Workshops
- Trauma debriefings/awareness

The above interventions are meant to address and contribute to the National Key Performance Area "Releasing Human Potential, and which is in line with section 152 (1) (d) of Act 108 of 1996.

4.1.6 Employees Turn -Over Rate

Turn-over Rate			
Details	**Total Appointments as of beginning of Financial Year**	**Terminations during the Financial Year**	**Turn-over Rate**
2023/24	**2090**	**128**	**6.12%**
2024/25	**2086**	**97**	**4.65%**

The turnover rate measures the number and percentage of employees who left the Municipality during the financial year, providing insights into various exit types such as retirement, death, and resignations.

The current statistics show a positive trend, with a higher number of employees retiring, indicating long tenures. Additionally, there has been a decrease in death-related terminations and an overall reduction of 1.47% in total terminations, allowing the Municipality to plan for the future.

4.2 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

POST ESTABLISHMENT										
Descriptions	**Approved Employees No.**	**2022/23**				**2023/24**		**2024/25**		
		Employees No.	**Variance No.**	**Vacancy Rate %**	**Employees No.**	**Variance No.**	**Vacancy Rate %**	**Employees No.**	**Variance No.**	**Vacancy Rate %**
Water (Water, Water Care Works and Maintenance)	415	173	242	58%	177	238	57%	169	246	59%
Sanitation Services	202	79	123	61%	65	137	68%	61	141	70%
Electricity	239	128	111	46%	124	115	48%	100	139	58%
Waste Management	496	291	110	27%	298	198	40%	306	190	38%
Housing	52	13	39	75%	13	39	75%	13	39	75%
Roads and Storm water	1390	175	1215	87%	167	1223	88%	172	1218	88%
Planning (LUM and Building Control)	90	40	50	56%	33	57	63%	32	58	64%
Local Economic Development	24	14	10	42%	15	9	38%	15	9	38%
Community & Social Services (Libraries, Parks & Cemeteries and Social Development)	1236	199	1037	84%	235	1001	81%	249	987	80%
Environmental Protection and Management	12	5	7	58%	4	8	67%	4	8	67%
Health (PHC and Environmental Health)	249	93	156	63%	96	153	61%	82	167	67%
Security and Safety (Traffic and Fire)	601	254	347	58%	238	363	60%	242	359	60%
Sports and Recreation	192	93	99	52%	91	101	53%	97	95	49%
CORPORATE POLICY OFFICES										
Executive and Council (MM's Office and Political Offices)	76	58	18	24%	59	17	22%	55	21	28%
Financial Services	349	175	174	50%	182	167	48%	176	173	50%
Human Resource Services	48	29	19	40%	38	10	21%	42	6	13%
Property	13	7	6	46%	6	7	54%	4	9	69%
Legal Services	22	6	16	73%	6	16	73%	6	16	73%
Risk Management	19	11	8	73%	11	8	42%	10	9	47%
OTHERS										

ED's Office: Shared Services	4	4	0	0%	4	0	0%	4	0	0%
Labour Relations	13	9	4	30%	9	4	31%	6	7	54%
Organizational Development	19	6	13	68%	6	13	68%	6	13	68%
Secretariat & Administration	49	19	30	61%	21	28	57%	21	28	57%
Fleet Management	79	35	44	56%	34	45	57%	37	42	53%
Facilities Management	86	37	49	57%	35	51	59%	55	31	36%
Employment Equity	1	1	0	0	1	0	0%	1	0	0%
EXECUTIVE CLUSTER										
Communications	14	6	8	57%	7	7	50%	7	7	50%
IDP	10	5	5	50%	5	5	50%	5	5	50%
Performance Management	8	3	5	63%	3	5	63%	5	3	38%
Monitoring & Evaluation	8	3	5	63%	4	4	50%	3	5	63%
IGR	1	0	1	63%	1	0	0%	1	0	0%
ED: IPD Office	6	4	2	63%	4	2	33%	4	2	33%
Programme and Administration	19	9	10	63%	7	12	63%	7	12	63%
Project Planning and Construction	19	2	17	89%	2	17	89%	8	11	58%
CD: Utilities and Strategic Projects Office	21	5	16	71%	7	14	67%	7	14	67%
Customer Care	24	10	14	58%	10	14	58%	9	15	63%
Project and Planning	21	5	16	76%	5	16	76%	4	17	81%
ED: Community Service Office	9	3	6	67%	4	5	56%	2	7	78%
By-Law	4	3	1	25%	3	1	25%	3	1	25%
Municipal Court (include Office of the Manager: PS)	109	27	82	75%	28	81	74%	27	82	75%
GEYODI	9	7	2	22%	7	2	22%	4	5	56%
ED: Public Works Office	12	7	5	42%	5	7	58%	5	7	58%
ED: EDP Office	6	3	3	17%	4	2	33%	4	2	33%
AUDIT	26	14	12	46%	16	10	38%	16	10	38%
TOTAL	**6302**	**2070**	**4232**	**67%**	**2090**	**4212**	**67%**	**2086**	**4216**	**67%**

4.2.1 Vacancy Rate 2024/2025

Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances **(as a proportion of total posts in each category)**
	No.	No.	%
Municipal Manager	1	1	100,0
CFO	1	1	100,0
Other S56 Managers (excluding Finance Posts)	8	6	75,0
Other S56 Managers (Finance Posts)	0	0	0,0
Police Officers (Traffic Officers)	168	78	46,4
Fire fighters	237	92	38,8
Senior management: Manager's Levels - JL 1 & 2 (excluding Finance posts)	53	35	66,0
Senior management: Manager's Levels - JL 2 (Finance Posts)	8	5	62,5
Middle management: Level 3 (excl. Finance posts)	71	44	62,0
Middle management: Level 3 (Finance posts)	17	12	70,6
Highly skilled supervision: levels 4 -6 (excluding Finance posts)	448	204	45,5
Highly skilled supervision: levels 4 - 6 (Finance posts)	129	59	45,7
Total	1141	537	47,1

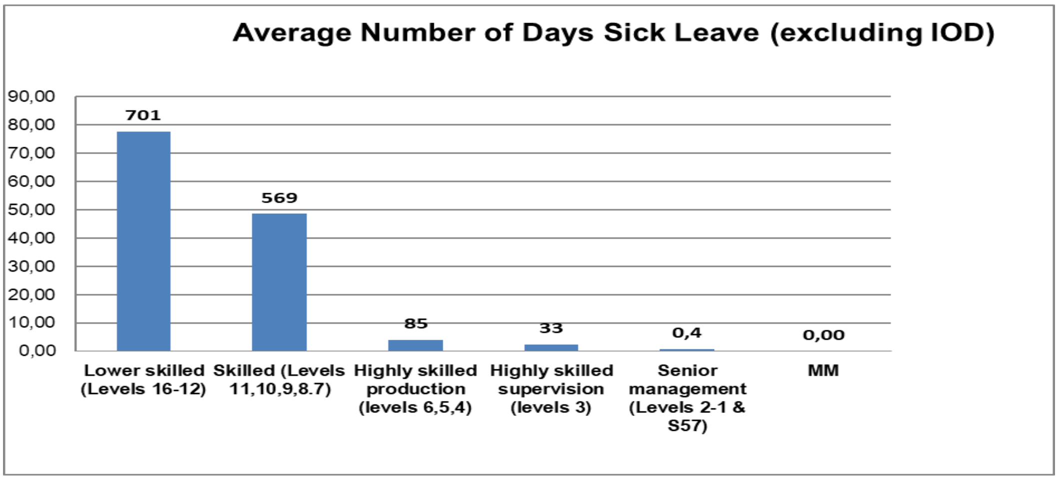
4.3 INJURIES, SICKNESS AND SUSPENSIONS

4.3.1 Number and Cost of Injuries on Duty

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	35	5	14%	7	60
Temporary total disablement	5	0	0%	1	
Permanent disablement	7		0%	1	
Fatal	1		0%	0	
Total	48	5	10%	10	60

4.3.2 Number of days and Cost of Sick Leave

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/per day
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 16-12)	11512	35%	701	30	77,78	642
Skilled (Levels 11,10,9,8.7)	7194	20%	569	22	48,61	1523
Highly skilled production (levels 6,5,4)	592	18%	85	58	4,00	2803
Highly skilled supervision (levels 3)	359	10%	33	26	2,43	3109
Senior management (Levels 2-1 & S57)	108	6%	22	11	0,73	3919
MM	0	0%	0	1	0,00	3626
Total	**19765**	**15%**	**1410**	**148**	133,55	**15622**



4.3.3 Suspensions

No	Position	Nature of Alleged Misconduct	Date of suspension	Details of Disciplinary Action taken, or Status of Case and Reason why not Finalized	Reason for delays	Date Finalized
1.	Accountant	Allegations of fraud and corruption. Employees defrauded a member of the public an amount of R20 000, which was due to her.	23/08/2019 to date	Charge Sheet issued. Matter ongoing. ELM held a meeting on 06/02/2024 and proposed that they be transferred but they refused. Employer intends to start the disciplinary hearing *denovo.* Matter scheduled to sit on 2 July 2024	• Presiding officer was suspended by his employer. • Initiator recused himself • The key witness (complainant) was unavailable • Employer engaged the employee with the option to temporarily transfer her to another department but employee refused. • Employer has appointed a new Presiding Officer and the Initiator. • The matter has been reconvened '*de novo*' with the new committee. • In the meantime, the employee has referred unfair suspension to Labour Court.	**Matter Pending**
2.	Clerk/SNR Clerk	Allegations of fraud and corruption. Employees defrauded a member of the public an amount of R20 000, which was due to her.	23/08/2019 to date	Charge Sheet issued. Matter ongoing. ELM held a meeting on 06/02/2024 and proposed that they be transferred but they refused. Employer intends to start the disciplinary hearing *denovo.* Matter scheduled to sit on 2 July 2024	• Presiding officer was suspended by his employer. • Initiator recused himself • The key witness (complainant) was unavailable • Employer engaged the employee with the option to temporarily transfer her to other department but employee refused. • Employer has appointed a new Presiding Officer and the Initiator. • The matter has been reconvened '*de novo*' with the new committee. • In the meantime, the employee has referred unfair suspension to Labour Court	**Matter Pending**

3.	Office manager	Allegations of gross negligence, dereliction of duties and failure to act in the best interest of the municipality	06/10/2022 to 30/06/2025	Charge sheet issued. Matter was referred to National Bargaining Council for interpretation. Ruling issued in favour of the employer. Internal disciplinary hearing to proceed. Matter to sit on 08/02/2024 & 16/02/2024.Employees requested a postponement to the 13th, 14thand 15th March 2024 as they need to get new legal representative. Matter sat on 12 August 2024 and postponed due to the ill health of the chairperson. The hearing was set to resume on 22 October 2024, however the lawyer representing the employees, Radingoana got involved in a car accident.	Change in legal representation and postponements due to ill health Employee dismissed	**Matter Concluded 30/06/2025**
4.	Office manager	Allegations of gross negligence, dereliction of duties and failure to act in the best interest of the municipality	06/10/2022 to 30/06/2025	Charge sheet issued. Matter was referred to National Bargaining Council for interpretation. Ruling issued in favour of the employer. Internal disciplinary hearing to proceed. Matter to sit on 08/02/2024 & 16/02/2024.Employees requested a postponement to the 13th, 14thand 15th March 2024 as they need to get new legal representative. Matter sat on 12 August 2024 and postponed due to the ill health of the chairperson. The hearing was set to resume on 22 October 2024, however the lawyer representing the employees, Radingoana got involved in a car accident.	Change in legal representation and postponements due to ill health Employee dismissed	**Matter Concluded 30/06/2025**
5.	Office manager	Allegations of gross negligence, dereliction of duties and failure to act in the best interest of the municipality	06/10/2022 to 30/06/2025	Charge sheet issued. Matter was referred to National Bargaining Council for interpretation.	Change in legal representation and postponements due to ill health Employee dismissed	**Matter Concluded 30/06/2025**

				Ruling issued in favour of the employer. Internal disciplinary hearing to proceed. Matter to sit on 08/02/2024 & 16/02/2024.Employees requested a postponement to the 13th, 14thand 15th March 2024 as they need to get new legal representative. Matter sat on 12 August 2024 and postponed due to the ill health of the chairperson. The hearing was set to resume on 22 October 2024, however the lawyer representing the employees, Radingoana got involved in a car accident.		
6.	Public liaison officer	Employee violated his conditions of suspension.	26/03/2024 to 18/03.2025	Charge sheet issued. The DC was initially scheduled to commence in July 2024 but was followed by numerous postponements. DC Hearing date: 04, 06, 07 and 08/11/2024. The set down was postponed due to the bereavement in the family of the SAMWU representative. The DC eventually commenced on 12/02/2025. Heads of arguments to be submitted by parties on 18/02/2025. Matter finalized, awaiting ruling from chairperson.	Numerous postponements by both employee rep and employer rep Employee Dismissed	**Matter Concluded 18/03/2025**
7.	Stock Controller	Employee failed to check correctness of invoices and stock numbers.	28/08/2024 to date	Charge Sheet issued on the 18/03/2025 Disciplinary hearing sat on 12/06/2025 but was postponed. Disciplinary hearing date: 03/07/2025	Employer had to seek legal representation Employee requested further particulars which the employer does not have.	Matter pending

8.	SNR OHS Officer	Allegation that wilfully instructed Sheriff that kept the security bond (money) in respect of your dispute with the municipality, to release it to yourself without informing the municipality	29/02/2024 to 11/02/2025	Charge sheet issued on the 10/04/2024 Charge sheet amended to add more charges. DC Hearing date: 9-10/05/2024 Matter sat only on the 9th And 10 June 2024. DC Hearing date: 17&19 July 2024 The parties have submitted their Heads of Argument to the Chairperson. Employee found guilty. Parties to submit mitigating and aggravating factors.	Employee places on precautionary suspension on 29/02/2024 Employee dismissed 11/2/2025	**Matter concluded 11/2/2025**
9.	Legal Advisor	Allegation of violating POPI act. using fellow employee personal information	15/04/2024 to 13/03/2025	Investigation still underway Charge sheet issued on the 20/06/2024 Disciplinary inquiry currently underway. DC Hearing date: 27/08/2024. Matter postponed due to ill health of the employee. DC Hearing date: 02/12/2024, Matter postponed due to ill health of the employee. DC Hearing: 27/01/2025 Matter postponed due to the employee's representative being ill. DC Hearing date: 07/02/2025, parties exchanged bundles and lead evidence. Written closing arguments were to be submitted on the 14/02/2025, however they will be submitted on the 17/02/2025. Ruling issued on the 05/03/2025. Employee found guilty, sanction issued on the 13/03.2025.	Postponement due to ill health of employee. Employee dismissed 13/032025	**Matter Concluded 13/032025**
10.	Clerk/Senior Clerk	Allegation of Financial misconduct	22/04/2024 to 7/03/2025	Charge sheet not issued. Forensic Investigation still underway. Parties entered into a settlement agreement. Employee suspension is uplifted and moved to a different department (assets)	Forensic Investigation still underway.	**Matter Concluded 7/03/2025**

11.	General worker	Allegations relate to gross dishonest.	05/11/2024 to 30/07/2025	Charge Sheet issued. February 2025. DC Hearing date: 20/03/2025.Request for postponement, Employee rep not available. DC Hearing date: 14/4/2025. Points in limine raised by employee rep. DC Hearing date: 12/05/2025.Matter partly heard, Employer lead evidence. DC Hearing date: 26/05/2025. Employee led evidence. Heads of Arguments o be submitted on 2/6/2025 & 4/6/2025. Awaiting ruling. Outcome issued on the 30/07/2025. Employee found guilty and is dismissed.	Postponements due to unavailability of parties. Employee dismissed	**Matter Concluded 30/07/2025**
12.	Work study manager	Allegations of appointing Ms. Mokoena to act without prior approval.	18/12/2024 to date	Charge Sheet issued.08/04/2025 DC Hearing date: 15/04/2025. Employee wants to enter into a plea agreement. Conditions of the plea will be made in writing and the employer will respond accordingly. DC Hearing date: 19/05/2025. Points in limine to be submitted in writing. Ruling issued 27/05/2025 DC Hearing date: 03/06/2025. Matter partly heard. DC Hearing date: 19/06/2025. Heads of argument presented, awaiting ruling.	Awaiting ruling from chairperson	**Matter pending**
13.	Messenger driver	Dishonest accepting acting arrangement based on misinterpretation about permanent position.	23/12/2024 to date	Charge Sheet issued 20/03/2025 DC Hearing date: 19/05/2025 Matter postponed to 13 & 14 August	Matter postponed by employer	**Matter pending**
14.	Manager: LED	Employee allegedly committed gross insubordination by undermining the authority of his line manager also refusing to obey lawful instruction.	10/02/2025 to date	Charge Sheet issued 15/04/2025. DC Hearing: 15/05/2025 Employee raised points in limine regarding legal representation (Chairperson and Initiator).	Postponed. Points in limine raised on legal representation and request for further particulars	**Matter pending**

				Employer representative said he will submit his responses on 23/05/2025, employee representative will submit on 28/05/2025. The chairperson will give her ruling on 05/06/2025. Awaiting new date for DC hearing.		
15.	Town planner: LED	Employee allegedly submitted more than 300 spaza shop registration applications on behalf of foreign nationals.	10/02/2025 to 30/06/2025	DC Hearing: 9/05/21025 Matter postponed. Employee rep not available. DC Hearing date: 22/05/2025. Employee pled guilty. Written submissions due by 30/05/2025. Awaiting ruling Ruling issued 30/06/2025		**Matter concluded 30/06/2025**
16.	Town planner: LED	Employee allegedly contravened the Municipal Code of Conduct as contained in Schedule 2 of the Local Government: Municipal Systems Act, 2000 (Act No. 32, 2000) relating to personal gain by processing her husband's land development applications.	03/03/2025 to date	Charge sheet issued 16/07/2025 Employee issued with an intention to suspend by the employer on the 04/03/2025. Employee submitted representations on 05/03/82025. Employee issued with a suspension letter on 10/03/2025.	Delay in issuing charge sheet.	**Matter pending**
17.	Fleet controller	Employee allegedly misconducted herself by being dishonest and misusing diesel/petrol for personal gain without authorization	14/03/2025 to date	Charge sheet not issued.	Delay in formulation of the charge sheet.	**Matter Pending**
18.	Petrol pump attendant: Fleet	Employee allegedly misconducted herself by being dishonest and misusing diesel/petrol for personal gain without authorization	14/03/2025 to date	Charge sheet not issued.	Delay in formulation of the charge sheet.	**Matter Pending**
19.	Petrol pump attendant: Fleet	Employee allegedly misconducted herself by being dishonest and misusing diesel/petrol for personal gain without authorization	14/03/2025 to date	Charge sheet not issued.	Delay in formulation of the charge sheet by employer legal rep	**Matter Pending**

20.	Senior Clerk: Fleet	Employee allegedly misconducted himself by being dishonest and misusing diesel/petrol for personal gain without authorization.	20/03/2025 to date	Charge sheet issued on 23/06/2025	Delay in formulation of the charge sheet by employer legal rep	**Matter pending**
21.	Senior Clerk: Fleet	Employee allegedly misconducted himself by being dishonest and misusing diesel/petrol for personal gain without authorization.	14/03/2025 to date	Charge sheet issued on 19/06/2025		
22.	Manger: Bylaw	Employee allegedly misconducted himself by expressing an attitude of insubordination, insolence and disrespect toward the Executive Director: Community Services.	14/03/2025 to date	Charge Sheet issued: 9/06/2025 DC Hearing date: 24/06/2025. Matter sat, however postponed as chairperson not available due to bereavement in the family. DC Hearing sat on the 17/07/2025. Matter postponed as further particulates requested were not complete and employee rep was not well.	Further particulars request. Points in limine raise.	**Matter Pending**
23.	Manager: Parks and Cemeteries	Employee allegedly amongst others, misconducted herself by trying to force the Executive Director: Community Services to approve expenditure for contractors.	6/01/2025 to date	Charge Sheet issued 16/04/2025. Employee submitted a request for a pre-dismissal arbitration as prescribed by Section 188A of the LRA. Pre dismissal conciliation sat on 20/06/2025.		**Matter pending**
24.	Assistant Manager: Mechanical workshop	Employee allegedly misconducted himself by taking part in actions that could jeopardize the integrity of the ELM fleet operations	25/05/2025 to date	Charge Sheet not issued.	Delay in formulation of the charge sheet by employer legal rep	**Matter pending**
25.	Cashier: Municipal Court	Employee allegedly misconducted herself by fraudulently capturing the wrong amounts on paid traffic tickets at the municipal court	24/04/2025 to date	Charge Sheet not issued	Delay in formulation of the charge sheet by employer legal rep	**Matter pending**
26.	General worker: Cemeteries	Employees allegedly misconducted him/herself by defrauding the municipality and being dishonest to the public.	23/04/2025 to date	Charge Sheet not issued	Delay in formulation of the charge sheet by employer legal rep	**Matter pending**

27.	Admin assistant: Cemeteries	Employees allegedly misconducted him/herself by defrauding the municipality and being dishonest to the public.	23/04/2025 to date	Charge Sheet not issued	Delay in formulation of the charge sheet by employer legal rep	**Matter pending**
28.	Caretaker: Cemeteries	Employees allegedly misconducted him/herself by defrauding the municipality and being dishonest to the public.	24/04/2025 to date	Charge Sheet not issued	Delay in formulation of the charge sheet by employer legal rep	**Matter pending**
29.	General worker: Cemeteries	Employees allegedly misconducted him/herself by defrauding the municipality and being dishonest to the public.	24/04/2025 to date	Charge Sheet not issued	Delay in formulation of the charge sheet by employer legal rep	**Matter pending**

4.3 FINANCIAL MISCONDUCT CASES

FINANCIAL MISCONDUCT CASES					
NO	**POSITIONS**	**CHARGES OF MISCONDUCT**	**ACTION TAKEN BY ELM**	**FINANCIAL IMPLICATIONS**	**STATUS**
01.	Employee (W01544) and (W01671)	Allegations of fraud and corruption. Employees defrauded a member of the public an amount of R20 000, which was due to her.	*Charge Sheet issued. Matter ongoing. *The matter is partly heard and is due to be concluded as a matter of urgency. It is recommended that the employee remains on suspension until the matter is concluded, by virtue of the fact that the charges relate to fraud, corruption and dishonesty, as well as the public interest that the matter has received. If the employee is allowed to resume his/her duties, his/her presence at work will defeat the employer's efforts and arguments to in terms of the employee's dishonest behaviour and will have serious implications and/or a	R 20 000.00	Pre-trial consultation arranged with Employees' representative. Consultation held with the initial Employer Representative for briefing on matter Matter set to continue on the 22nd February 2022, but was postponed due to the unavailability of the employee representative who was on sick leave Matter is set down for 28 and 29 March 2022.

			potential repetition of the same misconduct. *New appointment of initiator and presiding officer.		Matter set down for 12th& 13th April 2022 Postponed sue to unavailability of chairperson Matter scheduled on the 13/02/2023. Matter postponed. Indulgence given to the employer to solicit evidence of Ms. L. Zwane, the key witness who was still on the stand. Matter to sat on the 19/06/2023 ELM intends to withdraw charges due to the unavailability/ non- cooperation of the key witness ELM held a meeting on 06/02/2024 and proposed that they be transferred but they refused. Employer intends to start the disciplinary hearing denovo. Virtual session held on 09/07/2024 DC Hearing date: 23 July 2024.

					Employee representative raised points in limine, awaiting ruling. 01-10-2024 - The disciplinary proceedings could not commence on the merits as the employees obtained an interdict from the Labour Court preventing continuation of the disciplinary inquiry pending the finalization of the main application by the employees at the Labour Court. The lawyers representing the municipality, Raphela Attorneys are seeking a recourse. Awaiting Labour Court set down date. **Matter pending**
02.	Employee (W01637), (W00848) & (W00233)	Allegations of gross negligence, dereliction of duties and failure to act in the best interest of the municipality	Matter scheduled to sit on the 22 December 2022. Employer to provide employee rep with requested documents on 28 January 2023. Bundles to be exchanged on the 31 January 2023. Pre-Arb scheduled for 9 February 2023. Hearing will commence on 14 February 2023	R 7 857 688.71	Outcome issued: 11/06/2025. Employees found guilty. Sanction issued: 30/06/2025. Recommended that employees be dismissed. **Matter concluded**

			Matter scheduled to sit on the 1st of March 2023 The accused employees raised points in Limine, stating that the employer is charging them for exercising their rights. Matter was referred to National Bargaining Council for interpretation. Ruling issued in favour of the employer. Internal disciplinary hearing to proceed. Matter to sit on 08/02/2024 & 16/02/2024.Employees requested a postponement to the 13th, 14thand 15th March 2024 as they need to get new legal representative. DC Hearing date: 6-10/05/2024 Matter sat from the 6-8/05/2024 DC Hearing set for 12, 13, & 19 June 2024 DC Hearing date: 8/07/2024 Witness 1 of the employer testified. DC Hearing date: 22,23, & 24/07/2024 Witness 2 of the employer is expected to testify. Matter sat on 12 August 2024 and postponed due to the ill health of the chairperson.		

			The hearing was set to resume on 22 October 2024, however the lawyer representing the employees, Radingoana got involved in a car accident. DC Hearing date: 24/02/2025 Employees led evidence and closed their case. Closing argument to be submitted. Outcome issued: 11/06/2025. Employees found guilty. Sanction issued: 30/06/2025. Recommended that employees be dismissed. Matter concluded		

4.4 POLICIES

4.4.1 Human Resources Policies

HR Policies and Plans				
	Name of Policy	**Completed %**	**Reviewed %**	**Date adopted by council or comment on failure to adopt**
1	Affirmative Action	N/A	N/A	Incorporated in the Emfuleni Local Municipality Employment Equity Policy (01 October 2009)
2	Attraction and Retention	N/A	N/A	Draft policy has been developed and currently under consultation.
3	Code of Conduct for employees	100%	N/A	As per Municipal Systems Act No 32 of 2000 Schedule 2
4	Delegations, Authorization & Responsibility	100%	N/A	17 October 2013, currently undergoing review process.
5	Disciplinary Code and Procedures	100%	N/A	SALGBC Disciplinary Code Collective Agreement 2020-2023
6	Essential Services	100%	N/A	18 September 2008
7	Employee Assistance / Wellness	100%	N/A	30 May 2014
8	Employment Equity	100%	N/A	1 October 2009
9	Exit Management	N/A	N/A	Forms part of the Recruitment and Selection policy during the review process.
10	Grievance Procedures	100%	N/A	Main Collective Agreement 2020 - 2023
11	HIV/Aids	100%	N/A	30 May 2014
12	Human Resource and Development	100%	N/A	30 May 2014
13	Information Technology	100%	N/A	1 October 2009
14	Job Evaluation	N/A	N/A	Municipal Staff Regulation 2021
15	Leave Administration	100%	100%	Main Collective Agreement and ELM Policy 22 June 2022
16	Official Housing		N/A	Main Collective Agreement 2020-2023
17	Official Journeys	N/A	N/A	Under Car allowance policy 20 November 2020
18	Official transport to attend Funerals	N/A	100%	28 September 2022
19	Official Working Hours and Overtime	100%	100%	28 September 2022
20	Organizational Rights	100%	N/A	Main Collective Agreement 2020-2023
21	Payroll Deductions	N/A	N/A	Main Collective Agreement 2020-2023
22	Performance Management and Development	100%	N/A	11 November 2012 and Municipal Staff Regulations, 2021
23	Recruitment, Selection and Appointments	100%	N/A	22 June 2022
24	Remuneration Scales and Allowances	100%	N/A	Conditions covered under the Main Collective Agreement 2020-2023
25	Sexual Harassment	100%	N/A	26 October 2004
26	Skills Development	100%	N/A	30 May 2014
27	Smoking	N/A	N/A	
28	Special Skills	N/A	N/A	

29	Work Organization	N/A	N/A	Main Collective Agreement 2020-2023
30	Acting Policy (amended)	100%	100%	07 July 2017
32	Relocation Policy	100%	100&	22 June 2022
33	Head Hunting Policy	100%	100%	Forms part of the Recruitment policy 2022

APPENDIX A-FINANCIAL PERFORMANCE PER FUNCTION 2024-2025

Water Services					
Financial Performance 2024/25: Water Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	1 416 596	1 879 807	1 492 897	1 658 068	-13%
Expenditure:					
Employees	23 308	29 216	26 294	25 115	-16%
Repairs and Maintenance	90 131	46 324	51 500	91 857	50%
Other	1 382 327	1 456 375	1 462 546	1 547 468	6%
Total Operational Expenditure	1 495 766	1 531 914	1 540 340	1 664 440	8%
Net Operational (Service) Expenditure	-79 169	347 893	-47 443	-6 372	5559%

Sanitation Services					
Financial Performance 2024/25: Sanitation Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	843 307	652 744	652 744	1 003 590	35%
Expenditure:					
Employees	27 985	32 812	28 002	27 318	-20%
Repairs and Maintenance					
Other	255 007	114 646	142 048	219 938	48%
Total Operational Expenditure	282 993	147 458	170 050	247 256	40%
Net Operational (Service) Expenditure	560 314	505 287	482 694	756 334	33%

Electricity Services					
Financial Performance 2024/25: Electricity Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	3 563 856	3 927 403	3 927 942	5 790 106	32%
Expenditure:					
Employees	47 818	54 987	50 032	45 972	-20%
Repairs and Maintenance	10 427	1 500	13 637	13 499	89%
Other	3 007 708	2 894 359	2 890 658	4 044 439	28%
Total Operational Expenditure	3 065 953	2 950 846	2 954 327	4 103 910	28%
Net Operational (Service) Expenditure	497 903	976 557	973 615	1 686 196	42%

APPENDIX A-FINANCIAL PERFORMANCE PER FUNCTION 2024-2025

Employees: Solid Waste Magement Services					
Financial Performance 2024/25: Solid Waste Management Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment	Actual	Variance to
Total Operational Revenue (excluding tarrifs)	399 352	445 773	445 773	420 013	-6%
Expenditure:					
Employees	47 529	54 542	51 776	47 680	-14%
Repairs and Maintenance	388	2 000	5 200	3 633	45%
Other	50 126	70 953	60 120	60 996	-16%
Total Operational Expenditure	98 043	127 496	117 096	112 308	-14%
Net Operational (Service) Expenditure	301 309	318 277	328 677	307 704	-3%

Financial Performance 2024/25: Housing Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	11 955	11 840	11 840	15 849	25%
Expenditure:					
Employees	35 418	42 174	39 028	34 031	-24%
Repairs and Maintenance					
Other	77 286	78 119	78 984	168 818	54%
Total Operational Expenditure	112 704	120 293	118 012	202 849	41%
Net Operational (Service) Expenditure	-100 749	-108 453	-106 172	-187 000	42%

Financial Performance 2024/25: Roads Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	266 718	1 210	1 210	2 186	45%
Expenditure:					
Employees	18 227	20 541	18 424	16 902	-22%
Repairs and Maintenance	0				
Other	208 340	346 404	229 186	165 256	-110%
Total Operational Expenditure	226 568	366 945	247 610	182 158	-101%
Net Operational (Service) Expenditure	40 151	-365 735	-246 400	-179 972	-103%

APPENDIX A-FINANCIAL PERFORMANCE PER FUNCTION 2024-2025

Stormmwater Services					
Financial Performance 2024/25:Stormwater Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	27 682	403	403	0	
Expenditure:					
Employees	14 267	17 658	16 562	15 208	-16%
Repairs and Maintenance					
Other	14 828	19 178	20 263	15 671	-22%
Total Operational Expenditure	29 094	36 836	36 825	30 879	-19%
Net Operational (Service) Expenditure	-1 412	-36 433	-36 422	-30 879	-18%

Local Economic Development Services					
Financial Performance 2024/25: Local Economic Development Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	1 095	942	942	808	-17%
Expenditure:					
Employees	23 292	24 172	23 801	23 900	-1%
Repairs and Maintenance					
Other	0	29 874	30 070	26 244	-14%
Total Operational Expenditure	23 292	54 046	53 872	50 145	-8%
Net Operational (Service) Expenditure	24 387	54 989	54 814	50 953	-8%

Transport Services					
Financial Performance 2024/25: Transport Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	0	0	1 003	0	
Expenditure:					
Employees	7 046	15 503 049	14 159 101	12 727	-11%
Repairs and Maintenance	764	-	3 104	0	
Other	5 578	10 793 014	10 012 761	8 359	-20%
Total Operational Expenditure	13 389	26 296 063	24 174 966	21 087	-15%
Net Operational (Service) Expenditure	-13 389	-26 296 063	-23 171 862	-21 087	-10%

APPENDIX A-FINANCIAL PERFORMANCE PER FUNCTION 2024-2025

Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Financial Performance 2024/25: Libraries; Archives; Museums; Galleries; Community Facilities; Other					**R'000**
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	13 080	20 900	20 900	17 231	-21%
Expenditure:					
Employees	15 771	23 370	20 565	17 842	-31%
Repairs and Maintenance					
Other	12 717	15 207	15 253	13 101	-16%
Total Operational Expenditure	28 488	38 578	35 818	30 942	-25%
Net Operational (Service) Expenditure	-15 408	-17 677	-14 918	-13 711	-29%

Planning					
Financial Performance 2024/25:Planning					**R'000**
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)					
Expenditure:					
Employees	3 900	2 883	2 652	1 987	-45%
Repairs and Maintenance	0				
Other	967	2 141	2 020	1 558	-37%
Total Operational Expenditure	4 867	5 023 446	4 671 526	3 544 750	-42%
Net Operational (Service) Expenditure	-4 867	-5 023 446	-4 671 526	-3 544 750	-42%

Financial Performance 2024/25: Cemetories and Crematoriums					**R'000**
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	6 720	4 517	4 517	11 004	59%
Expenditure:					
Employees	6 388	6 567	6 453	6 363	-3%
Repairs and Maintenance					
Other	9 126	7 525	10 639	10 265	27%
Total Operational Expenditure	15 513	14 092	17 092	16 629	15%
Net Operational (Service) Expenditure	-9	-9 576	-12 575	-5 624	-70%

APPENDIX A-FINANCIAL PERFORMANCE PER FUNCTION 2024-2025

Financial Performance 2024/25: Planning(Strategic and regulatory)					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	0	0	0	11	100%
Expenditure:					
Employees	14 424	16 368	15 644	14 508	-13%
Repairs and Maintenance	0	0	0	0	
Other	23 651	24 643	33 825	33 216	26%
Total Operational Expenditure	38 075	41 011	49 469	47 724	14%
Net Operational (Service) Expenditure	-38 074	-41 011	-49 469	-47 713	14%

Financial Performance 2024/25: Child Care; Aged Care; Social Programmes					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)					
Expenditure:					
Employees	1 769	1 843	1 843	1 830	-1%
Repairs and Maintenance					
Other	555	284	284	569	50%
Total Operational Expenditure	2 325	2 126	2 126	2 399	11%
Net Operational (Service) Expenditure	-2 325	-2 126	-2 126	-2 399	11%

Pollution Control					
Financial Performance 2024/25: Pollution Control					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	242	0	0	11	100%
Expenditure:					
Employees	14 198	16 368	15 644	14 508	-13%
Repairs and Maintenance	4				
Other	32 346	24 643	33 825	33 216	26%
Total Operational Expenditure	46 548	41 011	49 469	47 724	14%
Net Operational (Service) Expenditure	-46 306	-41 011	-49 469	-47 713	14%

APPENDIX A-FINANCIAL PERFORMANCE PER FUNCTION 2024-2025

Financial Performance 2024/25: Bio-Diversity; Landscape and Other R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	273	263	263	462	176%
Expenditure:					
Employees	15 732	19 523	18 012	14 421	74%
Repairs and Maintenance					0%
Other	13 975	16 957	19 520	12 685	75%
Total Operational Expenditure	29 707	36 480	37 531	27 106	74%
Net Operational (Service) Expenditure	-29 434	-36 217	-37 268	-26 644	74%

Clinics Financial Performance 2024/25: Clinics R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	38 053	44 571	44 871	40 924	-9%
Expenditure:					
Employees	9 539	20 497	19 987	8 800	-133%
Repairs and Maintenance					
Other	8 838	15 708	14 984	8 614	-82%
Total Operational Expenditure	18 377	36 205	34 972	17 414	-108%
Net Operational (Service) Expenditure	19 676	8 366	9 900	23 510	64%

Financial Performance 2024/25: Traffic R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment	Actual	Variance to
(excluding tarrifs)	277 259	140 623	140 623	212 881	34%
Expenditure:					
Police Officers	34 100	38 797	36 891	34 738	-12%
Other employees	17 215	19 965	18 954	17 830	-12%
Repairs and Maintenance					
Other	227 041	226 600	222 085	243 807	7%
Total Operational Expenditure	278 356	285 361	277 930	296 375	4%
Expenditure	-1 097	-144 738	-137 307	-83 494	-73%

APPENDIX A-FINANCIAL PERFORMANCE PER FUNCTION 2024-2025

Financial Performance 2024/25: Fire Services					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
(excluding tarrifs)	10 417	454	1 454	1 443	69%
Expenditure:					
Fire fighters	39 016	43 328	41 661	40 036	-8%
Other employees	6 589	6 173	6 173	6 008	-3%
Repairs and Maintenance					
Other	60 947	67 061	66 191	65 172	-3%
Total Operational Expenditure	106 551	116 561	114 025	111 216	-5%
Expenditure	-96 134	-116 107	-112 571	-109 773	-6%

Sport and Recreation					
Financial Performance 2024/25: Sport and Recreation					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	1	3	3	77	97%
Expenditure:					
Employees	17 498	19 213	18 686	17 891	-7%
Repairs and Maintenance	619	700	1 044	777	10%
Other	22 279	28 630	28 898	23 790	-20%
Total Operational Expenditure	40 396	48 543	48 628	42 459	-14%
Net Operational (Service) Expenditure	-40 395	-48 540	-48 625	-42 382	-15%

The Executive and Council					
Financial Performance 2024/25: The Executive and Council					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)					
Expenditure:					
Councilors	49 106	54 058	53 045	50 947	-6%
Employees	43 106	47 150	47 150	42 303	-11%
Repairs and Maintenance					
Other	47 376	43 849	43 287	50 699	14%
Total Operational Expenditure	139 589	145 057	143 482	143 949	-1%
Net Operational (Service) Expenditure	-139 589	-145 057	-143 482	-143 949	-1%

APPENDIX A-FINANCIAL PERFORMANCE PER FUNCTION 2024-2025

Employees: Financial Services					
Financial Performance 2024/25: Financial Services					R'000
Details	**2023/24**	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	0	0	0	54 088	100%
Expenditure:					
Employees	2 437	3 219	3 219	2 755	-17%
Repairs and Maintenance					
Other	17 464	7 623	13 502	25 069	70%
Total Operational Expenditure	19 901	10 842	16 721	27 824	61%
Net Operational (Service) Expenditure	-19 901	-10 842	-16 721	26 264	141%

Employees: Human Resource Services					
Financial Performance 2024/25: Human Resource Services					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)	2 583	0	2 500	2 898	100%
Expenditure:					
Employees	83 615	23 844	23 411	17 299	-38%
Repairs and Maintenance					
Other	49 229	43 696	47 126	50 768	14%
Total Operational Expenditure	132 843	67 540	70 536	68 067	1%
Net Operational (Service) Expenditure	-130 260	-67 540	-68 036	-65 169	-4%

Information Communication Technology					
Financial Performance 2024/25:					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)		-	-	63 916	100%
Expenditure:					
Employees	8 054	8 877 720	8 877 720	8 333	-7%
Repairs and Maintenance					
Other	8 054	8 878	8 878	8 333	-7%
Total Operational Expenditure	34 946	24 590	35 322	36 344	32%
Net Operational (Service) Expenditure	-34 946	-24 590	-35 322	-36 280	32%

APPENDIX A-FINANCIAL PERFORMANCE PER FUNCTION 2024-2025

Legal Services					
Financial Performance 2024/25: Legal Services					**R'000**
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)					
Expenditure:					
Employees	3 216	6 109	5 481	3 824	-60%
Repairs and Maintenance					
Other	17 798	14 189	16 590	25 560	44%
Total Operational Expenditure	21 015	20 298	22 071	29 383	31%
Net Operational (Service) Expenditure	-21 015	-20 298	-22 071	-29 383	31%

Financial Performance 2024/25: Risk Management Services					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)					
Expenditure:					
Employees	4 894	6 090	6 090	5 280	-15%
Repairs and Maintenance					
Other	18 820	20 054	20 028	18 340	-9%
Total Operational Expenditure	23 714	26 143	26 117	23 620	-11%
Net Operational (Service) Expenditure	-23 714	-26 143	-26 117	-23 620	-11%

Financial Performance 2024/25: Procurement Services					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue (excluding tarrifs)					
Expenditure:					
Employees	16 372	19 372	18 450	17 188	-13%
Repairs and Maintenance					
Other	12 245	14 697	14 124	16 108	9%
Total Operational Expenditure	28 617	34 069	32 574	33 296	-2%
Net Operational (Service) Expenditure	-28 617	-34 069	-32 574	-33 296	-2%

EMFULENI
LOCAL MUNICIPALITY
Vaal River City, the Cradle of Human Rights

OFFICE OF MUNICIPAL MANAGER

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P.O. Box 3
c/o Klasie Havenga Street and
Frikkie Meyer Boulevard
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1911

Web: www.emfuleni.gov.za

Date: 29 August 2025 **Ref: NM Ntuli**

Deputy Director General: Municipal Financial Governance
Gauteng Provincial Treasury
75 Fox Street
Imbumba House
Marshalltown
2107

ATTENTION: OWEN WITBOOI

SUBMISSION OF TABLED 2024/25 UNUADITED (DRAFT) ANNUAL REPORT

Local Government: Section 121 (1) of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) mandates each municipality to prepare an annual report for each financial year.

Furthermore, Section 127(2) of the MFMA requires the Executive Mayor of the municipality to table the municipality's annual report before the municipal council within seven (7) months after the end of the financial year (January 2026). However, the Municipal Finance Management Act, 2003 (Act No. 56 of 2003), in line with Circular 63, obliges the Executive Mayor to table the 2024/2025 Unaudited (Draft) Annual Report to Council and ultimately submit it to Provincial and National Departments.

In preparing the 2024/25 Unaudited (Draft) Annual Report, the municipality took note of the National Treasury MFMA Circulars 63 and 32, together with Circular 11.

Therefore, the 2024/25 Unaudited (Draft) Annual Report was prepared in compliance with these legislative directives and are herewith submitted to you.

A certified extract from the minutes of the Council meeting held on 28 August 2025, reflecting the appropriate resolution under Item A5267, will be submitted by e-mail soon.

Yours in good governance,

MUNICIPAL MANAGER
APRIL NTULI

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Date: 29 August 2025 **Ref: NM Ntuli**

Head of Department: National Treasury
40 Church Square
National Treasury Building
Pretoria
0002

ATTENTION: MATJATJI MASHOESHOE

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Frikkie Meyer Boulevard
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1911
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Date: 29 August 2025 **Ref: NM Ntuli**

Acting Head of Department: Gauteng Department of Cooperative Governance and Traditional Affairs
Provincial Disaster Management Centre (PDMC)
11 Jansen Avenue, Block B
No.5 Riverview Park
MIDRAND

ATTENTION: DARION BARCLAY

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Head of Department: Department of Cooperative Governance and Traditional Affairs
87 Hamilton Street
Arcadia
Pretoria
0111

ATTENTION: ZODWA MOGOLA

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