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MERA FONG  
CITY LOCAL MUNICIPALITY  
AUDITED  
ANNUAL REPORT  
2024/2025

# Chapter 1

## CONTENTS

|                                                                            |    |
|----------------------------------------------------------------------------|----|
| CONTENTS.....                                                              | 2  |
| CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY .....                   | 6  |
| COMPONENT A: MAYOR’S FOREWORD .....                                        | 6  |
| COMPONENT B: EXECUTIVE SUMMARY .....                                       | 8  |
| 1.1. MUNICIPAL MANAGER’S OVERVIEW.....                                     | 8  |
| 1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW.....       | 10 |
| 1.3. SERVICE DELIVERY OVERVIEW .....                                       | 19 |
| 1.4. FINANCIAL HEALTH OVERVIEW.....                                        | 22 |
| 1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW .....                             | 25 |
| 1.6. AUDITOR GENERAL REPORT.....                                           | 26 |
| 1.7. STATUTORY ANNUAL REPORT PROCESS.....                                  | 27 |
| CHAPTER 2 – GOVERNANCE.....                                                | 29 |
| COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE .....                 | 29 |
| 2.1 POLITICAL GOVERNANCE.....                                              | 30 |
| 2.2 ADMINISTRATIVE GOVERNANCE .....                                        | 34 |
| COMPONENT B: INTERGOVERNMENTAL RELATIONS.....                              | 39 |
| 2.3 INTERGOVERNMENTAL RELATIONS .....                                      | 39 |
| COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION .....                 | 42 |
| 2.4 PUBLIC MEETINGS.....                                                   | 43 |
| 2.5 IDP PARTICIPATION AND ALIGNMENT .....                                  | 47 |
| COMPONENT D: CORPORATE GOVERNANCE .....                                    | 48 |
| 2.6 RISK MANAGEMENT .....                                                  | 48 |
| 2.7 ANTI-CORRUPTION AND FRAUD.....                                         | 51 |
| 2.8 SUPPLY CHAIN MANAGEMENT .....                                          | 53 |
| 2.9 BY-LAWS.....                                                           | 53 |
| 2.10 WEBSITES .....                                                        | 54 |
| 2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES.....                        | 55 |
| CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I) ..... | 59 |
| COMPONENT A: BASIC SERVICES.....                                           | 59 |
| .....                                                                      | 63 |

# Chapter 1

|                                                                                                                        |     |
|------------------------------------------------------------------------------------------------------------------------|-----|
| 3.3 ELECTRICITY.....                                                                                                   | 80  |
| 3.4 WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)..... | 86  |
| 3.5 HOUSING .....                                                                                                      | 92  |
| 3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT .....                                                                     | 96  |
| COMPONENT B: ROAD TRANSPORT .....                                                                                      | 98  |
| 3.7 ROADS.....                                                                                                         | 99  |
| 3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION).....                                                | 104 |
| 3.9 WASTE WATER (STORMWATER DRAINAGE) .....                                                                            | 107 |
| COMPONENT C: PLANNING AND DEVELOPMENT .....                                                                            | 112 |
| 3.10 PLANNING .....                                                                                                    | 112 |
| 3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES).....                                             | 116 |
| COMPONENT D: COMMUNITY & SOCIAL SERVICES.....                                                                          | 124 |
| 3.12 LIBRARIES; AND COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC) .....                                            | 124 |
| 3.13 CEMETORIES AND CREMATORIUMS .....                                                                                 | 131 |
| 3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES.....                                                                     | 134 |
| COMPONENT E: ENVIRONMENTAL PROTECTION .....                                                                            | 137 |
| COMPONENT E: ENVIRONMENTAL PROTECTION .....                                                                            | 140 |
| 3.15 POLLUTION CONTROL.....                                                                                            | 143 |
| 3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES).....                                                                 | 146 |
| COMPONENT G: SECURITY AND SAFETY .....                                                                                 | 149 |
| 3.20 POLICE .....                                                                                                      | 150 |
| COMPONENT H: SPORT AND RECREATION .....                                                                                | 154 |
| 3.23 SPORT AND RECREATION .....                                                                                        | 154 |
| 3.25 FINANCIAL SERVICES.....                                                                                           | 159 |
| 3.26 HUMAN RESOURCE SERVICES .....                                                                                     | 165 |
| 3.26HUMAN RESOURCE SERVICES .....                                                                                      | 167 |
| 3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES .....                                                     | 169 |
| 3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES .....                                                   | 173 |
| COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD .....                                                                | 179 |
| CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE .....                                                               | 180 |
| (PERFORMANCE REPORT PART II) .....                                                                                     | 180 |

# Chapter 1

|                                                                            |     |
|----------------------------------------------------------------------------|-----|
| COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL .....                 | 181 |
| 4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES .....                          | 181 |
| COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE .....                        | 183 |
| 4.2 POLICIES .....                                                         | 184 |
| 4.3 INJURIES, SICKNESS AND SUSPENSIONS.....                                | 187 |
| 4.4 PERFORMANCE REWARDS .....                                              | 190 |
| COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE .....                    | 191 |
| 4.5 SKILLS DEVELOPMENT AND TRAINING .....                                  | 194 |
| COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE .....                      | 197 |
| 4.6 EMPLOYEE EXPENDITURE .....                                             | 198 |
| CHAPTER 5 – FINANCIAL PERFORMANCE .....                                    | 201 |
| COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE.....                      | 201 |
| 5.1 STATEMENTS OF FINANCIAL PERFORMANCE .....                              | 202 |
| 5.2 GRANTS.....                                                            | 205 |
| 5.3 ASSET MANAGEMENT .....                                                 | 206 |
| 5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS .....             | 209 |
| COMPONENT B: SPENDING AGAINST CAPITAL BUDGET.....                          | 217 |
| 5.5 CAPITAL EXPENDITURE .....                                              | 217 |
| 5.6 SOURCES OF FINANCE .....                                               | 218 |
| 5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS .....                           | 219 |
| 5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW.....              | 220 |
| COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS .....                    | 222 |
| 5.9 CASH FLOW.....                                                         | 223 |
| 5.10 BORROWING AND INVESTMENTS .....                                       | 224 |
| COMPONENT D: OTHER FINANCIAL MATTERS.....                                  | 227 |
| 5.12 SUPPLY CHAIN MANAGEMENT .....                                         | 227 |
| 5.13 GRAP COMPLIANCE .....                                                 | 227 |
| CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS .....                           | 228 |
| COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS Year -1 ..... | 228 |
| 6.1 AUDITOR GENERAL REPORTS 2023/24 (Previous year) .....                  | 228 |
| COMPONENT B: AUDITOR-GENERAL OPINION YEAR 2024/25 (CURRENT YEAR) .....     | 229 |



# Chapter 1

|                                                                                                                                          |     |
|------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 6.2 AUDITOR GENERAL REPORT YEAR 2024/25.....                                                                                             | 229 |
| GLOSSARY.....                                                                                                                            | 231 |
| APPENDICES .....                                                                                                                         | 234 |
| APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE...                                                                 | 234 |
| APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES .....                                                                                     | 242 |
| APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE.....                                                                                     | 243 |
| APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY .....                                                                                    | 245 |
| APPENDIX E – WARD REPORTING.....                                                                                                         | 246 |
| APPENDIX F – WARD INFORMATION .....                                                                                                      | 253 |
| APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 2024/25 .....                                                         | 261 |
| APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE .....                                                               | 264 |
| APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS .....                                                                                    | 269 |
| APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE .....                                                                   | 271 |
| APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE .....                                                                             | 271 |
| APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE.....                                                                           | 272 |
| APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG.....                                                                              | 273 |
| APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 2024/25 .....                                                                             | 274 |
| APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 2024/25 .....                                                                     | 275 |
| APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION ..... | 276 |
| VOLUME II: ANNUAL FINANCIAL STATEMENTS ANNEXURE a.....                                                                                   | 277 |
| VOLUME II: ANNUAL PERFORMANCE REPORT ANNEXURE a.....                                                                                     | 277 |
| VOLUME II: AUDITOR GENERAL’S REPORT ANNEXURE C .....                                                                                     | 277 |

# Chapter 1

## CHAPTER 1 – MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

### COMPONENT A: MAYOR'S FOREWORD

#### MAYOR'S FOREWORD

It is with great honour and humility that I present the 2024/2025 Annual Report of Merafong City Local Municipality. This report reflects our continued journey to build a capable, developmental, and people-centred municipality, anchored in the principles of accountability, responsiveness, and transparency.

The period under review was marked by both formidable challenges and remarkable progress. We remain committed to our vision encapsulated in Merafong Vision 2035, Reimagining Merafong, a blueprint for an inclusive, robust, and economically vibrant city. This Annual Report is more than a statutory obligation, it is a demonstration to our collective effort to deliver on our promises and to build trust between the municipality and the communities we serve.

During the year under review, we aligned our service delivery programmes and policy focus with the Gauteng City Region priorities, the Provincial Growth and Development Strategy, and the United Nations Sustainable Development Goals. Guided by our Integrated Development Plan (IDP), we intensified efforts toward infrastructure investment, spatial transformation, job creation, and basic service provision, ensuring that no one is left behind.

Our municipality made great strides in expanding access to water, sanitation, electricity, housing, and solid waste management. We invested significantly in fixing service delivery backlogs through our Spush' Iservice Delivery programme, accelerating housing plans, supporting local economic development initiatives, and strengthening the Expanded Public Works Programme (EPWP). Despite financial and operational constraints, we made progress in rehabilitating sinkholes, repairing aging infrastructure, and improving refuse collection services.

We also launched and continued with several Mayoral flagship programmes, including the Back-to-School Campaign, the Student Exchange Programme, the GBV Awareness Campaign, and the Mandela Day Community Outreach, among others. These initiatives are helping us build social cohesion and improve quality of life for our communities.

Community engagement remains central to our approach. Through Mayoral Imbizos, ward-based IDP consultative sessions, and oversight mechanisms, we deepened participatory democracy and listened to the voices of our people. Their inputs continue to shape our priorities and decisions, reinforcing our commitment to being a listening and responsive government.

While we continue to navigate complex financial pressures, exacerbated by legacy debt, low revenue collection, and unfunded mandates, we are strengthening financial governance, improving audit outcomes, and implementing cost containment measures. We have also begun engagements with provincial and national stakeholders to explore sustainable funding mechanisms and infrastructure investment partnerships.

As we move into the new financial year, our focus will intensify on rebuilding trust, driving service delivery innovation, enhancing revenue collection, and unlocking investment opportunities. We remain resolute in confronting challenges head-on, strengthening municipal capacity, and ensuring that our city thrives.

# Chapter 1

I wish to extend heartfelt appreciation to the Political Management Team, Mayoral Committee Members, Councillors, our dedicated municipal administration under the leadership of our hardworking Municipal Manager Mr Mabuza, strategic partners, and, most importantly, the residents of Merafong. It is through your support, ideas, and commitment that we can continue to turn our aspirations into action.

Let us move forward together, Reimagining Merafong and building the future we all deserve.

(Signed by :) \_



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Mayor/Executive Mayor  
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# Chapter 1

## COMPONENT B: EXECUTIVE SUMMARY

### 1.1. MUNICIPAL MANAGER'S OVERVIEW

#### MUNICIPAL MANAGER'S OVERVIEW

It is an honour to present to you the 2024/25 Annual Report which is a reflection of the Municipality's performance in line with the Integrated Development Plan (IDP). Our vision is to create an economically sustainable, community oriented and a safe city for all residents of Merafong City Local Municipality. The 2035 Vision aptly named Re-Imagining Merafong explicitly demonstrates in detail, focus areas of development in our journey to return Merafong to its rightful place in the economy of Gauteng province and the Republic of South Africa.

Despite ongoing cash flow challenges, our Municipality has remained resolute in confronting fiscal challenges head-on. Through a mix of strategic reforms and responsible stewardship, we are slowly moving toward recovery. The Municipality has made the following strides:

- Grant spending above 97%.
- Nedbank Loan amounting to R51 million fully paid off.
- 385 large power user meters installed and monitored through the automated meter reading system.
- Rolling-out of a Revenue Enhancement Strategy, focusing on billing accuracy, meter audits, and collection efficiency, leading to increased own-revenue collection despite economic pressures.
- Stabilization in the administration with Executive Managers positions filled.

The debt to Eskom and Randwater remains a challenge, however, Council took a resolution to consider the Distribution Agency Agreement (DAA) with Eskom in collaboration with the National Treasury as well as a Special Purpose Vehicle (SPV) with Randwater to deal with the historic debt.

While the municipality is faced with challenges of water and sanitation largely due to dilapidated infrastructure, we have continued to invest heavily in infrastructure upgrades, development, and maintenance within the constraints of our budget.

The Municipality collects refuse on a regular basis to improve quality of life of the people of Merafong. In partnership with our communities, we will address the non-revenue water and electricity. The illegal connection of electricity and the bridged water meters have negatively affected the financial viability of the municipality.

Merafong is the new hub for renewable energy. The Green Energy Transformation by Mulilo, appointed by the National Department of Electricity and Energy, for the construction of the battery storage facilities in Leeuwpoot and Welverdiend, with 77MW capacity for each and a 20-year life span is an exciting project for us. This milestone project will not only power our City into a renewable future but also unlock significant economic benefits. We anticipate substantial employment opportunities during both construction and operation phases. GIFA has also approved an 800MW solar PV farm, which will accelerate low carbon aligned with our Vision 2035.

The Municipality remains resolute in the pursuit of an improved audit outcome. To this end, we have moved from a disclaimer to a qualified audit opinion in the 2023/24 financial year. This improvement was recognised by SALGA through an award for the effective implementation of audit action plans. In the 2024/25 financial year, the Municipality prepared and submitted nine months interim financial statements to the AGSA in preparation for year end. This effort is a clear indication by the Municipality



# Chapter 1

for a further audit improvement to an unqualified audit opinion. In the 2024/25 FY, the municipality remained static on the qualified audit opinion. Administration has started with the development of an OPCA plan to robustly deal with the findings of the AG moving towards a better audit outcome.

The rigorous implementation of the Financial Recovery Plan has also yielded fruitful results. The Financial Recovery Plan was implemented in June 2024 and as at June 2025, forty-four (44) out of the eighty (80) activities were completed, twenty-four (24) are in progress and twelve not started (12). I am pleased to report that the twelve that were sitting as not started are now in progress.

The Municipality remains committed to the ten-point plan with the MEC of CoGTA, implementation of various renewable energy programs as well as the implementation of Re-Imagining Merafong Vision 2035.

I extend my gratitude to the Council, Municipal Staff and the Community of Merafong for their unwavering support and collaboration, government departments and all municipal stakeholders. Together, we continue to build a responsive, resilient and people-centred city.

(Signed by :)



Municipal Manager  
DD. MABUZA

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# Chapter 1

## 1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

### INTRODUCTION TO BACKGROUND DATA

#### **Water;**

Merafong City Local Municipality provides potable water through an integrated network of bulk supply pipelines, reservoirs, pump stations and reticulation systems. The municipality receives bulk potable water from Rand Water and distributes it to communities through a combination of direct feed systems from Rand Water and municipal reservoirs, serving areas such as **Carletonville, Fochville, Khutsong, Wedela, Greenspark, Kokosi** and surrounding areas.

The municipality operates and maintains all associated bulk and reticulation infrastructure to ensure the reliable delivery of potable water. Ongoing operations include pressure management, water quality monitoring, meter maintenance and replacement, and response to leaks and bursts.

In instances where the network supply is constrained or interrupted due to bulk supply restrictions from Rand Water, infrastructure failures, pressure challenges or high demand, the municipality supplements water provision through water tanker services to ensure continuity of supply, particularly to vulnerable, informal and high-lying communities.

#### **Sanitation**

Merafong City Local Municipality provides sanitation services primarily through waterborne sewerage systems connected to municipal sewer reticulation networks and wastewater treatment works. In areas where full sewer reticulation is not yet available, particularly in informal and peri-urban settlements, the municipality provides onsite sanitation facilities, including Ventilated Improved Pit (VIP) toilets, to ensure access to basic sanitation services.

The municipality operates and maintains sewer reticulation pipelines, manholes, pump stations and associated infrastructure. Routine maintenance activities include sewer jetting, blockage removal and preventative maintenance, utilizing honey suckers (vacuum tankers) and jet-vac units to clear blockages and remove accumulated sludge.

The municipality continues to experience sinkholes, which are a major challenge and negatively affect sewer infrastructure by causing pipe misalignment, collapses and frequent blockages. These geotechnical conditions increase maintenance requirements, service interruptions and infrastructure rehabilitation costs. In response, the municipality undertakes continuous monitoring, emergency repairs and prioritized rehabilitation of affected sewer lines and manholes to restore functionality and protect public health.

# Chapter 1

## **Electricity;**

The Energy (Electricity) Department of Merafong City Local Municipality is responsible for the distribution of electricity to residential, commercial, industrial, and public consumers within the municipal area. Reliable electricity supply is essential for service delivery, economic development, and the well-being of communities.

During the 2024/2025 financial year, the Department operated in a challenging environment marked by rising electricity demand, ageing infrastructure, increasing bulk electricity costs, and national supply constraints. Electricity is purchased in bulk from Eskom and distributed through a network of substations, transformers, and distribution lines that require ongoing maintenance and upgrading.

This background overview provides context for the Department's performance and highlights the Municipality's commitment to improving service reliability, financial sustainability, and infrastructure investment to ensure continuous and safe electricity supply.

## **Refuse;**

Refuse removal service is rendered to the formal and informal settlements. The service coverage to the formal settlements is 96.69% and comparatively the coverage in the informal settlements is lower. Municipality is providing 57 192 formal households with access to weekly refuse removals using 2401 wheelie bins, which the level of service is in line with refuse removal norms and standards.

The phase-in approach is utilised for the introduction of service to the newly developed formal areas. Planning process for rendering the refuse removal service to the community.

## **Local Economic Development;**

Local Economic Development (LED) is an outcome, based on local initiative and driven by local stakeholders, it involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents. It is the constitutional mandate of every municipality to promote social and economic development (Section 152 (1) (c). furthermore, Section 153 of the Constitution stipulates that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community and participate in national and provincial development programmes.

Whilst local government cannot businesses on behalf of entrepreneurs or play a lead role in job creation, municipalities must ensure that there is a conducive environment for investment, reduced red tape or bureaucracy, clear policies and by-laws, simplified or user-friendly procedures, opportunities for local beneficiation, well developed entrepreneurial culture, sufficient talent pool in line with the needs of the market, enabling policy environment for business activity, requisite economic infrastructure, etc.

# Chapter 1

Merafong City worked tirelessly during the 2024/2025 Financial Year and contributed towards achieving some degree of economic recovery as key economic sectors. LED initiatives are bias to the local situation but always take place in the context of national and global economies. This is precisely because changes in the national and global economy impact on local economies in different ways, for example, a fluctuation in global gold price may mean that gold mine, which is the main employer in small town, is closed down, resulting in high unemployment. LED initiatives need to take account of the national and global contexts creatively.

During the year under review, Merafong City continued to provide support to Small, Medium and Micro Enterprises and informal traders. Furthermore, emerging farmers received support. The city continued with its support and participation in the national and provincial programme of revitalisation of townships and Central Business Districts (CBDs). The lead funder was the Department of Small Business and Development, Gauteng Province Department of Agriculture and Rural Development, Gauteng Province Department of Economic Development, , through its agencies, Small Enterprise Development and Finance Agency (SEDFA) and Gauteng Enterprise Propeller (GEP)

## **ECONOMIC ANALYSIS OF MERAFONG CITY**

In analysing the economy of Merafong City properly it is imperative to provide an overview of the current socio-economic status. The overview will cover Merafong City in terms of demographics, education level, rate of poverty, employment status and household income. This analysis will assist us to understand social dynamics of the Merafong City community and implications thereof on all spheres of development.

### **Roads and Storm Water Drainage**

The municipality is constitutionally mandated to provide good quality roads and stormwater infrastructure to the community. To achieve this there has to be financial resources and Human resources. The municipality has to generate revenue from internally through provision of services to the community. From the generated income all maintenance needs have to be met, including roads and stormwater.

During the previous financial years, the Municipal Infrastructure Grant made an allowance to cater for maintenance needs within the grant. The condition set to access the grant is that the municipality must have an existing Master Plan, that will then inform the maintenance projects to be implemented by the grant. The municipality does not have the Master Plan in place, therefore cannot utilise the grant.

Since the municipality experienced challenges with generating sufficient income to cater for Infrastructure Maintenance, there has been drastic deterioration of the infrastructure. Financial constraints affected the performance of the municipality on roads maintenance. The conditional grants that are supposed to fund construction of new roads and stormwater are also not sufficient to address the current backlog that the municipality has.

The resealing of roads that were done with municipal revenue are no longer taking place due to the decline in revenue collection.



# Chapter 1

The municipality is exploring the alternative sources of funding for implementation of roads and stormwater projects to reduce or eliminate the backlog.

Operational funding generated by the municipality is the only source of fund that is utilised for maintenance of roads and stormwater infrastructure. The municipality has got more gravel roads in its network, that requires periodic maintenance in a form of grading. That could not be properly adhered to due to budgetary constraints that made it impossible to acquire the machinery. This affected the townships more, since they are historically disadvantaged areas with gravel roads.

## **local planning approvals**

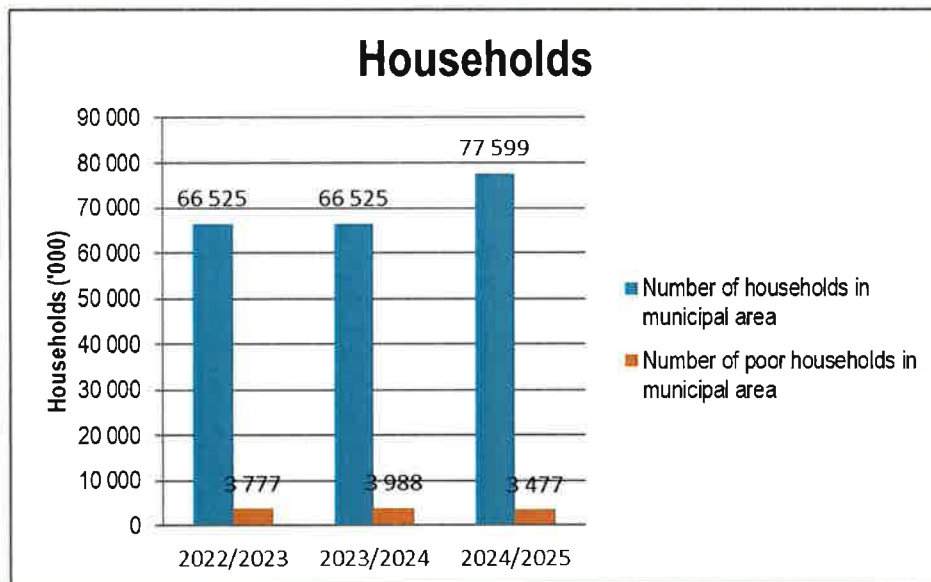
Planning approvals refer to the permission granted by local authorities for proposed developments, such as new buildings, extensions, or changes in land use. These approvals ensure that developments comply with local planning policies and regulations, considering factors like environmental impact, community needs, and zoning laws. The Municipality has received numerous development applications- ranging from rezoning applications, subdivision/consolidation and mostly consent uses. These applications are mandatory legal processes where local municipal authorities verify that construction, alterations, or land use changes comply with safety, zoning, and environmental regulations.

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# Chapter 1

| POPULATION DETAILS |           |           |           |         | Population '000 |  |
|--------------------|-----------|-----------|-----------|---------|-----------------|--|
| Age                | 2022/2023 | 2023/2024 | 2024/2025 |         |                 |  |
|                    | Total     | Total     | Males     | Females |                 |  |
| Age: 0 - 4         | 15,287    | 15,191    | 9,678     | 10,215  |                 |  |
| Age: 5 - 9         | 17,503    | 17,539    | 8,376     | 8,446   |                 |  |
| Age: 10 - 14       | 18,681    | 18,700    | 9,010     | 8,863   |                 |  |
| Age: 15 - 19       | 16,662    | 17,448    | 8,294     | 8,011   |                 |  |
| Age: 20 - 24       | 12,379    | 12,489    | 10,293    | 9,677   |                 |  |
| Age: 25 - 29       | 13,436    | 13,127    | 11,003    | 10,652  |                 |  |
| Age: 30 - 34       | 11,036    | 10,649    | 12,049    | 11,210  |                 |  |
| Age: 35 - 39       | 9,924     | 9,668     | 11,506    | 9,927   |                 |  |
| Age: 40 - 44       | 13,641    | 13,623    | 9,700     | 8,080   |                 |  |
| Age: 45 - 49       | 20,433    | 20,832    | 6,627     | 5,651   |                 |  |
| Age: 50 - 54       | 18,396    | 19,184    | 5,685     | 5,059   |                 |  |
| Age: 55 - 59       | 10,749    | 11,142    | 4,766     | 4,709   |                 |  |
| Age: 60 - 64       | 6,490     | 6,687     | 3,365     | 3,696   |                 |  |
| Age: 65 - 69       | 4,998     | 5,208     | 2,131     | 2,666   |                 |  |
| Age: 70 - 74       | 3,884     | 4,067     | 1,223     | 1,804   |                 |  |
| Age: 75+           | 3,702     | 3,906     | 1,078     | 2,017   |                 |  |
| Total              | 197,201   | 199,462   | 114,784   | 110,683 |                 |  |
|                    |           |           | 225,467   |         |                 |  |
|                    |           |           |           |         | T1.2.2          |  |

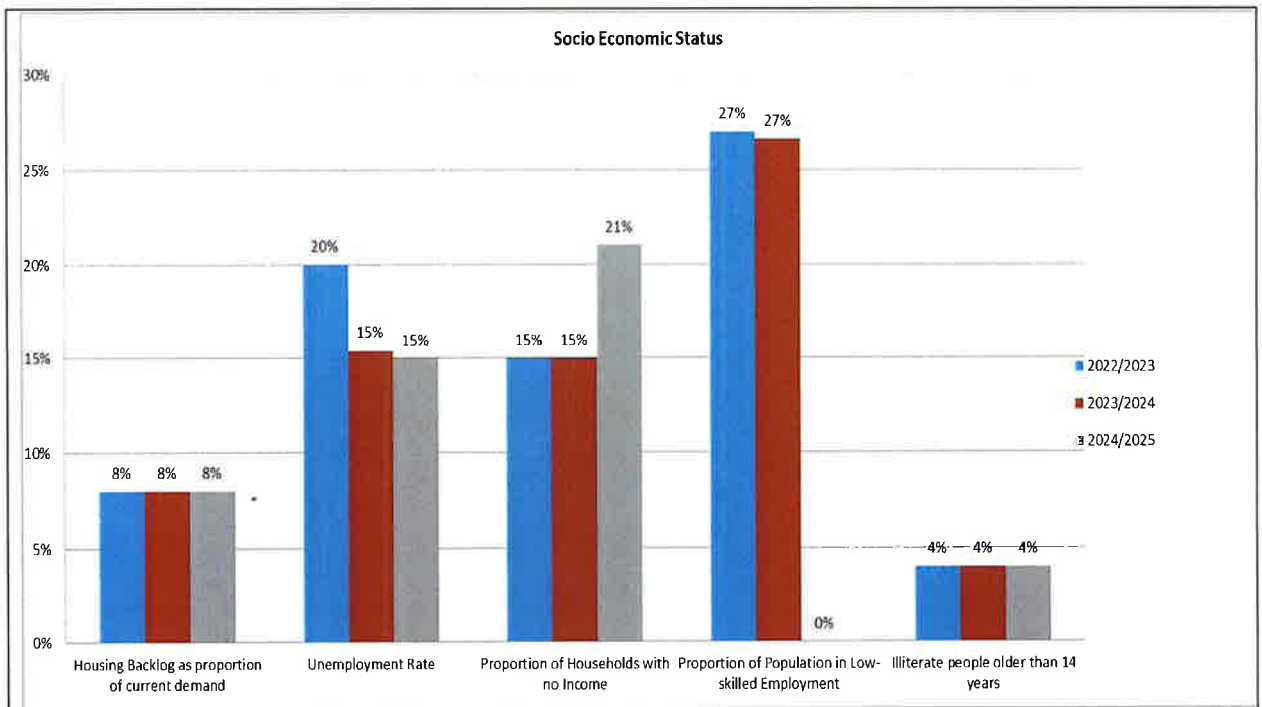
# Chapter 1



T1.2.3

| Socio Economic Status       |                                                 |                   |                                         |                                                    |                                       |
|-----------------------------|-------------------------------------------------|-------------------|-----------------------------------------|----------------------------------------------------|---------------------------------------|
| Year                        | Housing Backlog as proportion of current demand | Unemployment Rate | Proportion of Households with no Income | Proportion of Population in Low-skilled Employment | Illiterate people older than 14 years |
| 2022/2023                   | 8%                                              | 20%               | 15%                                     | 27%                                                | 4%                                    |
| 2023/2024                   | 8%                                              | 15%               | 15%                                     | 27%                                                | 4%                                    |
| 2024/2025                   | 8%                                              | 15%               | 21%                                     | 0%                                                 | 4%                                    |
| Source: Statssa Census 2022 |                                                 |                   |                                         |                                                    |                                       |
| T1.2.4                      |                                                 |                   |                                         |                                                    |                                       |

# Chapter 1



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| Natural Resources                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major Natural Resource              | Relevance to Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Agriculture                         | Vast tracks of unproductive agricultural zoned land owned by the mines and the Far West Rand Dolomitic Water Association (FWRDWA) present an opportunity for agricultural production and related industrial development, e.g. Establishment of a Bioenergy Park and Agricultural Parks (Agri- Parks)                                                                                                                                                                                                                 |
| Mining                              | The declining trend in the performance of the mining sector is due to temporary and permanent shut downs of mining activities which have weakened Merafong' s GDP contribution to WRDM economy. High outmigration rates are fostered by job losses in mining and low incomes relative to earnings in other major cities within the Gauteng Province. The future of gold mining in the area lies in automation and mechanisation which will change the mines' workforce and impact on employment in the Municipality. |
| Infrastructure & Access to Services | The Department of Planning Monitoring and Evaluation conducted a survey during the country's first lockdown reviewing the impact of COVID-19 on the South African municipalities. <sup>13</sup> The survey investigated, amongst other issues the impact of COVID-19 on municipalities' revenues, expenditures, and service delivery. The                                                                                                                                                                            |



# Chapter 1

survey showed that the Gauteng metros were estimated to have lost over ZAR3 billion between May and June 2020. This was caused by the closing down of various businesses, leading to a decline in commercial rates revenue. The South African Local Government Association (SALGA) estimated that municipal revenue could have decreased by up to ZAR14 billion due to the pandemic.

As far as the impact on expenditure is concerned, municipalities had to reprioritise the already stretched budgets to fight the effects of the pandemic. According to the survey, funds meant for the provision of basic services such as electricity, water, waste management and other infrastructure maintenance were redirected to COVID-19 related priorities. Before the pandemic, several municipalities were already struggling to deliver some basic services. This was mainly due to the pre-existing challenges, including deteriorating infrastructure that has not been maintained. In the Gauteng region, this includes the Vaal River sewage pollution and power outages.

The GCRO's Quality of Life Survey for 2020/21 financial year shows that access to basic services in the province and its regions has remained stable over the years, with the exception for access to refuse removal. The survey indicates that there has been a decline in the proportion of respondents who had their refuse removed at least once a week.<sup>14</sup>

Source: Quantec 2017 & IHS Markit 2022  
**T 1.2.7**

# Chapter 1

COMMENT ON BACKGROUND DATA:

| Overview of Neighborhoods within 'Merafong Municipality'                                             |                 |                 |                 |
|------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|
| Settlement Type                                                                                      | Population 2011 | Projection 2019 | Projection 2024 |
| <b>NORTHERN URBAN AREA</b>                                                                           |                 |                 |                 |
| Carletonville                                                                                        | 26 486          | 26 950          | 29 800          |
| Welverdiend                                                                                          | 2 706           | 2 801           | 2 901           |
| Blybank                                                                                              | 1 889           | 4 750           | 3 250           |
| Khutsong (North)                                                                                     | 62 457          | 37 630          | 28 519          |
| Khutsong South                                                                                       |                 | 21 907          | 26 317          |
| Elijah Barayi                                                                                        | 0               | 1 200           | 4 953           |
| <b>Sub-Total</b>                                                                                     | <b>93 538</b>   | <b>95 238</b>   | <b>95 740</b>   |
| <b>SOUTHERN URBAN AREA</b>                                                                           |                 |                 |                 |
| Fochville                                                                                            | 9 504           | 9 837           | 10 811          |
| Kokosi                                                                                               | 26 400          | 26 400          | 25 576          |
| Greenspark                                                                                           | 2 586           | 3 312           | 3 362           |
| Wedela                                                                                               | 17 931          | 18 245          | 17 995          |
| Losberg                                                                                              | 0               | 0               | 0               |
| <b>Southern Total</b>                                                                                | <b>56 421</b>   | <b>57 794</b>   | <b>57 744</b>   |
| <b>MINING BELT</b>                                                                                   |                 |                 |                 |
| Mining Belt                                                                                          | 40 341          | 26 721          | 22 044          |
| <b>PROCLAIMED URBAN TOTAL</b>                                                                        | <b>149 970</b>  | <b>153 390</b>  | <b>153 659</b>  |
| <b>NON-URBAN</b>                                                                                     | <b>7 220</b>    | <b>4 860</b>    | <b>4 131</b>    |
| <b>Grand Total</b>                                                                                   | <b>197 520</b>  | <b>185 240</b>  | <b>179 659</b>  |
| Own Source: (Spatial Planning – 2019 projections)<br>*No new data available from Statssa Census 2022 |                 |                 |                 |
| <b>T 1.2.6</b>                                                                                       |                 |                 |                 |

# Chapter 1

## 1.3. SERVICE DELIVERY OVERVIEW

### SERVICE DELIVERY INTRODUCTION

MCLM is licensed to supply the following areas with electricity: Carletonville, Welvediend, Portion of Khutsong, Watersedge, Blybank, Fochville, Greenspark, Kokosi and Wedela. Service Delivery challenges under electricity department varies from the theft and vandalism of electrical infrastructure to infrastructure that is no longer sustainable and supported by the manufactures for spare in case on maintenance and repairs, Inadequate funds to replace-old infrastructure as as well as the illegal connections affecting the revenue of the municipality and bulk purchase debt settlement processes. Provision of free basic electricity to indigent households as 50kwh units is provided every month in accordance to the indigent register.

#### **Water and Sanitation**

The municipality is a Water Service Provider; hence it is mandated to provide water and sanitation to its community. MCLM own water and sanitation infrastructure which serves the entire community of Merafong City Local Municipality. The municipality is faced with a major challenge of old infrastructure and dolomitic land that creates sink-holes frequently in process damaging infrastructure.

Provision of water and sanitation to the community of Merafong statistical for the year 2023/24 for water 99.70% and sanitation 98.74%. theft and vandalism of infrastructure, inadequate funding for refurbishment projects and ageing infrastructure remains a major problem on service delivery issues. Municipality is experiencing high water losses due un-metered, illegal connections and water leaks.

The funding for the provision of basic services is sourced from grant provided by provincial and national government, the Water Services Infrastructure Grant (WSIG) and the Integrated National Electrification Programme (INEP), particularly for the development of low-income areas. The strategy is to ensure the provision of road and storm water infrastructure while upgrading existing infrastructure in all new developments and existing areas and maintaining existing roads.

The municipality is in process of performing Section 78 of the MSA 2000 by conducting an assessment on Service Delivery mechanisms. This due to failures to settle the historical debt from the water board and inadequate funds for replacement/ refurbishment of old infrastructure.

Currently, the provision of water services throughout Merafong City Local Municipality is achieved through portable bulk water abstraction from Rand-Water main line. Sanitation services rendered include sewerage collection, treatment, and disposal.

In areas where bulk water services are not available, water is provided through supplemented by use of water tanks. Basic sanitation services include biological and low-flush toilets.

# Chapter 1

## WASTE MANAGEMENT

### Challenges:

Shortage of 240L wheelie bins delays the extension of waste collection service. Shortage of personnel, also municipal financial constraints to fund implementation of waste collection strategy in the informal settlement hindered the delivery of quality of waste collection service.

### Achievements:

Street Cleaning service is done daily including weekends around Fochville and Carletonville CBD's.

Solid Waste is collected once a week with kerb side method in the formal household as per National Waste Collection Standard.

Businesses around Merafong and mines are also being serviced using the 6m3 containers and 240L bins.

Illegal dumping was removed through sourced equipment's and through internal resources.

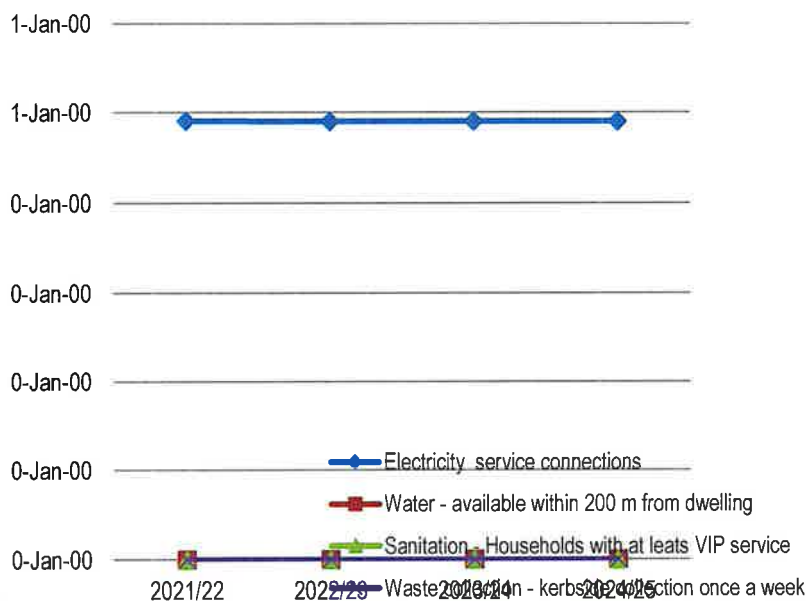
The Integrated Waste Management Plan (IWMP) is implemented and aligned with the Integrated Development Plan.

**T 1.3.1**



# Chapter 1

## Proportion of households with access to basic services



T 1.3.2

### COMMENT ON ACCESS TO BASIC SERVICES:

The shortfall on electricity is due to re-allocation of households and the newly built houses by Human Settlement as well as the backlog on informal settlements.

T 1.3.3

# Chapter 1

## 1.4. FINANCIAL HEALTH OVERVIEW

### FINANCIAL OVERVIEW

The Adjusted budgeted revenue for the year amounted to R2 347 712 120, the actual year to date revenue as at end of June amounted to R1 999 727 000 and that yields to 85.18% including Grants received until June 2025. including Grants received in June 2025. The Adjusted budgeted expenditure for the year amounted R 2 336 443 120.00, the actual expenditure as at end of June amounted to R2 238 050 000 and yields to 95.79%. The main cost drivers of the expenditure are Bulk Purchases, Inventory Consumed and interest charged on long outstanding creditors.

The municipality main creditors (ESKOM and RandWater) as end June 2025 amounted to R2 832 794 195,75 while age debtors as end June 2025 amounts to R6 512 002.46

The Capital Budget amounted to R160 293 884.46, and the total capital expenditure to date amounts to R155 893 848.56 and the percentage spending is currently at 97.25%.

Expenditure incurred on performance on conditional grants amounted to R155 893 848,56 which is 97.26% of the R160 283 884,46 total conditional budget. Municipal Infrastructure Grants (MIG): 100%; INEP: 100%; WSIG:87,47% and Mining Town: 99.31% percentage performance respectively.

Expenditure incurred on performance of operational grants amounted to R35 114 078,08 which is 97,17% of R36 136 901,83 total operational grants budget allocation. The municipality FMG: 100%; HIV/AIDS:85,52%; Library 97.85%; EPWP (COGTA): 100% and EPWP:100%

**T 1.4.1**

| Financial Overview: Year 2025 |                 |                   |        | R' 000         |
|-------------------------------|-----------------|-------------------|--------|----------------|
| Details                       | Original budget | Adjustment Budget | Actual |                |
| Income:                       |                 |                   |        |                |
| Grants                        | 256             | 160               | 155    |                |
| Taxes, Levies and tariffs     | 2062            | 1879              | 1481   |                |
| Other                         | 692             | 584               | 518    |                |
| Sub Total                     | 3010            | 2623              | 2154   |                |
| Less: Expenditure             | 2713            | 2452              | 2238   |                |
| Net Total*                    | 297             | 171               | -84    |                |
| * Note: surplus/(defecit)     |                 |                   |        | <b>T 1.4.2</b> |

# Chapter 1

| Operating Ratios             |     |
|------------------------------|-----|
| Detail                       | %   |
| Employee Cost                | 19% |
| Repairs & Maintenance        | 18% |
| Finance Charges & Impairment | 51% |
| <b>T 1.4.3</b>               |     |

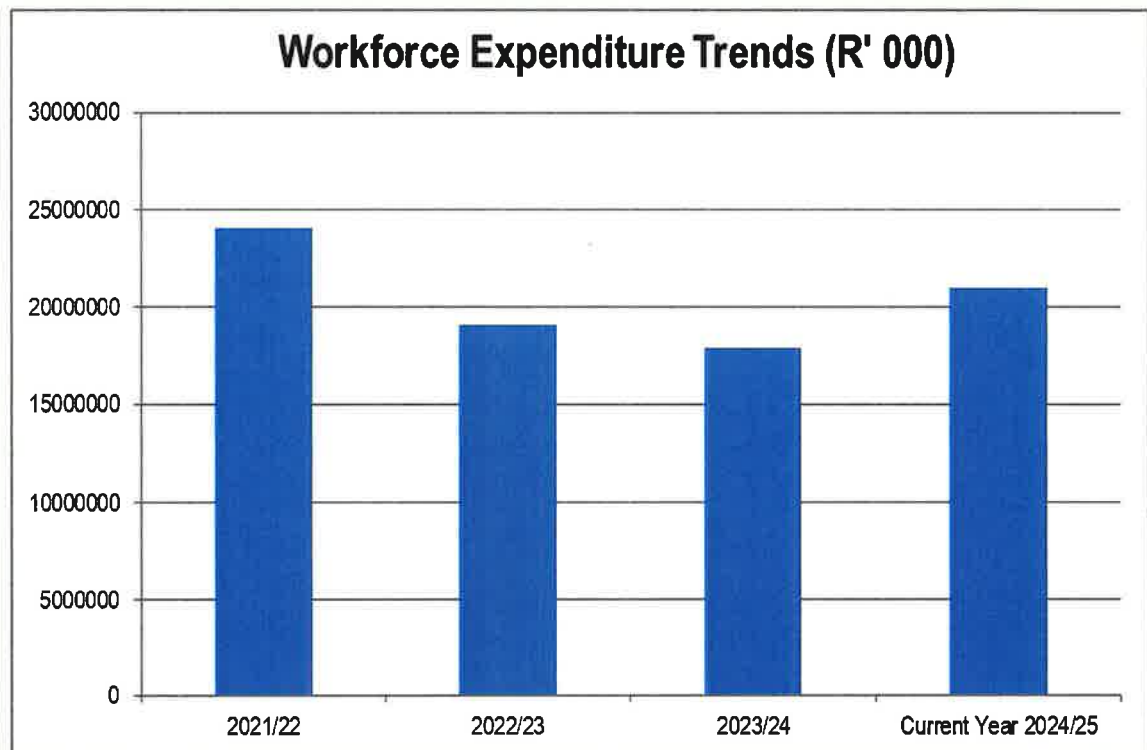
## COMMENT ON OPERATING RATIOS:

The municipality employee costs are within acceptable norms. The Organogram of Council is reviewed on an annual basis and only positions that are affordable are funded on the structure. As part of the multi-year budget, increased allocations will be made to repairs and maintenance. The National Treasury norm is that 8% of the carrying value of assets must be provided for as repairs and maintenance.

**T 1.4.3.1**

| Total Capital Expenditure: Year 2025 |              |              |              |
|--------------------------------------|--------------|--------------|--------------|
|                                      | R'000        |              |              |
| Detail                               | Year 2024/25 | Year 2023/24 | Year 2022/23 |
| Original Budget                      | 170 430      | 190 924      | 232 726      |
| Adjustment Budget                    | 160 293      | 211 672      | 247 829      |
| Actual                               | 114 195      | 157 553      | 194 563      |
| <b>T 1.4.4</b>                       |              |              |              |

# Chapter 1



**T 1.4.5**

## COMMENT ON CAPITAL EXPENDITURE:

During the 2024/25 financial year the municipality spent R155 m. The municipality achieved a 96.67% spending level on the capital budget. The municipality achieved 100% spending on both MIG and INEP conditional grants and 99.31% on Mining Town and 87.36% on WISG programmes.

**T 1.4.5.1**

# Chapter 1

## 1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

### ORGANISATIONAL DEVELOPMENT PERFORMANCE

The municipality is in compliance with Staff Regulation Chapter Two which outlines human resource planning, determination of staff establishment and establishment of standard of job descriptions and job evaluation.

The Merafong City Council resolved on a strategic planning session, to review its organisational structure to address the organisational needs as determined in the IDP. The organisational structure was therefore approved by the Council on 28 November 2024 and was subsequently submitted to the MEC of Local Government for comment.

The unit after the approval of the organisational structure developed standard job description with the support of SALGA Task job evaluation template which was also approved by the Council. The evaluation of all jobs is an essential ingredient to implement the long outstanding wage curve. It is anticipated that this process will also be finalised in the 2025/26 FY. Each employee is performing duties and responsibilities in terms of a proper job description that is linked to the SDBIP.

The development of the job descriptions has prompted the unit to do skills audit to ensure that the employees are capacitated to perform their duties. The municipality developed WSP to address the skills gap for all employees. Training intervention that was done was the allocation of bursaries, provision of learnership programs and short skills programs.

The municipality has developed a plan to cascade performance management to lower levels which will be initiated in the year 2025/26 for Managers.

All related policies and workshops with the Local Labour Forum were conducted and submitted to Section 80 and awaiting for the Council approval.

"

**T 1.5.1**



# Chapter 1

## 1.6. AUDITOR GENERAL REPORT

### AUDITOR GENERAL REPORT: YEAR 2024/25 (CURRENT YEAR)

The municipality has moved from a disclaimed audit opinion to a qualified audit opinion in the 2023/2024 financial year. Upon completion of the audit by the Auditor General, the OPCA plan was developed. The plan is structured per department and each department is responsible for implementing action plans specific to them. If a plan requires more than one department/unit, then departments co-ordinate in the implementation.

Most of the findings raised were resolved during the audit with the estimation on service charges being the basis of qualification. The municipality had a total of 85 findings in the 2023/24 financial year, 76 have been completed and 9 are still in progress.

Suppliers not paid within 30 days smaller creditors continuously checked to ensure that payments are made within 30 days. Municipality entered into payment arrangements with Salga, Eskom and Randwater. Fruitless and wasteful expenditure is because of interest charged on the Eskom and Randwater debt.

**T 1.6.1**

# Chapter 1

## 1.7. STATUTORY ANNUAL REPORT PROCESS

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

# Chapter 1

## COMMENT ON THE ANNUAL REPORT PROCESS:

The Municipality has complied with the Annual Report Process Plan as guided by Treasury Guidelines on Annual Reports. The Draft Annual Report will be tabled in Council at the end of August 2025 and submitted to relevant Legislators and made public for comments. Before the end of January 2026 the Annual Report would be tabled in Council for consideration. During the month of March 2026 an MPAC report will be presented to Council with either of the following outcome:

Approve the Annual Report without reservations  
Approve the Annual Report with reservations or  
Reject the Annual Report

**T 1.7.1.1**

# Chapter 2

## CHAPTER 2 – GOVERNANCE

### INTRODUCTION TO GOVERNANCE

According to section 151(2) of the Constitution of the Republic of the South Africa 1996, the Executive and Legislative authority of a municipality is vested in its municipal council. According to Section 156(1) of the Constitution, a municipality has executive authority in respect of, and has the right to administer:

The local government matters listed in Part B of Schedule 4 and Part B of Schedule 5(of the Constitution); and

Any other matter assigned to it by National or Provincial legislation

Governance is about how an organization is run. In the running of Merafong, a clear distinction is made between the politically elected structure (Councilors serving on the Council which is responsible for the oversight and legislative function of the municipality, as well as those matters which it has retained as its own functions. Other elected Councilors serve as full-time office bearers involved in the day-to-day running of the Municipal Council from the political perspective, namely the Executive Mayor, Deputy Executive Mayor with the Mayoral Committee, Speaker and the administration.

The Council is chaired by the Speaker. The Executive is headed by the Executive Mayor and Deputy Executive Mayor with the Mayoral Committee of ten (10) members.

The administration is headed by the Municipal Manager, who is also the organization's Accounting Officer. Powers have been delegated to the different functions within the organization to ensure that roles, responsibilities and decision-making powers are clear

**T 2.0.1**

### COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

#### INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The political and administrative functions in Merafong operate on a clearly differentiated and identified role clarification basis. The final decision-making processes are also designed to obtain and consider stakeholders inputs, requests and needs within the framework of available resources.

**T 2.1.0**

# Chapter 2

## 2.1 POLITICAL GOVERNANCE

### INTRODUCTION TO POLITICAL GOVERNANCE

The Section 79 Municipal accounts Committee (MPAC) functions as the Oversight Committee of Council in respect of the Annual Report, and its Oversight Report is submitted and published in accordance with the MFMA requirements and guidance. PAC consists of members of the majority and opposition parties.

Besides the powers of the and functions accorded to and imposed on the Executive Mayor in terms of legislation (the Municipal Systems Act, the Municipal Finance Management Act, and other relevant legislation), the executive function of the Council is delegated to the Executive Mayor as the appointed head of the executive function in so far as the Constitution and practicalities allow. The Executive Mayor exercises political oversight over the administration, except for the administrative unit known as 'The Office of the Speaker'.

In executing and performing the executive functions of the Council and the Municipality, the Executive Mayor is assisted by ten members of the Mayoral Committee each with a particular portfolio .

**T 2.1.1**

### POLITICAL STRUCTURE



# Chapter 2

## **POLITICAL STRUCTURE EXECUTIVE MAYOR CLLR N BEST**



### **Functions**

Presides at meetings of the executive committee and performs the duties, including any ceremonial functions, and exercises the powers delegated to the mayor by the municipal council or the executive committee.

## **DEPUTY EXECUTIVE MAYOR CLLR GM SELLO**



Discharges the functions of the Executive Mayor in the absence of the Executive Mayor and any delegated functions by the Executive Mayor.

# Chapter 2

## CHIEF WHIP

CLLR T MOKUKE



## Functions

(i) ensure the effective and efficient functioning of the Whips Committee and the Whippery system;

(ii) assist with the smooth running of Council meetings by:

- Determining, prior to Council meetings, items on the agenda which political parties may wish to discuss and advising the Speaker accordingly;

- Ensuring that all political parties have nominated councillors to represent their parties and lead discussion on those areas identified by the party, and forwarding such names to the Speaker at least 12 hours before the time set for the Council meeting to commence;

- Allocating speaking times for each of the political parties, in line with the principles of democracy;

- Ensuring that Councillors adhere to the speaking times allocated to their political parties; and

- Assisting the Speaker to maintain order in Council by requiring Councillors to adhere to the Rules of Council regarding general conduct in meetings;

(iii) Ensure the allocation of Councillors to standing committees in accordance with the representation of parties in Council;

(iv) ensure that Councillors observe the Code of Conduct for Councillors in any meetings, workshops or seminars approved by the Speaker; and

(v) Ensure that Councillors are familiar with the Code of Conduct for Councillors and to facilitate training as and when there is such a need.

## SPEAKER

CLLR TE MPHITHIKEZI

## Functions

Presides at meetings of the Council; Performs the duties and exercises the powers delegated to the speaker in terms of section 59 of the Local Government: Municipal Systems Act 2000 (Act 32 of 2000), Ensures that Council meets at least quarterly; Must maintain order during meetings; Must ensure compliance in the council and council committees with the Code of Conduct set out in schedule 1 to the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and Must ensure that council meetings are conducted in accordance with rules and orders of

# Chapter 2

the council



## MAYORAL COMMITTEE/ EXECUTIVE COMMITTEE

| <u>MAYORAL COMMITTEE MEMBER</u> | <u>PORTFOLIO</u>                                        |
|---------------------------------|---------------------------------------------------------|
| CLLR M MOYENI                   | FINANCE                                                 |
| CLLR GA MBALISO                 | LOCAL ECONOMIC, TOURISM AND RURAL DEVELOPMENT           |
| CLLR N MCETYWA                  | CORPORATE AND SHARED SERVICES                           |
| CLLR D TABANE                   | ROADS AND STORMWATER, PUBLIC WORKS AND PMU              |
| CLLR P SEFAKO                   | HUMAN SETTLEMENT AND LAND DEVELOPMENT                   |
| CLLR LI MANGALISO               | PUBLIC SAFETY, SECURITY AND TRANSPORT                   |
| CLLR L MGANU                    | ELECTRICITY, GAS AND WATER                              |
| CLLR E TIBANE                   | HEALTH AND SOCIAL DEVELOPMENT                           |
| CLLR D SEGAKWENG                | INTEGRATED ENVIRONMENTAL MANAGEMENT                     |
| CLLR V NKWANYANA                | SPORTS RECREATION ARTS, CULTURE, HERITAGE AND LIBRARIES |

## COUNCILLORS

The Council consists of 55 seats, of which 28 are Ward seats and 27 are Proportional Representatives. The first Council meeting elected the Executive Mayor, Council Speaker, and Chief Whip. Merafong City Local

# Chapter 2

Municipality took a resolution on the 1st of November 2023 to elect Councillors Mogomotsi Godfrey as the Deputy Executive Mayor. The Executive Mayor has 10 members of the Mayoral Committee. There is also an MPAC Chairperson elected and in place. The formulation of Council is as follows: ANC 29, EFF 9, DA 9, VF PLUS 4, MAoC 2, IFP 1, AIC 1 & UDM 1.

**T 2.1.2**

## POLITICAL DECISION-TAKING

Political decisions are taken in formal Council meetings where all participating political parties have opportunities to deliberate items as per the agenda, after which resolutions are adopted by all members of the Council Meeting. If consensus cannot be reached, items are after debate or put to vote.

**T 2.1.3**

## 2.2 ADMINISTRATIVE GOVERNANCE

### INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The Municipal Manager is the head of the administration and the municipality's Accounting Officer. The Head of the Administration is responsible for:

- The provision of Municipal Strategic Direction and the Operationalizing of such strategies; Financial Management and administration
- The provision of the following infrastructural services for Merafong City Local Municipality: Water; Sanitation, Geotechnical Services; Civil Engineering Services; Electrical Engineering Services; and ensuring that Capital Project Financing is properly managed and accounted for;
- The rendering of Community Services which are: Public Safety; Community Development; and Solid Waste and Environmental Management Services;

The provision of Urban Planning and Development Services comprising: Spatial Planning and Land Use Management; Property Management Services; Local Economic Development and Housing Administration;

- The provision of Financial Planning and Accounting Services which are: Budgeting and Accounting services; and Supply Chain Management Services; and
- The rendering of Municipal Support Services which are: Human Capital Management; Legal and Administration Services; and Management Information Services

In terms of section 55 of the Systems Act, the Accounting Officer is responsible and accountable for the formation and development of such an establishment and is supported by the Office of the Chief Operations Officer overseeing responsibilities of Integrated Development Planning, Performance Management, Risk Management and Compliance Management.

# Chapter 2

The administrative governance strives to achieve a clean Auditor General's report at the end of the financial year. To achieve this goal, a standing item is placed on the regular management meetings between the Municipal Manager and the Heads of the various Departments.

**T 2.2.1**



# Chapter 2

## TOP ADMINISTRATIVE STRUCTURE TIER 1

|                                                                                                                                | Function                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>MUNICIPAL MANAGER</b></p> <ul style="list-style-type: none"> <li>• MUNICIPAL MANAGER:<br/>Mr. Dumisani Mabuza</li> </ul> | <p>As the Head of Administration, the Municipal Manager is the Accounting Officer. The Municipal Manager advises Council and its committees on administrative matters such as policy issues, financial matters, organizational requirements and personal matters.</p> <p>The Municipal Managers Office and ensures compliance with the Municipal legislation. It also monitors that all departments adhere to the IDP, the municipal strategy and policies, Internal Audit is also located in this office.</p> |
| <p><b>CHIEF FINANCIAL OFFICER</b><br/>P Makhubela (Ms)</p>                                                                     | <p>The Chief Financial Officer ensures that the municipal finances are well managed in accordance with the various legislative requirements and consists of the following Divisions:</p> <ol style="list-style-type: none"> <li>1. Treasury and Budget Office</li> <li>2. Creditors</li> <li>3. Expenditure</li> <li>4. Revenue</li> <li>5. Supply Chain Management</li> </ol>                                                                                                                                 |
| <p><b>CHIEF OPERATIONS OFFICER</b><br/>DP. Molokwane (Mr)</p>                                                                  | <p>Risk Management, Performance Management, Marketing and communications<br/>Library Information Services – To ensure</p>                                                                                                                                                                                                                                                                                                                                                                                      |

**Executive  
Managers**

# Chapter 2

|                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>EXECUTIVE MANAGER:<br/>INFRASTRUCTURE DEVELOPMENT</b><br/>SL Mdletshe (Mr)</p>                                                                          | <p>the promotion of social services.</p> <p>Grass cutting, tree trimming and maintenance<br/>Clean up and maintenance of gardens in all Merafong facilities<br/>Cemeteries functions: Grave digging, reopening , reserve graves managing erection of tombstones etc</p> <p>The role of the department is to maintain effective and efficient provision of basic services with regard to the following:</p> <ol style="list-style-type: none"> <li>1. The provision, distribution and maintenance of basic water and hygienic sanitation networks:</li> <li>2. The construction and maintenance of municipal roads and stormwater for safe accessible roads.</li> <li>3. The implementation of Capital Projects within the specified budget, time and quality through the infrastructure Planning and Programme Section (PMU)</li> </ol> |
| <p><b>EXECUTIVE MANAGER:<br/>CORPORATE SHARED SERVICES</b></p> <ul style="list-style-type: none"> <li>• J Monne (Ms)<br/>ACTING EXECUTIVE DIRECTOR</li> </ul> | <p>Corporate Support Services is tasked with providing support functions within the organisation and services the organisation through the following divisions:</p> <ol style="list-style-type: none"> <li>1. Contract Management</li> <li>2. Legal and Secretariat</li> <li>3. Human Capital Management</li> <li>4. Corporate Communication and Marketing</li> <li>5. Industrial Relations</li> <li>6. Employment Equity</li> <li>7. Information Communication Technology (ICT)</li> </ol>                                                                                                                                                                                                                                                                                                                                             |
| <p><b>EXECUTIVE MANAGER<br/>COMMUNITY SERVICES</b></p> <ul style="list-style-type: none"> <li>• SE Mantjane (Mr)</li> </ul>                                   | <p>The role of the department is to provide and maintain effective and enhanced community services in the following functional areas:</p> <ol style="list-style-type: none"> <li>1. Sport, Recreation, Art, Culture &amp; Heritage – To promote social</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

# Chapter 2

|                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                          | <p>cohesion through the promotion of sport, recreation, arts, culture, and heritage</p> <p>2. Health and Social Development<br/>Coordination of Health and Social Development activities<br/>Indigent Management</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>EXECUTIVE MANAGER<br/>ECONOMIC DEVELOPMENT &amp; PLANNING</b></p> <ul style="list-style-type: none"> <li>N. Molefe (Ms)</li> </ul> | <p>The role of the department is to create an investor friendly town with constant economic growth, sustainable developments and a variety of tenure options through provision of integrated, sustainable and safe human settlements</p> <ol style="list-style-type: none"> <li>1. Local Economic Development – Rural and Agriculture Development, Enterprise Development and Support, Business Retention, Expansion and Attraction</li> <li>2. Spatial Planning – Land use control and management, Development Facilitation/GIS, Densification &amp; infill programmes</li> <li>3. Building Control</li> <li>4. Human Settlement – Facilitate Sustainable Human Settlements</li> </ol> <p>The provision, distribution and maintenance of basic electricity supply networks</p> <p>Integrated Environment and Waste Management – to ensure the provision of effective environmental management and integrated waste management services</p> <p>Public Safety – to create an enabling environment for safer and secure communities</p> |
| <p><b>EXECUTIVE MANAGER: ENERGY</b><br/>N Gubevu (Mr)</p>                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>EXECUTIVE MANAGER: PUBLIC SAFETY</b><br/>SW. Molotsi (Mr)</p>                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| T2.2.2                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

# Chapter 2

## COMPONENT B: INTERGOVERNMENTAL RELATIONS

### INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Co-operative governance and intergovernmental relations are essential for ensuring service delivery across the three spheres of government, National, Provincial and local. In case of Merafong City Local Municipality, which is part of the West Rand District Municipality in Gauteng, co-operative governance enables alignment between local development priorities and those of the province and national government

The municipality operates within the framework of the intergovernmental Relations Framework Act (2005) and the Constitution of the Republic of South Africa(chapter 3), ensuring collaboration with other sphere of government to promote effective, accountable governance and service delivery.

**T 2.3.0**

## 2.3 INTERGOVERNMENTAL RELATIONS

### NATIONAL INTERGOVERNMENTAL STRUCTURES

Merafong participates in national IGR platforms primarily through its affiliation with the African Local Government Association (SALGA). It also engages with:

- 1.National Department of Cooperative Governance and Traditional Affairs (COGTA)H
2. Municipal Infrastructure Support Agent (MISA)
- 3.Human Settlements MinMECs
4. National Treasury Forums (for budget planning and reporting)

#### 2.1 Merafong's Participation in National Forums and Derived Benefits

Merafong has engaged in national forums via:

1. SALGA National Members Assembly
2. National Human Settlements Forums

Benefits to Merafong:

Improved access to Municipal Infrastructure Grant (MIG) and Urban Settlement Development Grant (USDG).

National level policy alignment for example on informal settlement upgrading and infrastructure rollout.

Technical support from MISA for aging infrastructure

National Disaster and funding

**T 2.3.1**

# Chapter 2

## PROVINCIAL INTERGOVERNMENTAL STRUCTURE

As part of Gauteng Province, Merafong engages in :

1. Premier's Coordinating Forum (PCF)
2. Gauteng COGTA forums
3. Gauteng MinMEC's on Human Settlements, Roads and Transport
4. Provincial SALGA Structures

Meetings Attended by Merafong Municipality

1. West Rand IDP Alignment Forums with other local municipalities (Rand West, Mogale City)
2. Joint Planning Sessions with Gauteng COGTA and the Department of Infrastructure Development.
3. Provincial Disaster Management Committee Meetings
4. Gauteng Premier's Coordinating Forum

Value Gained:

- Security support for road and housing infrastructure upgrades.
- Alignment of Merafong's IDP with Gauteng's GDS 2040 plan
- Assistance with improving financial management and audit outcomes.

**T 2.3.2**

## RELATIONSHIPS WITH MUNICIPAL ENTITIES

Merafong does not currently own formal municipal entities like metros but works through shared services with West Rand District Municipality and uses service providers for functions such as water, sanitation and solid waste.

Decision-making and Accountability:

- Council approves Service Level Agreement (SLAs) and monitors performance.
- Use of Municipal Public Accounts Committee (MPAC) to ensure accountability
- Quarterly reporting and oversight via council committees (Infrastructure, Finance)
- Community feedback through IDP consultations and ward committee structures

Key Functions Monitored

- Waste collection and landfill management
- Water supply and sanitation (in coordination with Rand Water and West Rand District)
- Housing development (with Gauteng Human Settlements)
- Fire and disaster management (district shared services)

Coordination Tools:

- Annual performance plans
- KPI monitoring in SDBIPs
- Audit committee reviews and AGSA oversight

Committees Involved:



# Chapter 2

In South African municipalities like Merafong, top level decisions are made by:  
Municipal Council: The highest decision-making body, made up of elected councilors

Executive Mayor (Merafong uses an executive mayoral system leads the executive committee and overseeing the implementation of the council policies.

Municipal Manager: The administrative head, responsible for the day-to-day running and implementation of decisions.

All strategic decisions regarding service delivery, budgeting and development planning go through this structure.

Committee Involved

Mayoral Committee: Advises the Executive Mayor and makes recommendations on policy matters

**T 2.3.3**

## DISTRICT INTERGOVERNMENTAL STRUCTURES

Merafong works with West Rand District Municipality and neighbor (Mogale, Rand West) through:

District Coordinating Forums

Joint IDP sessions

Shared service platforms

Benefits:

Shared disaster management

Regional infrastructure coordination

Cost savings through joint procurement

**T 2.3.4**

# Chapter 2

## COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

### OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

#### WARD COMMITTEES

Note: MSA section 17 (2): requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16 (1): states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. Section 18 (a) - (d): requires a municipality to supply its community with information concerning municipal governance, management, and development.

Public participation is an institutionalised function in Merafong City Local Municipality. Our communities have learned to appreciate the elaborative process, which ensures that all interested residents are afforded ample opportunity to make meaningful contributions to policy development and planning, for developments in the municipal jurisdiction. The evolution of ward-based planning and the related establishment of ward committee system have elevated community participation to higher levels, in terms of legal provision and institutionalisation of the process.

The Ward committee's primary objective is to enhance active participatory democracy between the municipality and the community as per the Constitutional mandate entrenched in the Local Government Municipal Structures Act No 117 of 1998. The ward committees dealt with the issues raised by the community which included: Basic Service delivery issues especially on Roads, Water, Electricity and Waste, Further responsibility was to coordinate the ward programs and municipal events Mayoral Imbizo's and Integrated Development Plan/Budget consultation process to the community

Merafong City Local Municipality, through the Office of the Speaker, liaises continuously with communities through ward committee members and other stakeholder forums to facilitate maximum participation by ward committee members, the Merafong City Local Municipality is, as per Council resolution, providing stipends for each member.

**T 2.4.0**

# Chapter 2

## 2.4 PUBLIC MEETINGS

### COMMUNICATION, PARTICIPATION AND FORUMS

#### PUBLIC MEETINGS 2024/2025

The municipality has a functional communication office and adopted the communication strategy to coordinate issues through basic media means including municipal website, local newspaper, local radio, posters, flyers and so forth. The office of the Speaker is the custodian of community stakeholders through the ward councillors and ward committees.

The existing forums including the Sports Associations, Faith Based Organizations, Business Forums, People with Disabilities, Military Veterans, Elderly People and so forth. The schedule of ward councillors' public meetings adopted by the council, the respective portfolios as well adopted schedule of stakeholders' meetings. The municipality enhance the functionality of the forums through the special coordinators for Moral Regeneration, Youth, Disability programs, Elderly people programs and including GEYODI coordination reporting at the IGR forum.

The purpose of the meetings is ranging from general community development through CDWs, EPWPs, for Health through community health workers, HIV/AIDS volunteers and clinic committees, the welfare of people with disabilities and so forth. The purpose of the meetings is also for IDP and Budget consultation purposes. The 2024/25 IDP /Budget consultation implemented across Merafong as per the attached schedule.

**T 2.4.1**

# Chapter 2

## WARD COMMITTEES

The Local Government: Municipal Structures Act, 1998 says "the objective of a ward committee is to enhance participatory democracy in local government. Ward Committees are made up of members of a particular ward who are democratically chosen by residents of the ward to advise the Ward Councillor on governance matters affecting the ward, Their function is to raise issues of concern and proposals affecting the local ward to the ward councillor and to make certain that local residents have a say in decisions, planning and projects that the council or municipality undertakes which have an impact on the ward.

The major issues that the ward committee has dealt with during the year are Service delivery related issues such as municipal billing, high rate of crime, sewer spillages, illegal dumping, the need for housing, high mast lights, electricity cut offs, improved communication, high rate of unemployment, drug abuse and Gender Based Violence.

**T 2.4.2**

## PUBLIC MEETINGS

| Nature and purpose of the meeting | Date of the events | Number of participating municipal councillors | Number of participating municipal administrators | Number of community members | Issues addressed (yes/no) | Dates and manner of feedback given to community |
|-----------------------------------|--------------------|-----------------------------------------------|--------------------------------------------------|-----------------------------|---------------------------|-------------------------------------------------|
| Ward 1                            | 07/11/2024         | 1                                             | 15                                               | 70                          |                           | None                                            |
|                                   | 03/03/2025         | 1                                             |                                                  | 120                         |                           |                                                 |
|                                   | 05/05/2025         | 1                                             |                                                  | 80                          |                           |                                                 |
|                                   | 07/05/2025         | 5                                             |                                                  | 206                         |                           |                                                 |
| Ward 2                            | 08/10/2024         | 1                                             | 15                                               | 50                          |                           | None                                            |
|                                   | 11/11/2024         | 1                                             |                                                  | 100                         |                           |                                                 |
|                                   | 11/01/2025         | 1                                             |                                                  | 70                          |                           |                                                 |
|                                   | 20/03/2025         | 1                                             |                                                  | 120                         |                           |                                                 |
|                                   | 07/05/2025         | 5                                             |                                                  | 206                         |                           |                                                 |
|                                   | 11/05/2025         | 1                                             |                                                  | 120                         |                           |                                                 |
|                                   | 02/06/2025         | 1                                             |                                                  |                             |                           |                                                 |
| Ward 3                            | 15/11/2024         | 1                                             | 17                                               | 150                         |                           | None                                            |
|                                   | 27/01/2025         | 1                                             |                                                  | 50                          |                           |                                                 |
|                                   | 20/02/2025         | 1                                             |                                                  | 100                         |                           |                                                 |
|                                   | 03/04/2025         | 1                                             |                                                  | 60                          |                           |                                                 |
|                                   | 29/04/2025         | 7                                             |                                                  | 150                         |                           |                                                 |
|                                   | 28/05/2025         | 1                                             |                                                  |                             |                           |                                                 |
| Ward 4                            | 03/12/2024         | 1                                             | 15                                               | 50                          |                           | None                                            |
|                                   | 29/04/2025         | 7                                             |                                                  | 150                         |                           |                                                 |
| Ward 5                            | 31/08/2024         | 1                                             |                                                  | 20                          |                           | None                                            |
|                                   | 06/12/2024         | 2                                             |                                                  | 34                          |                           |                                                 |

# Chapter 2

|         |            |    |    |           |  |      |
|---------|------------|----|----|-----------|--|------|
|         | 19/02/2025 | 1  |    | 100<br>96 |  |      |
| Ward 6  | 01/08/2024 | 1  |    | 137       |  | None |
|         | 12/08/2024 | 1  |    | 100       |  |      |
|         | 21/09/2024 | 1  |    | 50        |  |      |
|         | 29/04/2025 | 7  | 15 | 150       |  |      |
| Ward 7  | 05/11/2024 | 1  |    | 132       |  | None |
|         | 21/02/2025 | 1  |    | 80        |  |      |
|         | 29/04/2025 | 8  | 10 | 214       |  |      |
| Ward 8  | 08/10/2024 | 1  |    | 92        |  | None |
|         | 11/10/2024 | 1  |    | 72        |  |      |
|         | 31/10/2024 | 1  |    | 56        |  |      |
|         | 11/03/2025 | 1  |    | 100       |  |      |
|         | 25/04/2025 | 1  |    | 90        |  |      |
|         | 29/04/2025 | 8  | 10 | 214       |  |      |
| Ward 9  | 30/10/2024 | 1  |    | 99        |  | None |
|         | 22/01/2025 | 1  |    | 87        |  |      |
|         | 30/01/2025 | 1  |    | 99        |  |      |
|         | 29/04/2025 | 8  | 10 | 214       |  |      |
|         | 27/06/2025 | 1  |    | 120       |  |      |
|         | 25/07/2025 | 1  | 3  | 100       |  |      |
| Ward 10 | 26/11/2025 | 1  |    | 100       |  | None |
|         | 13/02/2025 | 1  |    | 86        |  |      |
|         | 29/04/2025 | 8  | 10 | 214       |  |      |
| Ward 11 | 07/05/2025 | 7  | 14 | 105       |  | None |
| Ward 12 | 10/10/2024 | 1  |    | 100       |  | None |
|         | 22/10/2025 | 1  |    | 57        |  |      |
|         | 28/02/2025 | 1  |    | 100       |  |      |
|         | 11/03/2025 | 1  |    | 89        |  |      |
|         | 13/03/2025 | 1  |    | 31        |  |      |
|         | 18/03/2025 | 1  |    | 200       |  |      |
|         | 07/05/2025 | 9  |    | 166       |  |      |
|         | 08/05/2025 | 1  | 16 | 145       |  |      |
| Ward 13 | 08/05/2025 | 11 | 13 | 111       |  | None |
| Ward 14 | 30/04/2025 | 12 | 14 | 55        |  |      |
| Ward 15 | 31/08/2025 | 1  |    | 23        |  | None |
|         | 15/10/2025 | 1  |    | 79        |  |      |
|         | 19/03/2025 | 1  | 3  | 95        |  |      |
|         | 11/06/2025 | 1  |    | 35        |  |      |
| Ward 16 | 27/11/2024 | 1  |    | 45        |  | None |
|         | 01/04/2025 | 1  |    | 50        |  |      |
|         | 06/05/2025 | 11 | 15 | 35        |  |      |
| Ward 17 | 22/01/2025 | 1  |    | 78        |  | None |
|         | 06/05/2025 | 11 | 15 |           |  |      |



# Chapter 2

|         |            |    |    |     |  |      |
|---------|------------|----|----|-----|--|------|
| Ward 18 | 04/12/2024 | 1  |    | 96  |  | None |
|         | 06/02/2025 | 1  |    | 59  |  |      |
|         | 26/02/2025 | 1  |    | 89  |  |      |
|         | 06/05/2025 | 11 | 15 | 55  |  |      |
|         | 16/06/2025 | 1  |    | 88  |  |      |
| Ward 19 | 04/07/2024 | 1  |    | 60  |  | None |
|         | 10/07/2024 | 1  |    | 33  |  |      |
|         | 14/08/2024 | 1  |    | 85  |  |      |
|         | 11/10/2024 | 1  |    | 59  |  |      |
|         | 19/11/2024 | 1  |    | 100 |  |      |
|         | 28/01/2025 | 1  |    | 70  |  |      |
|         | 13/02/2025 | 1  |    | 49  |  |      |
|         | 19/03/2025 | 1  |    | 46  |  |      |
|         | 06/06/2025 | 1  |    | 50  |  |      |
| Ward 20 | 11/10/2024 | 1  |    | 80  |  | None |
|         | 26/11/2024 | 1  |    | 67  |  |      |
|         | 07/05/2025 | 7  | 14 | 105 |  |      |
| Ward 21 | 02/03/2025 | 1  |    | 60  |  | None |
|         | 30/04/2025 | 12 | 15 | 77  |  |      |
| Ward 22 | 08/07/2022 | 1  |    | 88  |  | None |
|         | 11/08/2022 | 1  |    | 135 |  |      |
|         | 15/04/2025 | 7  | 5  | 125 |  |      |
| Ward 23 | 26/11/2024 | 1  |    | 100 |  | None |
|         | 07/03/2025 | 1  |    | 96  |  |      |
|         | 12/03/2025 | 1  |    | 120 |  |      |
|         | 07/05/2025 | 7  | 14 | 132 |  |      |
| Ward 24 | 30/04/2025 | 3  | 9  | 103 |  | None |
| Ward 25 | 19/09/2024 | 1  |    | 76  |  | None |
|         | 20/03/2025 | 1  |    | 45  |  |      |
|         | 15/04/2025 | 8  | 11 | 122 |  |      |
| Ward 26 | 18/03/2025 | 1  |    | 100 |  | None |
|         | 08/02/2025 | 1  |    | 66  |  |      |
|         | 15/04/2025 | 8  | 11 | 133 |  |      |
| Ward 27 | 31/08/2024 | 2  |    | 105 |  | None |
| Ward 28 | 16/11/2024 | 1  |    |     |  | None |
|         | 06/05/2025 | 11 | 15 | 66  |  |      |

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

# Chapter 2

The strategy of Merafong City Local Municipality could be able to consult in various alternative convenient methods to the engage community through social media, Facebook, WhatsApp, municipal website, SMS bundles, local newspaper and radio, posters, Govchat, GCIS, flyers and notices by the ward committees, loud hailing system across all stakeholders of the community.

The benefits of effective public meetings are: Widespread dissemination of information to citizens, full community participation in the development of municipal plans, IDP inputs, awareness of the concerns of residents across Merafong City, providing clarity on issues, being accountable to local communities on municipal matters, and advancing a culture of responsible citizenry amongst local citizens.

The public meetings exhibit the vision of the municipality and the theme of "government of the people by the people". The municipality is continuing to provide basic services to the community through the effectiveness of alternative communication methods including the Ward Base War Room Stakeholders meetings, mayoral consultations and other compliance engagements for the purposes of IDP and Budget.

**T 2.4.3.1**

## 2.5 IDP PARTICIPATION AND ALIGNMENT

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

**T 2.5.1**

# Chapter 2

## COMPONENT D: CORPORATE GOVERNANCE

### OVERVIEW OF CORPORATE GOVERNANCE

Merafong City Local Municipality (MCLM) has committed to a process of risk management that is aligned to the principles of good corporate governance, as supported by the MFMA no 56 of 2003, thereby ensuring a responsive, accountable and productive administration.

T 2.6.0

## 2.6 RISK MANAGEMENT

### RISK MANAGEMENT

Section 62.(1)(c) of MFMA states that "The Municipal Manager of the Municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control"

Risk is inherent in all business activities and every official and Councillor of the Municipality must continuously manage risks within their respective area of responsibility. The Merafong City Local Municipality (MCLM) recognizes that the aim of Risk Management is not to eliminate the risk totally but rather to provide the structural means to identify, assess, manage and monitor the risks involved in all municipal activities. It requires a balance between the cost of managing risks and the anticipated benefits that will be derived.

Every entity, whether for profit or not, exist to realise value for its stakeholders. Value is created, preserved, or eroded by management decisions in all activities, from setting strategy to operating the organisation day-to-day. ERM supports value creation by enabling management to deal effectively with potential future events that create uncertainty and respond in a manner that reduces the likelihood of downside outcomes and increases the upside.

The Enterprise Risk Management Unit is responsible for the coordination of Risk Management activities in the Municipality and it is accountable to the Accounting Officer.

Risk identification and assessment exercise are undertaken on an annual basis in line with the IDP and SDBIP to re-determine the risk exposure of the municipality. In total 13 risks were identified and managed for the 2024/25 FY.

# Chapter 2

## SUMMARY OF STRATEGIC RISKS

### 3.1. STRATEGIC RISK EXPOSURE PER MUNICIPAL GOAL

The summary of the 13 strategic risks identified during the Risk Assessment process is presented below categorised per inherent and residual risk rating.

| No. | Risk                                                        | Inherent Risk | Residual Risk |
|-----|-------------------------------------------------------------|---------------|---------------|
| 1.  | Decline in financial viability                              | 25            | 25            |
| 2.  | Declining local economic activity                           | 25            | 20            |
| 3.  | Deterioration of the geological conditions (dolomitic land) | 25            | 20            |
| 4.  | High distribution losses                                    | 20            | 16            |
| 5.  | Fraud and corruption                                        | 20            | 16            |
| 6.  | Environmental Pollution                                     | 20            | 16            |
| 7.  | Negative audit Opinion                                      | 20            | 16            |
| 8.  | Growth of informal settlements                              | 20            | 16            |
| 9.  | Aging and dilapidated infrastructure                        | 25            | 15            |
| 10. | Limited resources to fulfil Municipal mandate               | 25            | 12            |
| 11. | Non-compliance with supply chain management policies        | 25            | 12            |
| 12. | Poor Contract Management                                    | 25            | 12            |
| 13. | ICT Business Disruptions                                    | 16            | 12            |



# Chapter 2

Below are the top 5 risks of the municipality. These risks remained the same for the past three financial years. A brief narration of the risks is made to explain what entails a particular risk.

1. Declining financial Viability
2. Declining local economy
3. Inadequate infrastructure to render sustainable services
4. Deterioration of the geological conditions (dolomitic land)
5. High Distribution losses

## **Risk 1: Financial Viability**

For the mitigation of this risk, during the year, management was looking at the culture on non-payment by communities, water and electricity losses, disputes with the mines on property rates and any other loss that translates into financial loss.

## **Risk 2: Declining local economy**

During this financial year an economic revitalization strategy was launched and implemented. Projects were identified that are meant to diversify the economy of the city. The declining mining sector, downsizing and decreasing mining life span. Progress of this strategy will be monitored even the financial years beyond 2024/25. Projects identified in the DDM have started

DDM projects have started, and other initiatives are a concept stage to ensure that the reliance on the mining sector is decreased. These projects, however, are long term in nature and need a lot of research and innovation. In this financial year this risk has not moved from high-risk ratings.

## **Risk 3: Ageing, dilapidated and capacity of infrastructure to render sustainable services**

In this risk, management was looking into way of upgrading infrastructure to carry the service delivery needs of communities within Merafong. The municipality has been dealing with an increased prevalence of cable theft and damage to infrastructure. Management has decided to replace normal copper cable with aluminum cables and this has led to reduction in number of cases reported but it is an ongoing process.

The Infrastructure Master Plan for water services has been finalised. The department of Infrastructure to follow up in the Roads and Electricity which was an application to DBSA.

## **Risk 4: Deterioration of the geological conditions**

The area of Merafong is prone to sinkhole formations due to the dolomitic conditions of the land. This is a big problem even for the municipality to handle alone. It needs support from other spheres of government. A disaster center that was established in the 2023/24 financial year is still in place. A multi-sectoral committee comprised of all provincial government departments that has been set up by the Office of the Premier is still in place to deal with the disaster of sinkholes. An action plan is in place as a strategy to manage the risk. The municipality also forms part of the Provincial Disaster Committee on sinkholes.



# Chapter 2

## **Risk 5: High distribution losses**

The causes to this risk are tampering with electricity and water meters, illegal connections, the inability to do disconnections in townships, cable thefts, culture of non-payment and ageing infrastructure. Electricity losses closed at an average of 60% and water losses at an average of 30%. percentages are high considering the industry norm for electricity is 15% and for water is 10%. This problem also exacerbates the losses and also leaves the municipality with a high bill for these bulk services to ESKOM and Rand Water.

The municipality has initiated robust programmes to address these risks despite community resistance in townships. However, attempts to implement these measures will continue until the risk is manageable.

*Note: MFMA section 62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management.*

**T 2.6.1**

## **2.7 ANTI-CORRUPTION AND FRAUD**

### **FRAUD AND ANTI-CORRUPTION STRATEGY**

The Anti –Corruption Strategy of MCLM is aligned with the 2016 Local Government Anti - Corruption strategy championed by COGTA. The local government anti-corruption strategy is built around the three strategic objectives, namely: Promoting community ownership, strengthening municipalities' resilience against corruption and building trust and accountability through effective investigation and resolution. The anti-corruption strategy of Merafong was reviewed and approved during this financial year of reporting.

Merafong has committed to institutionalising the fight against corruption by implementing initiatives based on the four pillars of:

- Prevention
- Detection
- Investigation; and
- Resolution

### **DISCIPLINARY CASES OF FINANCIAL MISMANAGEMENT**

The municipality is currently using the services of the Provincial Ethics Hotline. This is a facility that allows all stakeholders and community to report unethical conduct. During the year the municipality received only three (2) cases reported through the hotline. The cases were investigated by Internal Audit and the two (2) were resolved and one is still pending a disciplinary process.

# Chapter 2

The benefits of using an external hotline is that the whistleblower can remain anonymous and at the same time protected from victimization.

Risk management plays an advocacy role in relation to Fraud and Corruption. The partnership between the Municipality, COGTA and Office of the Premier in a project called the Gauteng Municipal Integrity Project (GMIP) is continuing. Through this project, An Ethics Management Strategy has been developed and approved by Council. This prompts the Municipality to develop an Ethics Management Implementation Plan on an annual basis that will enable the institutionalization of the strategy.

The Accounting Officer approved an Ethics Management Implementation plan for 2024/25 financial year. Through this implementation plan, The Accounting Officer has appointed the Ethics Working Group.

Merafong is consistently represented in the quarterly Ethics Officer Forums which are planned by COGTA. These forums assist the municipality in that it serves as a constant forum to improve the ethics management work of the municipality. Awareness on ethics management was also done by including the Fraud Hotline details on the email signature for all email users. Values of the municipality constantly be communicated through all communications and municipal public notices

Extensive awareness on the Values of the municipality was done with the distribution of flyers bearing the core Values of the municipality and the Fraud Hotline number. Coordination of declarations of interest for Councilors done, ... out of ... (%) Councillors have made their declarations of interest. Declarations of officials were also done during this financial year by almost 99% at the management level.

During this financial year the Anti-Corruption Strategy and the Fraud Prevention Plan were reviewed and Workshop undertaken and approved by Council on the 31<sup>st</sup> July 2025.

In addition A Code of Ethics for the Municipality was developed and also formed part of the Workshop in April 2025 .The purpose of this code of ethics is to provide a guiding framework for promoting ethical business practices and standards within the Merafong municipality, to promote mutual trust and respect among members, and to create an environment whereby business can be conducted with integrity and in a fair and reasonable manner.

During the Financial year, the minister of COGTA urged municipalities to adopt a Code of Ethical Leadership in Local Government. Merafong has adopted the Code on the 31<sup>st</sup> July 2025 in a full Council sitting. The process for developing the Code of Ethical Leadership started in 2021 and in 2022 a draft was discussed in provinces through the communities and local government leaders.

A draft was made public for commenting in June 2023, comments were incorporated, and the Code was finalised in October 2023. Municipality were urged to immediately put measures in place to ensure the institutionalisation of the Code of Ethical Leadership. Risk Management Unit of the municipality has developed a process for adopting the Code of Ethical Leadership for the municipality by Council.

**T 2.7.1**

# Chapter 2

## 2.8 SUPPLY CHAIN MANAGEMENT

### OVERVIEW SUPPLY CHAIN MANAGEMENT

*Note: MFMA section 110 - 119; SCM Regulations 2005; and relevant MFMA circulars set out required processes and guidance manuals to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption.*

The Municipality Council has approved and implemented the SCM Policy for 2024/25 financial year. In terms of the National Treasury MFMA Circular 62 on the Supply Chain Management: Enhancing compliance and accountability, the Municipality submitted reports on the implementation of Procurement Plan on a quarterly and annual basis to various council committees.

On the 4th November 2022, The Minister of Finance issued an amendment of Preferential Procurement Policy Framework Act, 2000. Gazette no: 47452 on the specific goals replacing BBBEE certificates and related awarding systems as from the 16th of January 2023. This has led to the amendment of the supply chain policy.

The supply chain policy was also amended based on the supply chain management thresholds as published on the 14 December 2023.

The goal of this Policy is to provide a mechanism to ensure sound, sustainable and accountable SCM within the Merafong Municipality, whilst promoting black economic empowerment, to designated groups which includes general principles for achieving the following socio-economic objectives:

- To stimulate and promote local economic development in a targeted and focused manner.
- To promote resource efficiency and greening.
- To facilitate creation of employment and business opportunities.
- To promote the competitiveness.
- To increase the small business sector access, in general, to procurement business opportunities created by the municipality; and
- To increase participation by small, medium and micro enterprises (SMME's)

**T 2.8.1**

## 2.9 BY-LAWS

No new by-laws were developed in this financial year.

# Chapter 2

## 2.10 WEBSITES

| <b>Municipal Website: Content and Currency of Material</b>                                                                                                      |                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Documents published on the Municipality's / Entity's Website</b>                                                                                             | <b>Yes / No</b> |
| Current annual and adjustments budgets and all budget-related documents                                                                                         | Yes             |
| All current budget-related policies                                                                                                                             | Yes             |
| The previous annual report (Year 2023/2024)                                                                                                                     | Yes             |
| The annual report (Year 2023/2024) published/to be published                                                                                                    | Yes             |
| All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 2023/2024) and resulting scorecards                 | Yes             |
| All service delivery agreements (Year 2023/2024)                                                                                                                | Yes             |
| All long-term borrowing contracts (Year 2023/2024)                                                                                                              | Yes             |
| All supply chain management contracts above a prescribed value (give value) for Year 2023/2024                                                                  | Yes             |
| An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 2023/2024 | No              |
| Contracts agreed in Year 2023/2024 to which subsection (1) of section 33 apply, subject to subsection (3) of that section                                       | No              |
| Public-private partnership agreements referred to in section 120 made in Year 2023/2024                                                                         | No              |
| All quarterly reports tabled in the council in terms of section 52 (d) during Year 2023/2024                                                                    | Yes             |
| <b>T 2.10.1</b>                                                                                                                                                 |                 |

### COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:

The municipality operates its own official website, [www.merafong.gov.za](http://www.merafong.gov.za), which is currently managed jointly by an external service provider and internal staff. Plans are underway for the website's full management to be transitioned entirely to the municipality.

The municipal website is accessible to the public through libraries located within the Merafong City jurisdiction. These libraries offer free internet access to community members for up to 30 minutes per user per day. At present, there are 80 computers with internet connectivity, as well as free Wi-Fi, available across 16 libraries in the area.

**T 2.10.1.1**



# Chapter 2

## 2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

### PUBLIC SATISFCATION LEVELS

During the 2024/25 financial year, public service delivery complaints increased across Merafong, primarily due to challenges associated with the municipality's aging water infrastructure network. Financial constraints further impacted the turnaround time for attending to water and sewer-related complaints. Sinkhole formations also significantly affected water service delivery.

Additionally, there was a rise in complaints from businesses and the community regarding refuse removal services and sewage leaks, largely attributed to budgetary limitations. Reports of power outages also increased, driven by vandalism of infrastructure and cable theft.

**T 2.11.1**

**Satisfaction Surveys Undertaken during: 2024/2025**



# Chapter 2

| Subject matter of survey          | Survey method                                                                                                                                                              | Survey date | No. of people included in survey |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------|
| <b>Overall satisfaction with:</b> |                                                                                                                                                                            |             |                                  |
| (a) Municipality                  | 0 Press Releases with regards to Municipal actions during the year under discussion                                                                                        | 2024/25     | Newspapers Electronic Media      |
| (b) Municipal Service Delivery    | 0 Press Enquiries on Municipal Service Delivery failures during the year                                                                                                   | 2024/25     | Newspapers/Electronic Media      |
| (c) Mayor                         | 0 Media Monitoring/ Press Enquiries on actions by the Executive Mayor during the year.                                                                                     | 2024/25     | Newspapers/ Electronic Media     |
| <b>Satisfaction with:</b>         |                                                                                                                                                                            |             |                                  |
| (a) Refuse Collection             | 17 Media Monitoring/ Press Enquiries on Service Delivery failures during the year<br><br>16 Call & Contact Centre enquiries on Service Delivery Failures during the year.  | 2024/25     | Newspapers/ Electronic Media     |
| (b) Road Maintenance              | 46 Media Monitoring/ Press Enquiries on Service Delivery failures during the year<br><br>105 Call & Contact Centre enquiries on Service Delivery Failures during the year. | 2024/25     | Newspapers/ Electronic Media     |
| (c) Electrical                    | 16 Media Monitoring/                                                                                                                                                       | 2024/25     | Newspapers/ Electronic Media     |

# Chapter 2

|                                                         |                                                                                                                                                                                        |         |                              |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------------------|
|                                                         | <p>Press Enquiries on Service Delivery failures during the year</p> <p>1305 Call &amp; Contact Centre enquiries on Service Delivery Failures during the year.</p>                      |         |                              |
| (d) Water Supply                                        | <p>56 Media Monitoring/ Press Enquiries on Service Delivery failures during the year</p> <p>2081 Call &amp; Contact Centre enquiries on Service Delivery Failures during the year.</p> | 2024/25 | Newspapers/ Electronic Media |
| (e) Information supplied by municipality to the public  | 0 Website Based Enquiries on Service Delivery failures during the year (Public Notices)                                                                                                | 2024/25 | Website                      |
| (f) Opportunities for consultation on municipal affairs | 1 Community outreach to register community complaints in all areas. (Integrated Development Programme)                                                                                 | 2024/25 | Community Consultation       |
| T 2.11.2.1                                              |                                                                                                                                                                                        |         |                              |

# Chapter 2

## COMMENT ON SATISFACTION LEVELS:

During the 2024/25 financial year, the municipality did not commission any surveys. The information reflected in the table above was obtained from the Call and Contact Centre, as well as from press enquiries and official releases.

The Call and Contact Centre operates two dedicated hotline numbers for reporting service delivery complaints: one managed directly by the municipality and another by the Premier's Office. In addition, a dedicated WhatsApp line has been introduced to provide a convenient and cost-effective platform for lodging complaints.

For residents who are unable to call or use WhatsApp, in-person assistance is available at the Centre during office hours, where operators are on hand to capture complaints and respond to queries. Residents and businesses within Merafong City are reminded to use the official Call and Contact Centre WhatsApp number when submitting service delivery complaints. Please note that complaints submitted via unofficial WhatsApp groups will not be addressed.

The contact details and their operational hours are as follows:

**WhatsApp:** 082 516 0794 (**weekdays:** 07:30–22:00 & **weekends:** 08:00–22:00)

**Premier's Hotline:** 0860 256 256 (**Operational 24/7**)

**Municipality's Hotline:** 018 788 9990 (**weekdays only:** 07:30 to 16:00)

**T 2.11.2.2**

# Chapter 3

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

### INTRODUCTION

This Chapter presents the performance of the municipality, what has been achieved and what is planned for the future. This Chapter also gives the reader comparisons of performance between the current financial year and the previous financial year. It also where possible included expenditure per functional area of the municipality. It also gives specifics in terms of service statistics per function. The comprehensive Performance report is included in Volume 2 of this report

T 3.0.1

### COMPONENT A: BASIC SERVICES

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

### INTRODUCTION TO BASIC SERVICES

#### **WATER;**

The provision of reliable water and sanitation services remains a core mandate of Merafong City Local Municipality and is critical to public health, social wellbeing and economic development. The municipality faces a pressing need to meet basic service standards in the context of ageing infrastructure, population growth, informal settlement expansion, bulk water supply constraints and geotechnical challenges such as sinkholes.

Effective service delivery depends on the availability of adequate human resources, materials, functional white and yellow fleet, and sustainable funding, including allocations from WSIG, MIG and RBIG, as well as internal budgetary support. The municipality adopts an integrated institutional approach, with key support entities such as Finance, Supply Chain Management and the Budget Section playing a critical role in enabling the Water and Sanitation Department to procure resources, manage finances and implement infrastructure projects.

This coordinated effort ensures that water and sanitation service delivery is supported across the municipality and is discussed in greater detail throughout this chapter.

#### **ELECTRICITY;**

Merafong City Local Municipality sees electricity as a vital service for socio-economic growth, quality of life, and local economy. The Electricity Services Department plans, provides, operates, and maintains electricity distribution infrastructure per legislation, energy policies, and municipal objectives.

# Chapter 3

## **Electricity Service Provision Overview**

The municipality provides electricity services to residential, commercial, industrial, and public facilities. Services are delivered through a licensed municipal network, supported by bulk purchases from Eskom Holdings. This is crucial for the municipality's mandate to ensure sustainable, reliable, and affordable basic services for all communities.

## **Areas of Supply**

The Electricity Services Department supplies electricity to areas within the municipality, including Carletonville, Fochville, Kokosi, Khutsong, Wedela, Blybank, Greenspark, Watersedge, and nearby zones. Some areas are supplied by Eskom, with the municipality focusing on coordination and planning there.

## **Mandate and Functions of the Electricity Services Department**

The Electricity Services Department ensures effective electricity service delivery through municipal infrastructure operation and maintenance. Core functions include network management, customer connections, metering, billing, infrastructure development, and regulatory compliance.

The department operates and maintains medium- and low-voltage distribution networks, substations, transformers, switchgear, and related infrastructure for supply continuity and safety compliance. Preventative and corrective maintenance programs reduce outages, extend asset lifespan, and improve service reliability.

## **Domestic Metering and Customer Services**

The department manages electricity metering services, including installation, replacement, testing, and maintenance of prepaid and conventional meters. It oversees new connections, service upgrades, and compliance inspections per standards and bylaws. Tariff implementation follows council-approved tariffs, reviewed annually in the municipal budget. The Electricity Services Department also supports credit control measures and collaborates with revenue management to enhance billing accuracy and revenue collection.

## **Free Basic Electricity**

To alleviate poverty and provide social protection, the municipality implements the Free Basic Electricity (FBE) programme per national guidelines. Qualifying indigent households receive free monthly electricity, adhering to the municipality's Indigent Policy. This programme ensures vulnerable households access essential energy services and promotes equitable service delivery.

## **Distribution Operations and Infrastructure Maintenance**

The Distribution Unit in the Electricity Services Department operates the electricity network daily. This includes fault response, outage management, streetlight maintenance, and monitoring. The department uses control systems to monitor performance and respond to supply interruptions.

Streetlighting is part of the electricity service and aids community safety and urban management. The department maintains, replaces, and expands public lighting infrastructure as budget allows.

## **Planning and Infrastructure Development**

The Planning and Projects component of the Electricity Services Department develops and implements electricity infrastructure projects. This includes planning, design, and execution of capital projects to expand network capacity, upgrade infrastructure, and address service backlogs.



# Chapter 3

Electricity planning aligns with the municipality's IDP, MTREF, and SDBIP. The department creates an electricity master plan for sustainability, network resilience, and alignment with growth patterns.

## **Key Strategic Focus Areas for 2024/2025**

In the 2024/2025 financial year, the Electricity Services Department focused on service delivery through infrastructure upgrades, substation capacity enhancement, and better maintenance. Emphasis was on reducing electricity losses, improving reliability, and enhancing customer service response times.

The department continued measures to improve efficiency, strengthen revenue protection, and ensure compliance with safety and regulatory requirements.

## **Challenges and Risks.**

The municipality faced high electricity distribution losses, both technical and non-technical. These losses pressured finances due to rising electricity costs and reduced revenue. Vandalism, illegal connections, aging infrastructure, and non-compliance remained key risks to service delivery. Mitigation measures included intensified maintenance, enforcement initiatives, infrastructure upgrades, and better coordination between technical and revenue functions.

## **Conclusion**

The Electricity Services Department is committed to sustainable, safe, and reliable electricity services. Through infrastructure investment, operational improvements, and programs like Free Basic Electricity, the municipality aims for universal access while promoting financial sustainability and service excellence.

## **WASTE MANAGEMENT;**

The shortage of staff impacts negatively on the rendering of waste services in which it affects solid waste management budget allocation, whereby our personnel are working overtime in an endeavour to avoid the service backlogs.

There is a Fochville Transfer Station for temporary disposal and storage of general waste by community members.

Carletonville Landfill site is used for the final and safe disposal of general waste in the Municipality. The operations, management and maintenance of the facility had been carried out continuously through the outsourced services.

Fochville and Carletonville Central Business Districts (CBD's) Street Cleaning/ Litter Picking service is been done daily including weekends. Townships litter picking has been done through Community Work Program (CWP).

Solid Waste is being collected once a week with kerbside method in the formal household. Businesses around Merafong are also being serviced using the 6m<sup>3</sup> containers and 240l wheelie bins. Service to the newly development will be introduced as soon as the road infrastructure being fixed, more personnel (general workers) being appointed and more 240L wheelie bins procured.

# Chapter 3

Due to limited of internal removal of illegal dumping equipments, monthly schedule has been done and the service sourced externally. Illegal dumping is one of the common problems affecting the municipality due to lack of dedicated equipment utilised to clear illegal dumping spots.

T 3.1.0

# Chapter 3

## 3.1. WATER PROVISION

### INTRODUCTION TO WATER PROVISION

Merafong City Local Municipality provides water services in line with the Water Services Act, 1997 and the General Enabling Act, 2005, with the primary objective of ensuring sustainable access to safe and reliable potable water for all communities. The municipality's water provision strategy is focused on achieving a balance between available bulk supply from Rand Water and growing consumer demand, while maintaining existing infrastructure, reducing water losses and prioritizing service continuity in vulnerable areas.

The municipality receives bulk potable water from Rand Water and distributes it through a combination of direct feeds from Rand Water and municipal reservoirs serving Carletonville, Fochville, Khutsong and surrounding settlements. Where reticulation supply is constrained or interrupted due to bulk supply restrictions, infrastructure failures or pressure challenges, the municipality supplements supply through water tanker services to ensure access to basic water services.

During the reporting year, the municipality continued to make progress towards achieving basic water service standards through ongoing operation and maintenance of reservoirs and reticulation networks, leak detection and repair programmes, pressure management and valve control, and meter maintenance and replacement.

Water quality monitoring was undertaken in line with regulatory requirements, and corrective actions were implemented where necessary to improve compliance. The municipality remains committed to improving its Blue Drop performance through enhanced process control, improved monitoring, and infrastructure maintenance and upgrades.

### WATER SERVICE DELIVERY PRIORITIES AND IMPACT

#### 1. Stabilization of Bulk Water Supply from Rand Water

Continuous engagement with Rand Water was undertaken to manage bulk supply constraints and restrictions. Operational adjustments and reservoir management improved system stability and reduced the frequency and duration of supply interruptions.

#### 2. Reduction of Non-Revenue Water (NRW)

Leak detection and repair programmes, pressure management interventions and meter maintenance initiatives were intensified, contributing to reduced physical losses and improved billing accuracy.

#### 3. Rehabilitation and Maintenance of Aging Infrastructure

Priority repairs and refurbishment of pipelines, valves and reservoirs were implemented, resulting in improved network reliability and a reduction in major bursts and unplanned outages.

### MEASURES TO IMPROVE PERFORMANCE AND EFFICIENCIES ACHIEVED

- To improve overall performance, the municipality implemented:
- Preventative maintenance programmes for reservoirs and reticulation networks
- Improved pressure zoning and valve management
- Faster response times to leaks and bursts
- Increased use of in-house teams to reduce outsourcing costs

# Chapter 3

- Targeted use of water tankers to mitigate service disruptions  
These measures resulted in improved system reliability, reduced water losses, better response times and more efficient use of operational resources.

## SUPPORT TO INDIGENT AND VULNERABLE COMMUNITIES

The municipality identifies indigent and vulnerable households through its Indigent Register and ward-based profiling. These communities receive free basic water in accordance with national policy. In areas without adequate reticulation or during supply interruptions, water is provided through water tanker services to ensure access to minimum basic water requirements.

## INSTITUTIONAL ARRANGEMENTS AND MUNICIPAL ENTITY

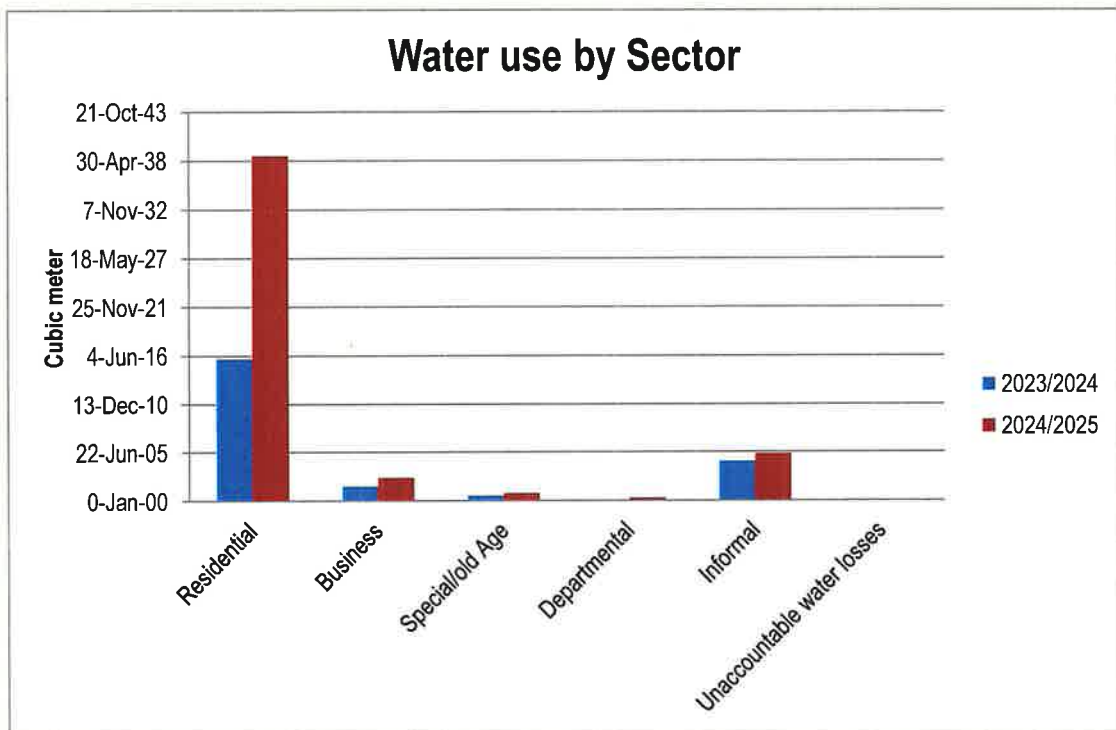
Water services within Merafong City Local Municipality are rendered directly by the Water and Sanitation Department, which is responsible for bulk and reticulation water supply, operations and maintenance, water quality monitoring, customer services and infrastructure development. The Water and Sanitation Section/department is supported by internal municipal entities, including Finance, Supply Chain Management and the Budget Section, which enable procurement, budgeting, contract management and regulatory compliance.

*Note: Recent legislation includes the Water Services Act 1997 and the General Enabling Act 2005*

**T 3.1.1**

| Total Use of Water by Sector (cubic meters) |             |          |                 |              |          |                            |
|---------------------------------------------|-------------|----------|-----------------|--------------|----------|----------------------------|
|                                             | Residential | Business | Special/old Age | Departmental | Informal | Unaccountable water losses |
| 2023/2024                                   | 5869        | 589      | 205             | 22           | 1620     | 47                         |
| 2024/2025                                   | 14193       | 950      | 310             | 110          | 1944     | 35                         |
| <b>T 3.1.2</b>                              |             |          |                 |              |          |                            |

# Chapter 3



T 3.1.2.1

## COMMENT ON WATER USE BY SECTOR:

Water supply within Merafong City Local Municipality is consumed across several key sectors, reflecting the municipality's mixed urban, industrial and mining-based economy. The primary water-using sectors include mining, municipal (domestic and commercial), industry, and agriculture, with the mining sector being the dominant consumer.

Significant volumes of water are used by major mining operations within the municipal area, including Harmony Mine, Mponeng Mine, Blyvoor Mine, Sibanye Mine and Elandsdrift Mine. These operations require substantial and continuous water supplies for mineral processing, dust suppression, cooling and other operational activities, placing sustained pressure on the bulk water supply system.

The municipal sector, comprising households, businesses, public institutions and commercial users in areas such as Carletonville, Fochville, Khutsong, Kokosi, Wedela, Blyvoor, Greenspark and surrounding areas represents the second largest demand component. Demand in this sector continues to grow due to population increase, urban densification and the expansion of informal settlements and backyard dwellings.

The industrial sector, including manufacturing and energy related activities, also contributes to overall demand, while the agricultural sector, particularly irrigation, accounts for a smaller but seasonally variable portion of water use, with higher consumption during dry periods.



# Chapter 3

## **WATER SUPPLY AND DEMAND TRENDS AND KEY ISSUES**

The municipality's water supply is largely dependent on bulk potable water from Rand Water, making Merafong City Local Municipality vulnerable to regional supply constraints, restrictions and escalating bulk water costs. Growing demand from the mining, municipal and industrial sectors, combined with population growth and urbanization, continues to narrow the margin between available supply and total demand.

Key issues affecting water supply and demand include:

- High bulk demand from mining operations, which significantly increases overall system load.
- Rising municipal demand driven by population growth, informal settlement expansion and increased household densities.
- Non-revenue water losses due to ageing infrastructure, leaks and bursts.
- Bulk water supply restrictions imposed by Rand Water during periods of system stress.
- Limited alternative water sources result in high dependency on Rand Water.

## **MUNICIPAL RESPONSE**

In response to these trends, the municipality continues to implement water demand management and water conservation measures, including leak detection and repair, pressure management, metering improvements and public awareness campaigns. Engagements with Rand Water and major water users, including mining houses, are ongoing to improve supply planning, manage peak demands and promote more efficient water use.

These interventions are aimed at balancing supply and demand, improving system resilience and ensuring the long-term sustainability of water services within Merafong City Local Municipality.

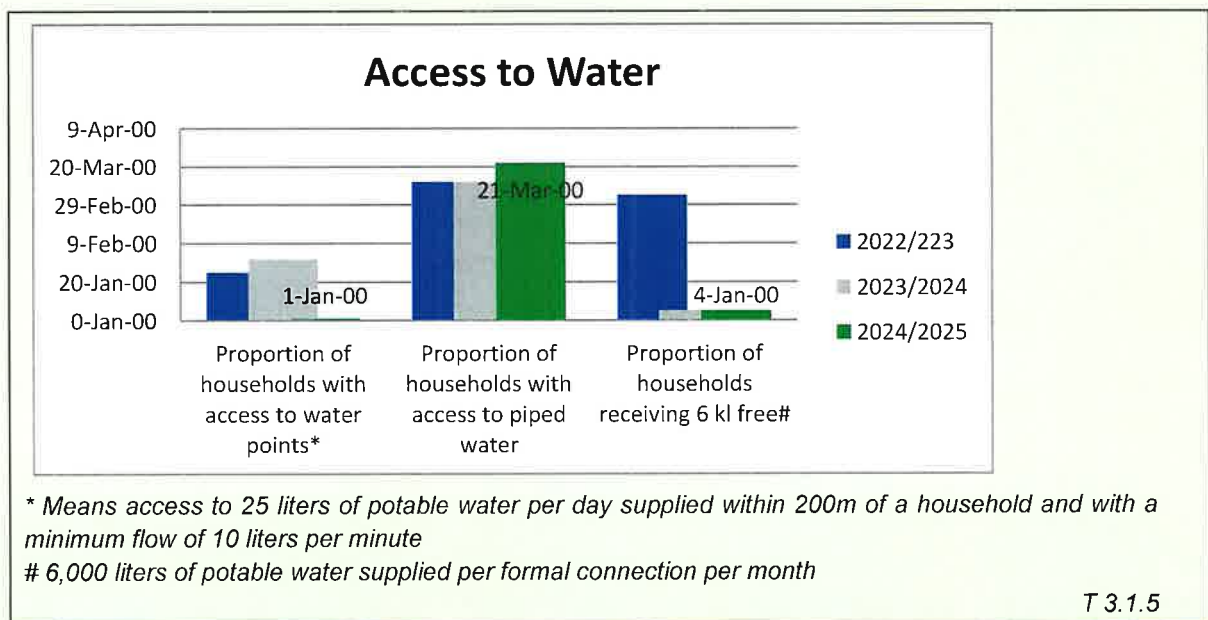
**T 3.1.2.2**

# Chapter 3

| Water Service Delivery Levels                     |            |            |            |            |
|---------------------------------------------------|------------|------------|------------|------------|
| Description                                       | Households |            |            |            |
|                                                   | 2021/2022  | 2022/2023  | 2022/2023  | 2024/2025  |
|                                                   | Actual No. | Actual No. | Actual No. | Actual No. |
| <b>Water: (above min level)</b>                   |            |            |            |            |
| Piped water inside dwelling                       | 546        | 655        | 55         | 55         |
| Piped water inside yard (but not in dwelling)     | 865        | 456        | 3          | 18         |
| Using public tap (within 200m from dwelling)      | 486        | 465        | 18         | 20         |
| Other water supply (within 200m)                  |            |            |            |            |
| Minimum Service Level and Above sub-total         | 1          | 1          |            |            |
|                                                   | 898        | 576        | 77         | 76         |
| Minimum Service Level and Above Percentage        | 80%        | 76%        | 96%        | 99%        |
| <b>Water: (below min level)</b>                   |            |            |            |            |
| Using public tap (more than 200m from dwelling)   |            |            | –          | –          |
| Other water supply (more than 200m from dwelling) | 486        | 486        | –          | –          |
| No water supply                                   |            |            | –          | 1          |
| Below Minimum Service Level sub-total             | 486        | 486        | 3          | 1          |
| Below Minimum Service Level Percentage            | 20%        | 24%        | 4%         | 3%         |
| <b>Total number of households*</b>                | <b>384</b> | <b>062</b> | <b>80</b>  | <b>77</b>  |

\* - To include informal settlements

T 3.1.3



T 3.1.5

# Chapter 3

| Water Service Policy Objectives Taken From IDP                                      |                                                                                                                                                                   |                    |        |                       |                       |           |                         |                       |                        |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------|-----------------------|-----------------------|-----------|-------------------------|-----------------------|------------------------|
| Service Objectives<br><br><i>Service Indicators</i><br><br>(i)                      | Outline Service Targets<br><br>(ii)                                                                                                                               | 2023/2024          |        | 2024/2025             |                       | 2025/2026 | 2026/2027               |                       |                        |
|                                                                                     |                                                                                                                                                                   | Target             | Actual | Target                |                       | Actual    | Target                  |                       |                        |
|                                                                                     |                                                                                                                                                                   | *Previous<br>(iii) | (iv)   | *Previous Year<br>(v) | *Current Year<br>(vi) | (vii)     | *Current Year<br>(viii) | *Current Year<br>(ix) | *Following Year<br>(x) |
| To provide access and quality water                                                 |                                                                                                                                                                   |                    |        |                       |                       |           |                         |                       |                        |
| Households without minimum water supply:Provision of basic services(accessibility)  | Measure the percentage of access of households to basic level water services                                                                                      | 100%               | 96%    | 100%                  | 100%                  | 96%       | 100%                    | 100%                  | 100%                   |
| Improve reliability of water supply: Provision of quality and reliable water supply | Reduce the number of interruptions (Ints) in supply of one hour or more compared to the baseline of Year -1 (xxx interruptions of one hour or more during the yr) | 100%               | 100%   | 95%                   | 95%                   | 95%       | 95%                     | 95%                   | 100%                   |
| Improve water conservation: Curbing water losses                                    | Reduce unaccountable water levels compared to the baseline of Year -1 (xxx kilolitres (KLs) unaccounted for during the yr)                                        | 15%                | 47%    | 15%                   | 15%                   | 35%       | 15%                     | 15%                   | 15%                    |
| T 3.1.6                                                                             |                                                                                                                                                                   |                    |        |                       |                       |           |                         |                       |                        |

# Chapter 3

| Employees: Water Services |           |           |           |                                  |                                   |
|---------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level                 | 2022/2023 | 2024/2025 |           |                                  |                                   |
|                           | Employees | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                           | No.       | No.       | No.       | No.                              | %                                 |
| 0 - 3                     | 0         | 1         | 0         | 1                                | 100%                              |
| 4 - 6                     | 2         | 5         | 5         | 2                                | 40%                               |
| 7 - 9                     | 17        | 27        | 17        | 10                               | 37%                               |
| 10 - 12                   | 4         | 11        | 4         | 7                                | 64%                               |
| 13 - 15                   | 69        | 109       | 60        | 40                               | 37%                               |
| 16 - 18                   | 0         | 0         | 0         | 0                                | 0%                                |
| 19 - 20                   | 0         | 0         | 0         | 0                                | 0%                                |
| Total                     | 92        | 153       | 86        | 60                               | 39%                               |
|                           |           |           |           |                                  | T3.1.7                            |

| Financial Performance Year 2025: Water Services                                                                                                                               |              |                 |                   |           |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|-----------|--------------------|
|                                                                                                                                                                               |              |                 |                   |           | R'000              |
| Details                                                                                                                                                                       | Year 2023/24 | Year 2024/25    |                   |           |                    |
|                                                                                                                                                                               | Actual       | Original Budget | Adjustment Budget | Actual    | Variance to Budget |
| Total Operational Revenue                                                                                                                                                     | 47791        | 575<br>618.00   | 125<br>574.00     | 8 961.00  | -6324%             |
| Expenditure:                                                                                                                                                                  |              |                 |                   |           |                    |
| Employees                                                                                                                                                                     | 47791        | 54<br>652.00    | 43<br>886.00      | 3 816.00  | -1332%             |
| Repairs and Maintenance                                                                                                                                                       | 2187         | 8<br>142.00     | 8<br>319.00       | 1 529.00  | -433%              |
| Other                                                                                                                                                                         | 518718       | 224<br>669.00   | 344<br>219.00     | 88 342.00 | -154%              |
| Total Operational Expenditure                                                                                                                                                 | 568696       | 287<br>463.00   | 396<br>424.00     | 93 687.00 | -207%              |
| Net Operational Expenditure                                                                                                                                                   | 520905       | -288<br>155.00  | 270<br>850.00     | 84 726.00 | 440%               |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |              |                 |                   |           | T 3.1.8            |

# Chapter 3

| Capital Projects                                                                                                                                | Year 2025 |                   |                    |                               |                     | R' 000         |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------|--------------------|-------------------------------|---------------------|----------------|
|                                                                                                                                                 | Budget    | Adjustment Budget | Actual Expenditure | Variance from original budget | Total Project Value |                |
| Total All                                                                                                                                       | 22 000    | 22 000.00         | 20 267.00          | -9%                           |                     |                |
| Upgrading & Rehabilitation of Wedela WWTW (Phase 2)                                                                                             | 10 000    | 10 000.00         | 8 471.00           | -18%                          |                     |                |
| Structurer Rehabilitation of 007 Reservoir                                                                                                      |           | -                 | -                  |                               |                     |                |
| Replacement of Manhole Covers                                                                                                                   |           | -                 | -                  |                               |                     |                |
| Welverdiend WWTW                                                                                                                                | 2 000     | 2 000.00          | 1 985.00           | -1%                           |                     |                |
| Refurbishment Khutsong WWTW                                                                                                                     | 10 000    | 10 000.00         | 9 811.00           | -2%                           |                     |                |
| Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate). |           |                   |                    |                               |                     | <b>T 3.1.9</b> |



# Chapter 3

## COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

Merafong City Local Municipality continues to make measured progress towards achieving the Year 5 water services targets as set out in the Integrated Development Plan (IDP). While the municipality remains committed to meeting these targets, the attainment thereof is partially constrained by limited financial resources, escalating bulk water costs, ageing infrastructure and competing service delivery priorities. Within the current approved Medium-Term Revenue and Expenditure Framework (MTREF), not all infrastructure upgrade, rehabilitation and expansion requirements can be fully accommodated.

Where funding shortfalls exist, the municipality intends to rectify the gap through phased project implementation, reprioritization of capital projects, enhanced revenue collection, and continued applications for external grant funding, including the Municipal Infrastructure Grant (MIG), Water Services Infrastructure Grant (WSIG) and Regional Bulk Infrastructure Grant (RBIG). Engagements with sector departments and Rand Water will also continue to secure technical and financial support for priority bulk water infrastructure projects.

## PERFORMANCE AGAINST CURRENT YEAR TARGETS

The municipality was unable to fully meet certain water services performance targets during the current reporting year, primarily due to insufficient funding, rising operational costs, procurement delays and capacity constraints. Additional contributing factors included bulk water supply restrictions from Rand Water, frequent infrastructure failures due to ageing pipelines, and geotechnical challenges such as sinkholes, which diverted resources toward emergency repairs and reactive maintenance. Despite these challenges, progress was achieved in key operational areas, including leak detection and repair, pressure management, reservoir operations, meter maintenance and replacement, and water tanker provision to vulnerable communities during supply interruptions.

## PRIORITY CAPITAL PROJECTS

The four largest and most critical capital projects during the reporting period were prioritized based on their impact on service reliability, regulatory compliance and long-term sustainability:

1. Bulk Water Supply and Reservoir Upgrades  
To improve storage capacity, system balancing and resilience against Rand Water supply restrictions.
2. Rehabilitation and Replacement of Ageing Water Pipelines  
To reduce water losses, improve network reliability and address frequent bursts and leaks.
3. Pressure Management and Metering Improvement Programme  
To reduce non-revenue water and improve billing accuracy.
4. Water Supply Extensions to Underserved Areas  
To improve access to basic water services in informal settlements and growing communities.

## VARIANCES IN OPERATING AND CAPITAL EXPENDITURE

Variances between budgeted and actual net operating expenditure were mainly attributable to:

- Higher than-anticipated bulk water costs from Rand Water
- Increased emergency repair and maintenance costs due to ageing infrastructure and sinkholes
- Additional costs associated with water tanker services during supply interruptions

# Chapter 3

Variances in capital expenditure were primarily due to:

- Procurement and contract award delays
- Project implementation challenges and contractor performance issues
- Reprioritization of funds toward urgent emergency repairs
- Partial roll-over of unspent capital funds into the subsequent financial year

## LIKELY VARIATIONS TO APPROVED PROJECT VALUES

Likely variations to total approved project values arose from:

- Inflationary increases in construction and material costs
- Scope changes resulting from unforeseen site conditions, including sinkholes and unstable ground
- Delays in project implementation extending contract periods
- Adjustments to project designs to accommodate bulk supply constraints and operational requirements

These variations are being managed through strict project cost controls, phased implementation, contract management, and alignment with available funding, with revised project values being submitted for Council approval where required.

**T 3.1.10**

## 3.2 WASTE WATER (SANITATION) PROVISION

### INTRODUCTION TO SANITATION PROVISION

Merafong City Local Municipality provides sanitation services in line with its constitutional mandate to ensure access to safe, dignified and environmentally sustainable sanitation for all communities. The municipality's sanitation provision strategy is focused on the progressive expansion of waterborne sewerage systems, the rehabilitation and maintenance of ageing sewer infrastructure, and the continued provision of basic on-site sanitation facilities, including Ventilated Improved Pit (VIP) toilets, in areas where full reticulation is not yet feasible.

In line with national and provincial development objectives, the municipality is working towards the elimination of sanitation service backlogs and the attainment of basic sanitation service standards by 2030. While progress has been made in extending sanitation services, shortfalls persist in certain informal and peri-urban settlements due to rapid population growth, informal settlement expansion, ageing infrastructure, limited funding and geotechnical challenges such as sinkholes. During the reporting year, the municipality continued to address these backlogs through targeted maintenance, rehabilitation and incremental service expansion programmes.

# Chapter 3

## **SANITATION SERVICE DELIVERY PRIORITIES AND IMPACT**

### **1. Stabilization and Maintenance of Sewer Reticulation Networks**

Priority was given to sewer jetting, blockage removal and preventative maintenance, particularly in sinkhole-prone areas. The use of jet-vac units and honey suckers improved response times to sewer blockages and reduced the frequency and severity of sewer overflows.

### **2. Rehabilitation of Ageing and Sinkhole-Damaged Sewer Infrastructure**

Targeted replacement and repair of collapsed, misaligned and damaged sewer pipelines and manholes were undertaken, resulting in improved network reliability and reduced public health and environmental risks.

### **3. Provision and Servicing of On-Site Sanitation Facilities**

VIP toilets were provided and serviced in informal and peri-urban settlements to ensure access to basic sanitation for communities without sewer reticulation.

## **MEASURES TO IMPROVE PERFORMANCE AND EFFICIENCIES ACHIEVED**

To improve sanitation service performance, the municipality implemented:

- Preventative maintenance programmes for sewer reticulation networks and pump stations
- Increased utilisation of in-house maintenance teams to reduce outsourcing costs
- Improved scheduling and routing of honey suckers and jet-vac units
- Faster response times to sewer blockages and spillages
- Prioritised rehabilitation interventions in sinkhole-affected areas

These measures resulted in improved response times, reduced sewer overflow incidents, better fleet utilization and more efficient use of operational resources.

## **SUPPORT TO INDIGENT AND VULNERABLE COMMUNITIES**

The municipality identifies indigent and vulnerable households through its Indigent Register and ward-based profiling. These communities receive free basic sanitation services in accordance with national policy. In areas without sewer reticulation, the municipality provides and services VIP toilets and undertakes regular desludging using honey suckers to ensure continued access to dignified sanitation.

## **INSTITUTIONAL ARRANGEMENTS AND MUNICIPAL ENTITY**

Sanitation services within Merafong City Local Municipality are rendered directly by the Water and Sanitation Department, which is responsible for the operation and maintenance of sewer reticulation networks, pump stations and wastewater treatment works, as well as the provision and servicing of onsite sanitation facilities. The department is supported by internal municipal entities, including Finance, Supply Chain Management and the Budget Section, which enable procurement, budgeting, contract management and regulatory compliance.

## **TRENDS IN SANITATION PROVISION AND GREEN DROP PROGRESS**

Demand for sanitation services continues to increase due to population growth, urban densification and informal settlement expansion, placing sustained pressure on existing sewer networks and wastewater treatment works. The prevalence of sinkholes and unstable ground conditions further accelerates infrastructure deterioration and increases maintenance costs.

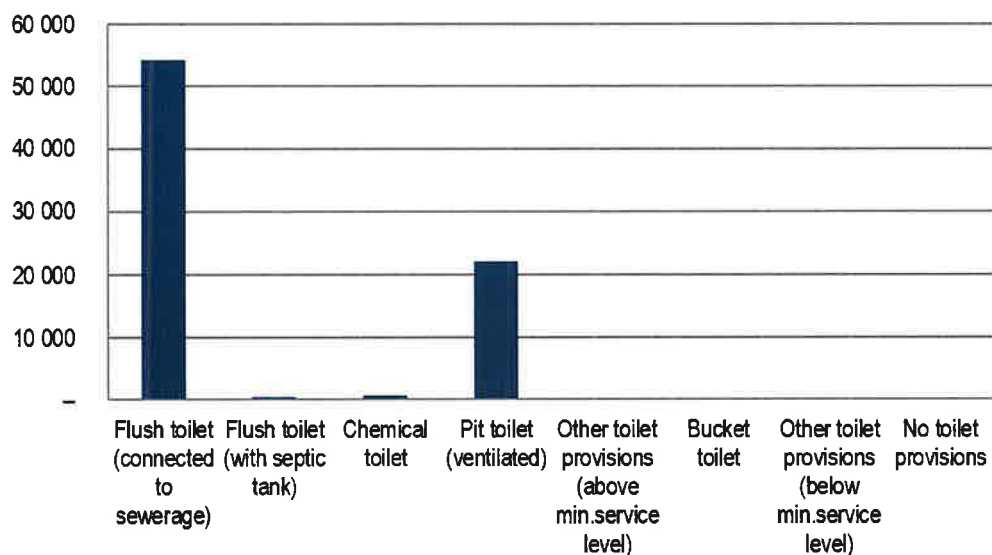
# Chapter 3

The municipality continues to work towards achieving Green Drop compliance through improved process control, routine effluent quality monitoring, infrastructure maintenance and incremental upgrades at wastewater treatment works. Progress during the reporting year included enhanced operational monitoring, targeted maintenance interventions and prioritized refurbishment projects aimed at improving treatment performance and regulatory compliance.

While full Green Drop status has not yet been achieved, the municipality remains committed to meeting the required milestones through phased infrastructure upgrades, improved operational practices and strengthened compliance monitoring, in support of the municipality's goal to meet basic sanitation standards by 2030

**T 3.2.1**

## Sanitation/Sewerage (above minimum level): Year 2024/25



**T 3.2.2**



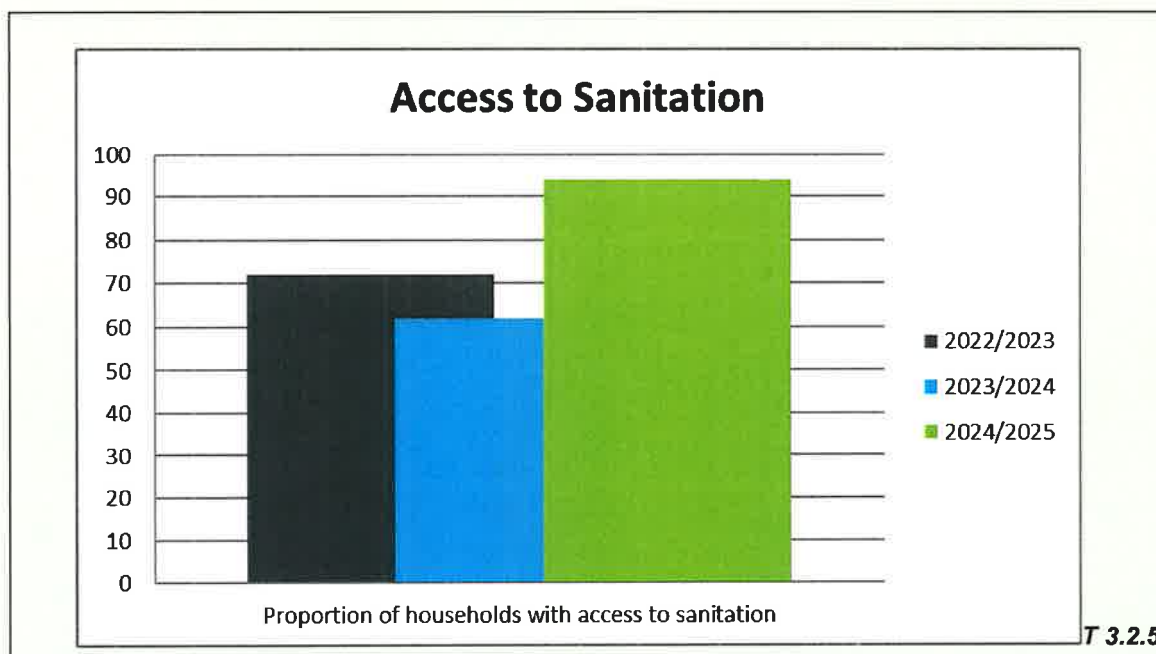
# Chapter 3

| Sanitation Service Delivery Levels                                |              |              |           |                          |
|-------------------------------------------------------------------|--------------|--------------|-----------|--------------------------|
| Description                                                       | 2021/2022    | 2022/2023    | 2023/2024 | *Households<br>2024/2025 |
|                                                                   | Outcome      | Outcome      | Outcome   | Actual                   |
|                                                                   | No.          | No.          | No.       | No.                      |
| <b>Sanitation/sewerage: (above minimum level)</b>                 |              |              |           |                          |
| Flush toilet (connected to sewerage)                              | 600          | 720          | 57        | 54                       |
| Flush toilet (with septic tank)                                   | 952          | 502          | 1         | 1                        |
| Chemical toilet                                                   | 535          | 511          | 3         | 1                        |
| Pit toilet (ventilated)                                           | 135          | 103          | 6         | 22                       |
| Other toilet provisions (above min.service level)                 | 13           | 15           | 10        | –                        |
| Minimum Service Level and Above sub-total                         | 2 236        | 1 851        | 77        | 78                       |
| Minimum Service Level and Above Percentage                        | 59.9%        | 55.5%        | 95.4%     | 99.7%                    |
| <b>Sanitation/sewerage: (below minimum level)</b>                 |              |              |           |                          |
| Bucket toilet                                                     | 952          | 938          | –         | –                        |
| Other toilet provisions (below min.service level)                 | 535          | 535          | 2         | –                        |
| No toilet provisions                                              | 11           | 12           | 1         | 0                        |
| Below Minimum Service Level sub-total                             | 1 498        | 1 485        | 4         | 0                        |
| Below Minimum Service Level Percentage                            | 44.7%        | 44.5%        | 4.6%      | 0.3%                     |
| <b>Total households</b>                                           | <b>3 734</b> | <b>3 336</b> | <b>80</b> | <b>78</b>                |
| <b>*Total number of households including informal settlements</b> |              |              |           | <b>T 3.2.3</b>           |

| Description                                             | 2021/2022 | 2022/2023 | 2023/2024 | Households<br>2024/2025 |                 |        |
|---------------------------------------------------------|-----------|-----------|-----------|-------------------------|-----------------|--------|
|                                                         | Actual    | Actual    | Actual    | Original Budget         | Adjusted Budget | Actual |
|                                                         | No.       | No.       | No.       | No.                     | No.             | No.    |
| <b>Formal Settlements</b>                               |           |           |           |                         |                 |        |
| Total households                                        | 100 000   | 100 000   | 55        | 54                      | 54              | 54     |
| level                                                   | 25 000    | 25 000    | –         | –                       | –               | –      |
| Proportion of households below minimum service level    | 25%       | 25%       | 0%        | 0%                      | 0%              | 0%     |
| <b>Informal Settlements</b>                             |           |           |           |                         |                 |        |
| Total households                                        | 100 000   | 100 000   | 19        | 24                      | 24              | 24     |
| Households ts below minimum service                     | 25 000    | 25 000    | 4         | –                       | –               | 0      |
| Proportion of households ts below minimum service level | 25%       | 25%       | 19%       | 0%                      | 0%              | 1%     |
| <b>T 3.2.4</b>                                          |           |           |           |                         |                 |        |



# Chapter 3



# Chapter 3

| Waste Water (Sanitation) Service Policy Objectives Taken From IDP |                                                                                 |                         |        |                       |                       |                         |                       |                        |        |
|-------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------|--------|-----------------------|-----------------------|-------------------------|-----------------------|------------------------|--------|
| Service Objectives                                                | Outline Service Targets                                                         | 2023/2024               |        | 2024/2025             |                       | 2025/2026               |                       | 2026/2027              |        |
|                                                                   |                                                                                 | Target                  | Actual | Target                | Actual                | Target                  | Actual                | Target                 | Actual |
| Service Indicators<br>(i)                                         | (ii)                                                                            | *Previous Year<br>(iii) | (iv)   | *Previous Year<br>(v) | *Current Year<br>(vi) | *Current Year<br>(viii) | *Current Year<br>(ix) | *Following Year<br>(x) |        |
|                                                                   |                                                                                 |                         |        |                       |                       |                         |                       |                        |        |
| Provision of basic services and accessibility                     | Measure the percentage of access of households to basic level of sewer services | 100%                    | 94%    | 100%                  | 100%                  | 100%                    | 100%                  | 100%                   |        |
| T 3.2.6                                                           |                                                                                 |                         |        |                       |                       |                         |                       |                        |        |

# Chapter 3

| R'000                                                                                                                                                                         |              |                 |                   |             |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|-------------|--------------------|
| Details                                                                                                                                                                       | Year 2023/24 | Year 2024/25    |                   |             |                    |
|                                                                                                                                                                               | Actual       | Original Budget | Adjustment Budget | Actual      | Variance to Budget |
| Total Operational Revenue                                                                                                                                                     | 4983         | 83<br>457.00    | 29<br>781.00      | 3<br>454.00 | -2316%             |
| Expenditure:                                                                                                                                                                  |              |                 |                   |             |                    |
| Employees                                                                                                                                                                     |              | -               | -                 | -           | 0                  |
| Repairs and Maintenance                                                                                                                                                       | 4400         | 5<br>539.00     | 8<br>563.00       | 8<br>407.00 | 34%                |
| Other                                                                                                                                                                         | 9785         | 12<br>243.00    |                   | 25.00       | -48872%            |
| Total Operational Expenditure                                                                                                                                                 | 14185        | 17<br>782.00    | 8<br>783.00       | 8<br>432.00 | -111%              |
| Net Operational Expenditure                                                                                                                                                   | 9202         | -65<br>675.00   | -20<br>998.00     | 4<br>978.00 | 1419%              |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |              |                 |                   |             |                    |
| T 3.2.8                                                                                                                                                                       |              |                 |                   |             |                    |

| R' 000                                                                                                                                          |           |                   |                    |                               |                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------|--------------------|-------------------------------|---------------------|
| Capital Projects                                                                                                                                | Year 2025 |                   |                    |                               |                     |
|                                                                                                                                                 | Budget    | Adjustment Budget | Actual Expenditure | Variance from original budget | Total Project Value |
| Total All                                                                                                                                       | 11342     | 0                 | 8895               | -28%                          |                     |
| Foundation Stabilisation of Addata Reservoir                                                                                                    | 5000      | 0                 | 5628               | -18%                          |                     |
| Installation of Zone Meters and PRV's                                                                                                           | 6342      | 0                 | 3267               | -94%                          | 150                 |
| Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate). |           |                   |                    |                               |                     |
| T 3.2.9                                                                                                                                         |           |                   |                    |                               |                     |

## COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

Merafong City Local Municipality continues to work towards achieving the Year 5 sanitation service targets as set out in the Integrated Development Plan (IDP). While progress has been made in maintaining existing sewer networks and providing basic sanitation services, the attainment of all long-term targets remains constrained by limited financial resources, ageing infrastructure, rapid population growth, informal settlement expansion and severe geotechnical challenges, including sinkholes.

Within the current approved Medium-Term Revenue and Expenditure Framework (MTREF), not all sanitation infrastructure upgrade, rehabilitation and expansion requirements can be fully funded. To

# Chapter 3

address these constraints, the municipality intends to phase priority projects, reprioritize capital allocations, enhance revenue collection and continue accessing external grant funding, including the Municipal Infrastructure Grant (MIG), Water Services Infrastructure Grant (WSIG) and Regional Bulk Infrastructure Grant (RBIG). Ongoing engagements with sector departments are also being pursued to secure additional technical and financial support.

## PERFORMANCE AGAINST CURRENT YEAR TARGETS

The municipality was unable to fully meet certain sanitation service performance targets during the reporting year, primarily due to insufficient funding, rising operational costs and procurement delays. Performance was further affected by frequent sewer blockages, pipe collapses and infrastructure failures caused by ageing networks and sinkholes, which diverted resources toward emergency repairs and reactive maintenance.

Despite these challenges, progress was achieved in key operational areas, including:

- Routine sewer jetting and blockage removal
- Preventative maintenance of sewer reticulation networks
- Servicing pump stations
- Desludging of VIP toilets and on-site sanitation facilities using honey suckers
- Provision of sanitation services to informal and peri-urban settlements

## PRIORITY CAPITAL PROJECTS

The four largest and most critical sanitation-related capital projects during the reporting period were prioritized based on their impact on public health, environmental compliance and long-term sustainability:

1. **Rehabilitation and Replacement of Ageing Sewer Pipelines**  
To address frequent blockages, pipe collapses and leakages, particularly in sinkhole-prone areas.
2. **Upgrading of Sewer Pump Stations**  
To improve operational reliability and prevent sewer overflows.
3. **Wastewater Treatment Works (WWTW) Refurbishment and Capacity Upgrades**  
To improve effluent quality compliance and accommodate growing inflows.
4. **Expansion of Sewer Networks and Sanitation Facilities to Underserved Areas**  
To improve access to dignified sanitation services and reduce reliance on on-site sanitation.

## VARIANCES IN OPERATING AND CAPITAL EXPENDITURE

Variances between budgeted and actual net operating expenditure were mainly attributable to:

- Increased costs for emergency sewer repairs and sinkhole-related damage
- Higher expenditure on sewer jetting and vacuum tanker (honey sucker) services
- Rising electricity costs associated with sewer pump station operations

Variances in capital expenditure were primarily due to:

- Procurement and contractor appointment delays
- Project implementation challenges caused by unstable ground conditions
- Reprioritisation of funds toward urgent emergency sanitation repairs
- Roll-over of unspent capital funds into the subsequent financial year

## LIKELY VARIATIONS TO APPROVED PROJECT VALUES



# Chapter 3

Likely variations to total approved sanitation project values arose from:

- Inflationary increases in construction and material costs
- Scope changes due to unforeseen underground conditions and sinkholes
- Extended contract periods resulting from implementation delays
- Additional works required to stabilize infrastructure in geotechnically unstable areas

These variations are being managed through strict cost controls, phased implementation, enhanced contract management and alignment of projects with available funding, with revised project values submitted for Council approval where required.

T 3.2.10

## 3.3 ELECTRICITY

### INTRODUCTION TO ELECTRICITY

The Electricity Services Department is licensed to supply the following areas with electricity: Carletonville, Portion of Khutsong, Welvediend, Watersedge, Blybank, Fochville, kokosi and Wedela. The department comprises the following divisions: Domestic metering Services, Bulk metering and power system protection, Distribution and Electrical Planning unit.

#### THE DOMESTIC METERING DIVISION'S FUNCTIONS ARE AS FOLLOWS:

- Tariff determination and management
- Management of not more than 80A electrical connections and meters
- Premises electrical installation safety compliance
- Implementation of the Free Basic Electricity Policy

#### THE DISTRIBUTION DIVISION'S FUNCTIONS ARE AS FOLLOWS:

- Management and implementation of all types of electrical maintenance
- Operating in terms of the Operating Regulations for High Voltage Systems (ORHVS)
- Continuity of supply and safety of personnel and equipment
- Preparations of annual reports in terms of NERSA requirements
- Power outage management
- Management of the Supervisory Control and Data Acquisition (SCADA) system
- Streetlight maintenance

#### THE PLANNING DIVISION'S FUNCTIONS ARE AS FOLLOWS:

- Implementation of capital projects
- Preparation and approval of electrical designs
- Compilation and execution of IDP, Budget, and SDBIP
- Project management

#### THE MAIN PLANNING STRATEGIES FOR THE DEPARTMENT ARE AS FOLLOWS:

- Installation of bulk infrastructure to cater for services
- Increasing the supply capacity of substations in response to increasing demand
- Implementation of the electricity master plan

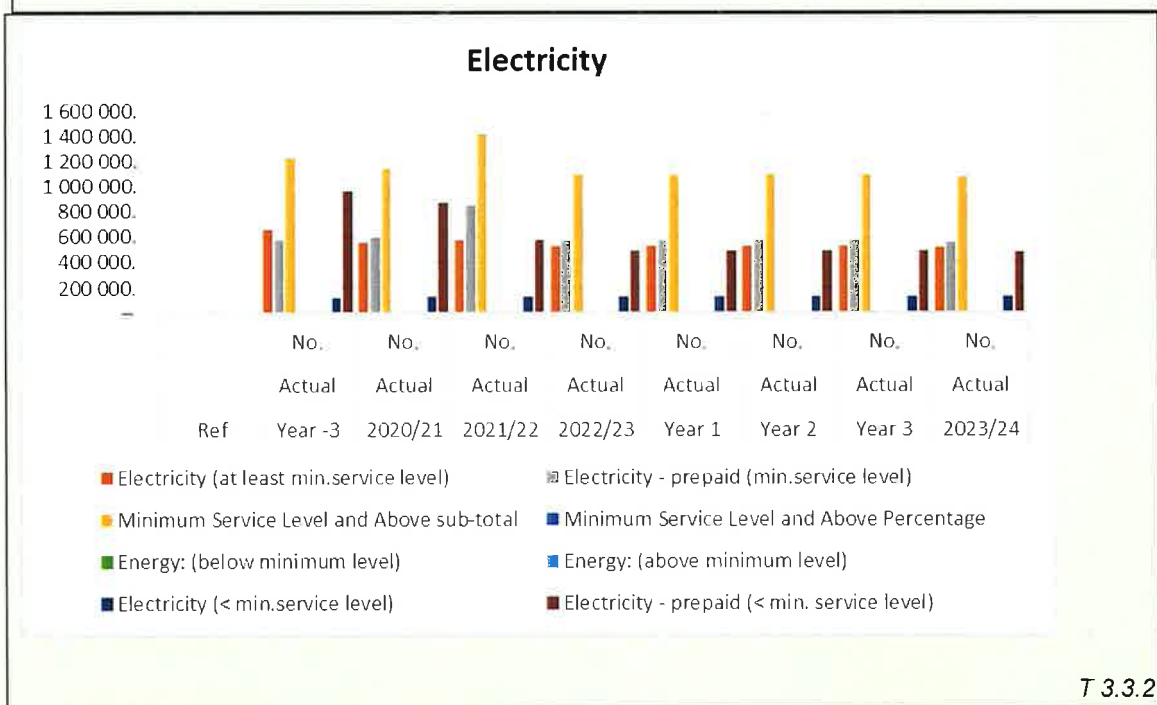


# Chapter 3

- Installation and upgrade of infrastructure and equipment to render a service
- Providing infrastructure and connections to all new developments when required
- Implementing the Free Basic Electricity Policy
- Discouraging tampering by using real-time monitoring systems
- Developing a policy and encouraging the utilisation of alternative energy
- Contributing towards the mitigation of climate change impacts by reducing carbon emissions

*Note: Recent legislation includes the Electricity Amendment Acts 1989; 1994; 1995; and the Electricity Regulation Act 2006.*

**T 3.3.1**



## Electricity Service Delivery Levels

# Chapter 3

| Households                                        |            |            |            |           |
|---------------------------------------------------|------------|------------|------------|-----------|
| Description                                       | Year -2021 | Year -2022 | Year -2023 | Year-2024 |
|                                                   | Actual     | Actual     | Actual     | Actual    |
|                                                   | No.        | No.        | No.        | No.       |
| <b><u>Energy: (above minimum level)</u></b>       |            |            |            |           |
| Electricity (at least min.service level)          | 564.825,   | 523.455,   | 513.555    | 510.544   |
| Electricity - prepaid (min.service level)         | 845.686,   | 564.865,   | 554.179    | 540.085   |
| <i>Minimum Service Level and Above sub-total</i>  | 1.410.511, | 1.088.320, | 1.067.734  | 1.050.629 |
| <i>Minimum Service Level and Above Percentage</i> | 66,3%      | 62,1%      | 62,1%      | 61,8%     |
| <b><u>Energy: (below minimum level)</u></b>       |            |            |            |           |
| Electricity (< min.service level)                 | 123.544,   | 123.544,   | 121.197    | 120.744   |
| Electricity - prepaid (< min. service level)      | 564.865,   | 486.568,   | 477.323    | 469.258   |
| Other energy sources                              | 28.213,    | 54.215,    | 53.185     | 53.900    |
| <i>Below Minimum Service Level sub-total</i>      | 716.622,   | 664.327,   | 651.705,   | 644.996.  |
| <i>Below Minimum Service Level Percentage</i>     | 33,7%      | 37,9%      | 37,9%      | 41,9%     |
| <b>Total number of households</b>                 | 2.127.133, | 1.752.647, | 1.719.439, | 1.550.555 |
| <b>T 3.3.3</b>                                    |            |            |            |           |

## Households - Electricity Service Delivery Levels below the minimum

# Chapter 3

| Description                                             | Households          |                     |            |                     |                     |            |
|---------------------------------------------------------|---------------------|---------------------|------------|---------------------|---------------------|------------|
|                                                         | 2023/2024           |                     |            | 2024/2025           |                     |            |
|                                                         | Original Budget No. | Adjusted Budget No. | Actual No. | Original Budget No. | Adjusted Budget No. | Actual No. |
| <b>Formal Settlements</b>                               |                     |                     |            |                     |                     |            |
| Total households                                        | 73.890,             | 73.890,             | 73.890,    | 74.086,             | 74.086,             | 74.086,    |
| Households below minimum service level                  | 8.336,              | 8.336,              | 8.336,     | 8.532,              | 8.532,              | 8.532,     |
| Proportion of households below minimum service level    | 11%                 | 11%                 | 11%        | 12%                 | 12%                 | 12%        |
| <b>Informal Settlements</b>                             |                     |                     |            |                     |                     |            |
| Total households                                        | 13.250,             | 13.250,             | 13.250,    | 13.250,             | 13.250,             | 13.250,    |
| Households ts below minimum service level               | 1.243,              | 1.243,              | 1.243,     | 1.243,              | 1.243,              | 1.243,     |
| Proportion of households ts below minimum service level | 9%                  | 9%                  | 9%         | 9%                  | 9%                  | 9%         |
|                                                         |                     |                     |            |                     |                     | T 3.3.4    |

# Chapter 3

| Employees: Electricity Services |              |                                   |                                   |              |            |                                   |                                   |
|---------------------------------|--------------|-----------------------------------|-----------------------------------|--------------|------------|-----------------------------------|-----------------------------------|
| Job Level                       | Year 2023/24 |                                   |                                   | Year 2024/25 |            |                                   |                                   |
|                                 | Employee s   | Vacancies (fulltime equivalents ) | Vacancies (as a % of total posts) | Post s       | Employee s | Vacancies (fulltime equivalents ) | Vacancies (as a % of total posts) |
|                                 | No.          | No.                               | %                                 | No.          | No.        | No.                               | %                                 |
| 0 - 3                           | 1            | 0                                 | 0%                                | 1            | 1          | 0                                 | 0%                                |
| 4 - 6                           | 3            | 0                                 | 0%                                | 3            | 3          | 0                                 | 0%                                |
| 7 - 9                           | 6            | 2                                 | 25%                               | 8            | 6          | 2                                 | 25%                               |
| 10 - 12                         | 7            | 8                                 | 53%                               | 15           | 7          | 8                                 | 53%                               |
| 13 - 15                         | 9            | 6                                 | 40%                               | 15           | 9          | 6                                 | 40%                               |
| 16 - 18                         | 11           | 10                                | 48%                               | 21           | 11         | 10                                | 48%                               |
| 19 - 20                         | 18           | 12                                | 40%                               | 30           | 18         | 12                                | 40%                               |
| Total                           | 55           | 38                                | 41%                               | 93           | 55         | 38                                | 41%                               |

T 3.3.6

| Financial Performance Year 2025: Electricity Services |              |                 |                   |        |                    | R'000 |
|-------------------------------------------------------|--------------|-----------------|-------------------|--------|--------------------|-------|
| Details                                               | Year 2023/24 | Year 2024/25    |                   |        |                    |       |
|                                                       | Actual       | Original Budget | Adjustment Budget | Actual | Variance to Budget |       |
| <b>Total Operational Revenue</b>                      | 551223       | 450396          | 87495             | 1626   | -27600%            |       |
| Expenditure:                                          |              |                 |                   |        |                    |       |
| Employees                                             | 36895        | 45406           | 61275             | 2984   | -1422%             |       |
| Repairs and Maintenance                               | 21469        | 16389           | 59592             | 13973  | -17%               |       |
| Other                                                 | 445986       | 443700          | 708280            | 82852  | -436%              |       |
| <b>Total Operational Expenditure</b>                  | 504350       | 505495          | 829147            | 99809  | -406%              |       |
| <b>Net Operational Expenditure</b>                    | -46873       | 55099           | 741652            | 98183  | 44%                |       |

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

T 3.3.7

## Capital Expenditure Year 2025: Electricity Services



# Chapter 3

| Capital Projects                                                                                                                                      | Year 2025 |                   |                    |                               |                     | R' 000         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------|--------------------|-------------------------------|---------------------|----------------|
|                                                                                                                                                       | Budget    | Adjustment Budget | Actual Expenditure | Variance from original budget | Total Project Value |                |
| Total All                                                                                                                                             | 17769     | 17768             | 17768              | 0%                            |                     |                |
| 2x20 MVA Frikkie Substation 44/11 ( Change control to Plover)                                                                                         | 7768      | 9152              | 11590              | 33%                           | 280                 |                |
| 132KV - 150M Loop in-loopout Overhead Line for Plover                                                                                                 | 10000     | 3000              | 6177               | -62%                          | 150                 |                |
| Khutsong South Ext 5,6 Electrification Change Control                                                                                                 | 1         | 5616              | 1                  | 0%                            | 320                 |                |
| <i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i> |           |                   |                    |                               |                     | <b>T 3.3.8</b> |

## COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

This report consolidates key electrical infrastructure projects undertaken by the Merafong Municipality Electrical Department. The projects were aimed at improving substation reliability, modernising protection systems, and expanding access to electricity in newly developed residential areas.

### 2. Frekkie Van Der Merwe 44kV/11kV Substation Refurbishment

A comprehensive refurbishment of the Frekkie Van Der Merwe 44kV/11kV Substation was undertaken to enhance safety, reliability, and compliance with current utility standards. The scope of work included the replacement of two oil-based 44kV transformer circuit breakers with modern SF<sub>6</sub> circuit breakers, upgrading the 44kV control room with Siemens Reyrolle numerical protection relays, installation of new mimic display panels, and commissioning of a new Battery Tripping Unit complete with battery cells. At the commencement of the refurbishment, one 5MVA transformer had already been removed from service and sent for repairs following an internal fault.

During the refurbishment period, the remaining in-service 5MVA transformer sustained damage, resulting in a total loss of transformation capacity and a complete substation blackout. Residents were without electricity supply for approximately 26 days.

Due to the emergency nature of the situation and the extended repair timelines, a decision was taken to procure and install a new 10MVA 44kV/11kV transformer. The substation is currently operating with one 10MVA transformer and one 5MVA transformer, with all 44kV SF<sub>6</sub> circuit breakers successfully installed and commissioned.

### 3. Khutsong Extension 5 and 6 Housing Electrification



# Chapter 3

In parallel with the substation infrastructure upgrades, the municipality successfully completed the electrification of newly developed residential houses in Khutsong Extension 5 and Extension 6. The project scope included the installation of low-voltage electrical infrastructure, service connections, and final energisation.

A total of 196 newly developed houses were fully electrified and connected to the electricity network. All houses are operational and receiving supply, marking a major service delivery milestone and significantly improving living conditions for the beneficiaries.

## 4. Conclusion

The projects outlined in this report demonstrate the municipality's commitment to strengthening electrical infrastructure, improving system reliability, and expanding access to electricity. The successful refurbishment of the Frekkie Van Der Merwe Substation and the full electrification of Khutsong Extensions 5 and 6 have collectively enhanced network resilience and contributed meaningfully to community development.

T 3.3.9

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

# Chapter 3

## INTRODUCTION TO WASTE MANAGEMENT

Street Cleaning service is done daily including weekends around Fochville and Carletonville CBD's. CWP workers do litter picking in Townships.

Solid Waste is being collected once a week with kerb side method in the formal household as per National Waste Collection Standard. There are 57 192 household with access to weekly waste removal in the formal areas.

The Solid Waste Management department oversee the recycling services and Khabokedi Waste Management Company submit their stats to Waste department in monthly basis.

Mphahlwa village as an informal settlement is being served using 6m<sup>3</sup> skip containers.

Business around Merafong and mines are also being serviced using the 6m<sup>3</sup> containers and 240l bins.

Removal of illegal dumping is being scheduled monthly and executed internally with the available limited resources and additional equipment are sourced.

Carletonville Landfill Site is used for the final and safe disposal of waste in Merafong. Khabokedi Waste Management (Pty) Ltd was appointed as the service provider to operate and manage landfill site.

**T 3.4.1**

**Solid Waste Service Delivery Levels**

**Households**

# Chapter 3

| Description                                              | Year<br>2021/22 | Year<br>2022/23 | Year<br>2023/24 | Year<br>2024/25 |
|----------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
|                                                          | Actual<br>No.   | Actual<br>No.   | Actual<br>No.   | Actual<br>No.   |
| <b><u>Solid Waste Removal: (Minimum level)</u></b>       |                 |                 |                 |                 |
| Removed at least once a week                             | 54507           | 54507           | 54507           | 57192           |
| <i>Minimum Service Level and Above sub-total</i>         | 54507           | 54507           | 54507           | 57192           |
| <i>Minimum Service Level and Above percentage</i>        | 96,00%          | 96,00%          | 96,00%          | 96.69%          |
| <b><u>Solid Waste Removal: (Below minimum level)</u></b> |                 |                 |                 |                 |
| Removed less frequently than once a week                 | 0               | 0               | 0               | 0               |
| Using communal refuse dump                               | 13413           | 13413           | 13413           | 13413           |
| Using own refuse dump                                    | 53645           | 53645           | 53645           | 53645           |
| Other rubbish disposal                                   | 53645           | 53645           | 53645           | 53645           |
| No rubbish disposal                                      | 53645           | 53645           | 53645           | 53645           |
| <i>Below Minimum Service Level sub-total</i>             | 67058           | 67058           | 67058           | 67058           |
| <i>Below Minimum Service Level percentage</i>            | 54,0%           | 54,0%           | 54,0%           | 54,0%           |
| <b>Total number of households</b>                        | <b>98457</b>    | <b>98457</b>    | <b>98457</b>    | <b>98457</b>    |
| <b>T3.4.2</b>                                            |                 |                 |                 |                 |

| Households - Solid Waste Service Delivery Levels below the minimum |                   |                   |                   |                 |                 |        |
|--------------------------------------------------------------------|-------------------|-------------------|-------------------|-----------------|-----------------|--------|
| Description                                                        | Year -<br>2021/22 | Year -<br>2022/23 | Year -<br>2023/24 | Year 2024/25    |                 |        |
|                                                                    | Actual            | Actual            | Actual            | Original Budget | Adjusted Budget | Actual |
|                                                                    | No.               | No.               | No.               | No.             | No.             | No.    |
| <b>Formal Settlements</b>                                          |                   |                   |                   |                 |                 |        |
| Total households                                                   | 54507             | 54507             | 54507             | 57192           | 57192           | 57192  |
| Households below minimum service level                             | 1280              | 1280              | 1280              | 1280            | 1280            | 1280   |
| Proportion of households below minimum service level               | 2%                | 2%                | 2%                | 2%              | 2%              | 2%     |
| <b>Informal Settlements</b>                                        |                   |                   |                   |                 |                 |        |
| Total households                                                   | 67058             | 67058             | 67058             | 67058           | 67058           | 67058  |
| Households below minimum service level                             | 53645             | 53645             | 53645             | 53645           | 53645           | 53645  |
| Proportion of households below minimum service level               | 80%               | 80%               | 80%               | 80%             | 80%             | 80%    |
| <b>T 3.4.3</b>                                                     |                   |                   |                   |                 |                 |        |

# Chapter 3

| Waste Management Service Policy Objectives Taken From IDP                                               |                                                                                                                                 |                      |        |                    |                    |              |        |              |                     |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------|--------|--------------------|--------------------|--------------|--------|--------------|---------------------|
| Service Objectives                                                                                      | Outline Service Targets                                                                                                         | Year -2021/22        |        | Year 2022/23       |                    | Year 2023/24 |        | Year 2024/25 |                     |
|                                                                                                         |                                                                                                                                 | Target               | Actual | Target             | Actual             | Target       | Actual | Target       | Actual              |
| Service Indicators (i)                                                                                  | (ii)                                                                                                                            | *Previous Year (iii) | (iv)   | *Previous Year (v) | *Current Year (vi) | (vii)        | (viii) | (ix)         | *Following Year (x) |
| Service Objective xxx                                                                                   |                                                                                                                                 |                      |        |                    |                    |              |        |              |                     |
| Provision of weekly collection service per household (HH)                                               | Proportionate reduction in average weekly collection failures year on year (average number of collection failures each week)    | 100%                 | 96%    | 100%               | 100%               | 96%          | 100%   | 96.69%       | 100%                |
| Future capacity of existing and earmarked (approved use and in council possession) waste disposal sites | The amount of spare capacity available in terms of the number of years capacity available at the current rate of landfill usage | 13yrs                | 42yrs  | 13yrs              | 42yrs              | 42yrs        | 42yrs  | 42yrs        | 42yrs               |
| Proportion of waste that is recycled                                                                    | Volumes of waste recycled as a percentage of total volume of waste disposed of at landfill sites.                               | 25%                  | 18%    | 25%                | 28%                | 13%          | 28%    | 9.51%        | 28%                 |
| Proportion of landfill sites in compliance with the Environmental Conservation Act 1989.                | x% of landfill sites by volume that are being managed in compliance with the Environmental Conservation Act 1989.               | 81%                  | 80.6%  | 80%                | 80%                | 81.60%       | 81%    | 81.60%       | 81.60%              |
| T 3.4.4                                                                                                 |                                                                                                                                 |                      |        |                    |                    |              |        |              |                     |



# Chapter 3

| Employees: Solid Waste Management Services |               |              |           |                                  |                                   |
|--------------------------------------------|---------------|--------------|-----------|----------------------------------|-----------------------------------|
| Job Level                                  | Year -2023/24 | Year 2024/25 |           |                                  |                                   |
|                                            | Employees     | Posts        | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                                            | No.           | No.          | No.       | No.                              | %                                 |
| 0 - 3                                      | 1             | 1            | 1         | 0                                | 0%                                |
| 4 - 6                                      | 0             | 3            | 0         | 3                                | 100%                              |
| 7 - 9                                      | 10            | 48           | 11        | 37                               | 77%                               |
| 10 - 12                                    | 1             | 1            | 1         | 0                                | 0%                                |
| 13 - 15                                    | 91            | 292          | 92        | 200                              | 68%                               |
| Total                                      | 104           | 349          | 104       | 245                              | 70%                               |
| T3.4.5                                     |               |              |           |                                  |                                   |

| Financial Performance Year 2025: Solid Waste Management Services                                                                                                              |              |                 |                   |          |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|----------|--------------------|
|                                                                                                                                                                               |              |                 |                   |          | R'000              |
| Details                                                                                                                                                                       | Year 2023/24 | Year 2024/25    |                   |          |                    |
|                                                                                                                                                                               | Actual       | Original Budget | Adjustment Budget | Actual   | Variance to Budget |
| Total Operational Revenue                                                                                                                                                     | 33010        | 97 552.00       | 1 798.00          | 23.00    | 424039%            |
| Expenditure:                                                                                                                                                                  |              |                 |                   |          |                    |
| Employees                                                                                                                                                                     | 39650        | 43 497.00       | 41 223.00         | 2 851.00 | -1426%             |
| Repairs and Maintenance                                                                                                                                                       | 24215        | 3 350.00        | 6 308.00          | 5 194.00 | 36%                |
| Other                                                                                                                                                                         | 2090         | 7 023.00        | 1 264.00          | 112.00   | -6171%             |
| Total Operational Expenditure                                                                                                                                                 | 65955        | 53 870.00       | 48 795.00         | 8 157.00 | -560%              |
| Net Operational Expenditure                                                                                                                                                   | 32945        | -43 682.00      | 46 997.00         | 8 134.00 | 637%               |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |              |                 |                   |          |                    |
| T 3.4.7                                                                                                                                                                       |              |                 |                   |          |                    |



# Chapter 3

| R'000                                                                                                                                                                                |              |                 |                   |        |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|--------|--------------------|
| Details                                                                                                                                                                              | Year 2023/24 | Year 2024/25    |                   |        |                    |
|                                                                                                                                                                                      | Actual       | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| <b>Total Operational Revenue</b>                                                                                                                                                     | 120          | 125             | 100               | 95     | -32%               |
| Expenditure:                                                                                                                                                                         |              |                 |                   |        |                    |
| Employees                                                                                                                                                                            | 125          | 244             | 250               | 248    | 2%                 |
| Repairs and Maintenance                                                                                                                                                              | 25           | 244             | 250               | 248    | 2%                 |
| Other                                                                                                                                                                                | 45           | 244             | 250               | 248    | 2%                 |
| <b>Total Operational Expenditure</b>                                                                                                                                                 | 195          | 732             | 750               | 744    | 2%                 |
| <b>Net Operational Expenditure</b>                                                                                                                                                   | 75           | 607             | 650               | 649    | 6%                 |
| <i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i> |              |                 |                   |        |                    |
| <b>T 3.4.8</b>                                                                                                                                                                       |              |                 |                   |        |                    |

## COMMENT ON WASTE MANGEMENT SERVICE PERFORMANCE OVERALL:

Street Cleaning is being done daily in Fochville and Carletonville CBD's. In Township is being done by CWP.

There are 57 192 household with access to weekly waste removal in the formal areas.

Removal of illegal dumping is executed internally with limited resources and additional equipment are sourced.

Carletonville Landfill Site is used for the final and safe disposal of waste in Merafong. The service provider was appointed to manage and operate landfill site. The compliance of landfill site is 81.6%.

**T 3.4.10**

# Chapter 3

## 3.5 HOUSING

### INTRODUCTION TO HOUSING

#### Introduction to Housing

The municipality through Human Settlement projects has emphasised the maximum utilisation of local contractors and sub-contractors to facilitate local economic development and job creation through the projects currently in process in Khutsong, Kokosi and Fochville.

A total of 600 transfer documents has been prepared and submitted on the properties to the rightful beneficiaries in Khutsong South Ext 1,4 & 5.

The Gauteng Department of Human Settlements in partnership with Gauteng Partnership and Housing Development Agency have developed 1066 stands for the Rapid land Release Programme of which 600 stands have already been allocated. The qualifying beneficiaries earning between 3501-7000.

**T 3.5.1**

| Percentage of households with access to basic housing 2024/25 |                                                                          |                                        |                                            |
|---------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------|--------------------------------------------|
| Year end                                                      | Total households<br>(including in formal<br>and informal<br>settlements) | Households in<br>formal<br>settlements | Percentage of HHs in<br>formal settlements |
| 2021/2022                                                     | 560000                                                                   | 350000                                 | 62.5%                                      |
| 2022/23                                                       | 654000                                                                   | 450000                                 | 68.8%                                      |
| 2023/24                                                       | 654000                                                                   | 500000                                 | 76.5%                                      |
| 2024/25                                                       | 684000                                                                   | 540000                                 | 78.9%                                      |
| <b>T 3.5.2</b>                                                |                                                                          |                                        |                                            |

# Chapter 3

| Housing Service Policy Objectives Taken From IDP                 |                                                   |                                                                  |                                                  |                                                  |                                   |
|------------------------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------|--------------------------------------------------|-----------------------------------|
| Service Objectives                                               |                                                   | Outline Service Targets                                          |                                                  | Year 2022/23                                     |                                   |
|                                                                  |                                                   |                                                                  |                                                  | Actual                                           | Target                            |
|                                                                  |                                                   |                                                                  |                                                  | Previous Year                                    | Present Year                      |
| Service Indicators                                               |                                                   | (ii)                                                             |                                                  | Following Year                                   |                                   |
| (i)                                                              |                                                   |                                                                  |                                                  |                                                  |                                   |
| Service Objective xxx                                            |                                                   |                                                                  |                                                  |                                                  |                                   |
| Provision of bulk services for future housing for all households |                                                   | Management of bulk services projects for future housing projects | Human Settlement Projects managed                | Human Settlement Projects managed                | Human Settlement Projects managed |
| Human Settlement Management                                      | 7 Human Settlement Grant Funded Projects Managed  | 7 Human Settlement Grant Funded Projects Managed                 | 7 Human Settlement Grant Funded Projects Managed | 5 Human Settlement Grant Funded Projects Managed |                                   |
| New Housing Applications Captured                                | New applications captured                         | 100%                                                             | 100%                                             | 100%                                             |                                   |
| Mixed Housing Projects facilitated                               | Facilitated mixed housing projects                | 6                                                                | 7                                                | 0                                                |                                   |
| Number of Informal Settlements registered                        | Number of Informal Settlements registered         | 100%                                                             | 100%                                             | 100%                                             |                                   |
| Occupancy rate of community rentals                              | Occupancy rate of community rentals               | 95%                                                              | 95%                                              | 95%                                              |                                   |
| Number of Tittle Deeds                                           | Number of Tittle Deeds submitted for registration | 600                                                              | 600                                              | 600                                              |                                   |
|                                                                  |                                                   |                                                                  |                                                  |                                                  | T3.5.3                            |

# Chapter 3

| Employees: Housing Services |              |              |           |                                  |                                   |
|-----------------------------|--------------|--------------|-----------|----------------------------------|-----------------------------------|
| Job Level                   | Year 2023/24 | Year 2024/25 |           |                                  |                                   |
|                             | Employees    | Posts        | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                             | No.          | No.          | No.       | No.                              | %                                 |
| 0 - 3                       | 1            | 1            | 1         | 0                                | 0%                                |
| 4 - 6                       | 2            | 3            | 2         | 1                                | 33%                               |
| 7 - 9                       | 8            | 15           | 8         | 6                                | 40%                               |
| 10 - 12                     |              | 0            |           | 0                                | 0%                                |
| 13 - 15                     | 1            | 4            | 1         | 3                                | 75%                               |
| 16 - 18                     |              |              |           |                                  |                                   |
| 19 - 20                     |              |              |           |                                  |                                   |
| Total                       | 12           | 23           | 12        | 10                               | 43%                               |
|                             |              |              |           |                                  | <b>T 3.5.4</b>                    |

| Financial Performance Year 2025: Housing Services                                                                                                                             |              |                 |                   |        |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|--------|--------------------|
|                                                                                                                                                                               |              |                 |                   |        | R'000              |
| Details                                                                                                                                                                       | Year 2023/24 | Year 2024/25    |                   |        |                    |
|                                                                                                                                                                               | Actual       | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| <b>Total Operational Revenue</b>                                                                                                                                              | 120          | 43047           |                   | 225    | -19032%            |
| Expenditure:                                                                                                                                                                  |              |                 |                   |        |                    |
| Employees                                                                                                                                                                     | 125          | 5676            |                   | 521    | -989%              |
| Repairs and Maintenance                                                                                                                                                       | 25           | 124             |                   |        | 0%                 |
| Other                                                                                                                                                                         | 45           | 135             |                   | 4      | -3275%             |
| <b>Total Operational Expenditure</b>                                                                                                                                          | 195          | 5935            |                   | 525    | -1030%             |
| <b>Net Operational Expenditure</b>                                                                                                                                            | 75           | -37112          |                   | 300    | 12471%             |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |              |                 |                   |        | <b>T 3.5.5</b>     |



# Chapter 3

| Capital Expenditure Year 2024/25: Housing Services                                                                                              |              |                   |                    |                               |                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------|--------------------|-------------------------------|---------------------|
| R' 000                                                                                                                                          |              |                   |                    |                               |                     |
| Capital Projects                                                                                                                                | Year 2024/25 |                   |                    |                               |                     |
|                                                                                                                                                 | Budget       | Adjustment Budget | Actual Expenditure | Variance from original budget | Total Project Value |
| Total All                                                                                                                                       | 62240        |                   | 32018              | -94%                          |                     |
| Khutsong South Ext. 5 Outfall Sewer                                                                                                             | 150          |                   | 150                | 0%                            | 280                 |
| Khutsong Electricity (Frikkie Substation)                                                                                                       | 8548         |                   | 8501               | -1%                           |                     |
| Khutsong Rehabilitation of Sinkholes                                                                                                            | 7987         |                   | 7987               | 0%                            |                     |
| Fochville Outfall Sewer                                                                                                                         | 8576         |                   | 8571               | 0%                            |                     |
| Kokosi Ext 6 Sewer & Water Meters                                                                                                               | 6979         |                   | 6808               | -3%                           | 150                 |
| Khutsong Bulk Roads and Stormwater Phase 2                                                                                                      | 30000        |                   | 1                  | -2999900%                     | 320                 |
|                                                                                                                                                 |              |                   |                    | 0%                            | 90                  |
| Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate). |              |                   |                    |                               |                     |
| T 3.5.6                                                                                                                                         |              |                   |                    |                               |                     |

## COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

The Human Settlement has delivered on its mandate through various programmes that aim to provide the holistic approach to service delivery in Human Settlements, linked to the Human settlement the issues of poverty reduction, job creation, training and skill development.

### Khutsong South Ext 5

Gauteng Department of Human Settlement has appointed a Contractor for the construction of 753 units.

The targeted beneficiaries for this project are approved beneficiaries of Khutsong Ext 3, and 102 people effected by sinkholes

Merafong City Local Municipality in line with the Gauteng Provincial Government is working towards an Urban Sustainable and Integrated Spatial Reconfiguration of building new cities. The following Mega projects were evaluated according to three categories:

- ☐ Access to transit and connectivity
- ☐ Economic opportunities
- ☐ Urban integration



# Chapter 3

Elijah Barayi Village  
Khutsong South Ext. 8 & 9

## New Housing Application Captured

All housing applications are captured within 7 days after being submitted by the applicants.as per the SDBIP. The target for this indicator was 100% capturing and the actual achieved is 100%.

## Review and Approved Housing Plan

The 2024/25 Human Settlement Plan was reviewed and approved by Council as indicated in the SDBIP. The Human settlement plan informs the mini business plan which is presented to Council to indicate where programmes could be implemented to eradicate informal settlements in and around Merafong City. Council's mini business plan is also aligned with the business plan of the Province (West Rand) to ensure that the programme which is planned will be funded if possible.

**T 3.5.7**

| Capital Expenditure Year 2025: Housing Services                                                                                                 |           |                   |                    |                               |                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------|--------------------|-------------------------------|---------------------|
| Capital Projects                                                                                                                                | Year 2025 |                   |                    |                               |                     |
|                                                                                                                                                 | Budget    | Adjustment Budget | Actual Expenditure | Variance from original budget | Total Project Value |
| Total All                                                                                                                                       | 62240     | 62240             | 32018              | -94%                          |                     |
| Khutsong South Ext. 5 Outfall Sewer                                                                                                             | 150       | 150               | 150                | 0%                            | 280                 |
| Khutsong Electrcity (Frikkie Substation)                                                                                                        | 8548      | 8548              | 8501               | -1%                           |                     |
| Khutsong Rehabilitation of Sinkholes                                                                                                            | 7987      | 7987              | 7987               | 0%                            |                     |
| Fochville Outfall Sewer                                                                                                                         | 8576      | 8576              | 8571               | 0%                            |                     |
| Kokosi Ext 6 Sewer & Water Meters                                                                                                               | 6979      | 6979              | 6808               | -3%                           | 150                 |
| Khutsong Bulk Roads and Stormwater Phase 2                                                                                                      | 30000     | 30000             | 1                  | -2999900%                     | 320                 |
|                                                                                                                                                 |           |                   |                    | 0                             | 90                  |
| Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate). |           |                   |                    |                               |                     |

**T 3.5.6**

## 3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

# Chapter 3

## INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

Verification of indigents continued in all wards within the Municipality. Outreach campaigns were conducted as planned. As approved in the Indigent Policy, qualifying indigent households were verified and registered in the Indigent register. A total of 3478 new applications were processed and registered in the Municipal indigent register. The approved indigents were provided with the approved indigent free basics package and will be subjected to another verification in the next 24 months.

The Municipality also supported qualifying indigent households with a free indigent burials as approved in the Indigent burial Policy. 74 households were assisted with indigent burials

T 3.6.1

| Free Basic Services To Low Income Households |                                               |                  |        |                       |        |                        |        |                   |        |     |
|----------------------------------------------|-----------------------------------------------|------------------|--------|-----------------------|--------|------------------------|--------|-------------------|--------|-----|
|                                              | Number of households                          |                  |        |                       |        |                        |        |                   |        |     |
|                                              | Households earning less than R1,100 per month |                  |        |                       |        |                        |        |                   |        |     |
|                                              | Total                                         | Free Basic Water |        | Free Basic Sanitation |        | Free Basic Electricity |        | Free Basic Refuse |        |     |
|                                              |                                               | Total            | Access | %                     | Access | %                      | Access | %                 | Access | %   |
| Year -2                                      | 100,000                                       | 18,000           | 12,000 | 67%                   | 10,000 | 56%                    | 13,000 | 72%               | 7,000  | 39% |
| Year -1                                      | 103,000                                       | 18,500           | 13,000 | 70%                   | 11,000 | 59%                    | 14,500 | 78%               | 8,000  | 43% |
| Year 0                                       | 105,000                                       | 19,000           | 15,000 | 79%                   | 12,000 | 63%                    | 16,100 | 85%               | 9,000  | 47% |

T 3.6.3

| Financial Performance Year 2024/25: Cost to Municipality of Free Basic Services Delivered |           |           |                   |        |                    |
|-------------------------------------------------------------------------------------------|-----------|-----------|-------------------|--------|--------------------|
| Services Delivered                                                                        | Year 2024 | Year 2025 |                   |        |                    |
|                                                                                           | Actual    | Budget    | Adjustment Budget | Actual | Variance to Budget |
| Water                                                                                     | 374831    | 403972    | 407737            | 316746 | -28%               |
| Waste Water (Sanitation)                                                                  | 70389     | 79670     | 80332             | 75864  | -5%                |
| Electricity                                                                               | 287569    | 317806    | 307132            | 276805 | -15%               |
| Waste Management (Solid Waste)                                                            | 80091     | 86488     | 82533             | 82747  | -5%                |
| Total                                                                                     | 812880    | 887936    | 877734            | 752162 | -18%               |

T 3.6.4

# Chapter 3

## COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT:

During the year in review, the Indigent Policy was reviewed and approved by Council for implementation. The household qualifying income threshold for support was amended to R4630,00. A total of 3478 households were verified, approved and registered in the indigent register for support.

This support will be for 24 months after which re-verification will be conducted. Fifty-four (54) unemployed youth were recruited on temporary contracts to facilitate the onsite verification of indigent applications. Based on skills and capacity, the database of indigents is shared with external partners for available opportunities to reduce levels of dependency.

T 3.6.6

## COMPONENT B: ROAD TRANSPORT

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

### INTRODUCTION TO ROAD TRANSPORT

The municipality implements Roads Transport activities through the district municipality. The municipality provides support by maintaining the infrastructure that supports the operation. Public Facilities such as taxi ranks are being maintained by the municipality.

T 3.7

# Chapter 3

## 3.7 ROADS

### INTRODUCTION TO ROADS

Within the roads infrastructure there is construction of new roads and maintenance of existing infrastructure. The municipality has MIG approved business plans that are set to be implemented every financial year. This is meant to address the backlog of unpaved roads. The focus of the MIG funding is to assist in addressing the current backlog of unpaved roads particularly in historically disadvantaged areas. This will go on up until all areas have been fully addressed. From the capital funding a certain percentage is set aside for the purpose of clearing backlogs of gravel roads on historically disadvantaged areas.

The townships of Kokosi and Greenspark have been prioritised by the strategy and about 95% of gravel roads have been eliminated. The challenge still remains with Khutsong township but a plan has been made for the upcoming financial years. Certain housing projects come with roads network projects attached, therefore assisting the municipality in eliminating the backlog.

Priority is given to Khutsong township in terms of elimination of gravel roads since other areas are better off. Grading of roads in areas with no tar roads has been prioritised as means of maintenance programmes throughout the financial year.

T 3.7.1

| Gravel Road Infrastructure |                    |                              |                              |                                              |
|----------------------------|--------------------|------------------------------|------------------------------|----------------------------------------------|
|                            | Total gravel roads | New gravel roads constructed | Gravel roads upgraded to tar | Kilometers<br>Gravel roads graded/maintained |
| Year 2022/2023             | 174.9              | 0                            | 1.45                         | 2.2                                          |
| Year 2023/2024             | 174.9              | 0                            | 3.5                          | 73                                           |
| <b>Year 2025/2024</b>      | 162.5              | 0                            | 5.7                          | 122.5                                        |
|                            |                    |                              |                              | <b>T 3.7.2</b>                               |

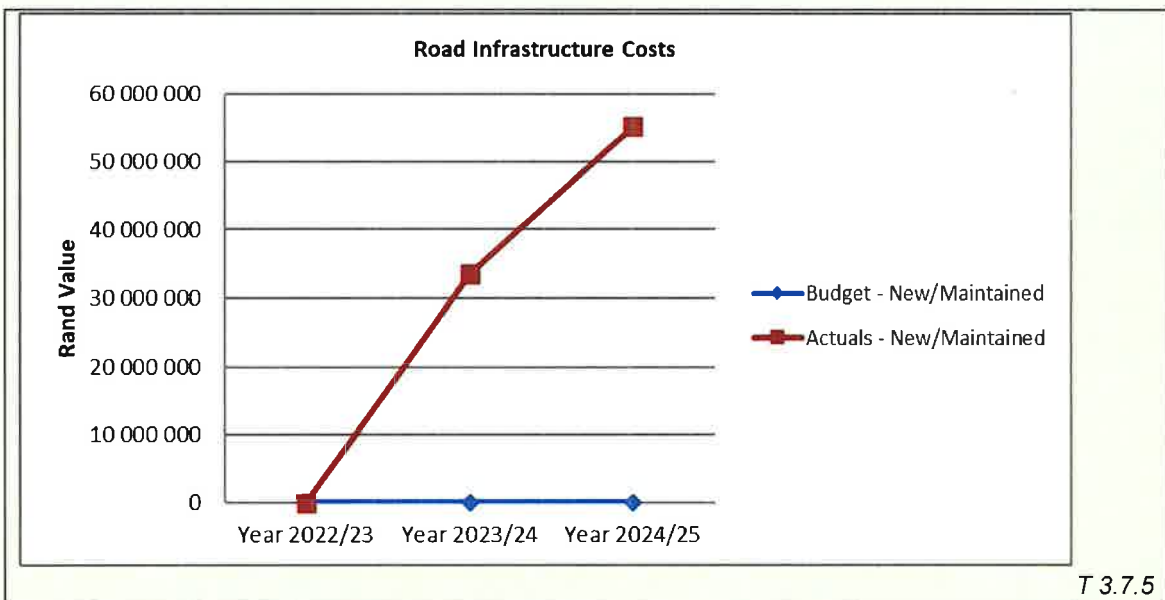
| Tarred Road Infrastructure |                    |               |                              |                               |                                    |
|----------------------------|--------------------|---------------|------------------------------|-------------------------------|------------------------------------|
|                            | Total tarred roads | New tar roads | Existing tar roads re-tarred | Existing tar roads re-sheeted | Kilometers<br>Tar roads maintained |
| Year 2022/2023             | 374                | 1.45          | 0                            | 0                             | 0                                  |
| Year 2023/2024             | 382.6              | 3.5           | 0                            | 0                             | 0                                  |
| <b>Year 2024/2025</b>      | 391,84             | 5.7           | 0,3 Km                       | 4 km                          | 4km                                |
|                            |                    |               |                              |                               | <b>T 3.7.3</b>                     |



# Chapter 3

| Tarred Road Infrastructure |                    |               |                              |                               | Kilometers           |
|----------------------------|--------------------|---------------|------------------------------|-------------------------------|----------------------|
|                            | Total tarred roads | New tar roads | Existing tar roads re-tarred | Existing tar roads re-sheeted | Tar roads maintained |
| Year 2022/2023             | 374                | 1.45          | 0                            | 0                             | 0                    |
| Year 2023/2024             | 382.6              | 3.5           | 0                            | 0                             | 0                    |
| Year 2024/2025             | 391,84             | 5.7           | 0,3 Km                       | 4 km                          | 4km                  |
|                            |                    |               |                              |                               | <b>T 3.7.3</b>       |

| Cost of Construction/Maintenance |        |              |            |     |           | R' 000         |
|----------------------------------|--------|--------------|------------|-----|-----------|----------------|
|                                  | Gravel |              |            | Tar |           |                |
|                                  | New    | Gravel - Tar | Maintained | New | Re-worked | Maintained     |
| Year 2022/2023                   | 0      | -            | -          | -   | -         | -              |
| Year 2023-2024                   | 0      | 33 502 344   | 2 336 175  | -   | 6 808 000 | 6 808 000      |
| Year 2024/2025                   | 0      | 55 259 755   | 1 943 270  | -   | -         | 1 943 270      |
|                                  |        |              |            |     |           | <b>T 3.7.4</b> |





# Chapter 3

| Road Service Policy Objectives Taken From IDP |                                                                         |                              |                                                           |                               |                                                           |                                                           |                                                           |                      |                      |
|-----------------------------------------------|-------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------|-------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|----------------------|----------------------|
| Service Objectives                            | Outline Service Targets                                                 | Year 2022/23                 |                                                           | Year 2024/25                  |                                                           | Year 2025/26                                              |                                                           | Year 2026/27         |                      |
|                                               |                                                                         | Target                       | Actual                                                    | Target                        | *Previous Year (v)                                        | *Current Year (vi)                                        | Actual (vii)                                              | *Current Year (viii) | *Following Year (ix) |
| Service Indicators (i)                        | (ii)                                                                    | *Previous Year (iii)         | (iv)                                                      | (v)                           | (vi)                                                      | (vii)                                                     | (viii)                                                    | (ix)                 | (x)                  |
| Provision of roads infrastructure             |                                                                         |                              |                                                           |                               |                                                           |                                                           |                                                           |                      |                      |
| Elimination of gravel roads in townships      | Kilometers of gravel roads tarred (Kilometers of gravel road remaining) | 174.9 gravel roads remaining | 3.5 gravel roads tarred (174.9 KM gravel roads remaining) | 173.45 gravel roads remaining | 4.3 gravel roads tarred (169.45KM gravel roads remaining) | 4.3 gravel roads tarred (169.45KM gravel roads remaining) | 4.3 gravel roads tarred (169.45KM gravel roads remaining) | 169.45               | 169.45               |
| Development of municipal roads as required    |                                                                         | 5.7KM                        | 5.7 KM                                                    | 3.5KM                         | 3.5KM                                                     | 4.3 KM                                                    | 4.3 KM                                                    | 5.7                  | 5.7KM                |
| T 3.7.6                                       |                                                                         |                              |                                                           |                               |                                                           |                                                           |                                                           |                      |                      |

# Chapter 3

| Employees: Road Services |           |         |           |                                  |                                   |
|--------------------------|-----------|---------|-----------|----------------------------------|-----------------------------------|
| Job Level                | 2023/24   | 2024/25 |           |                                  |                                   |
|                          | Employees | Posts   | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                          | No.       | No.     | No.       | No.                              | %                                 |
| 0 - 3                    | 1         | 1       | 1         | 0                                | 0%                                |
| 4 - 6                    | 2         | 3       | 2         | 1                                | 33%                               |
| 7 - 9                    | 4         | 20      | 4         | 16                               | 80%                               |
| 10 - 12                  | 4         | 8       | 4         | 4                                | 50%                               |
| 13 - 15                  | 15        | 35      | 11        | 24                               | 69%                               |
| 16 - 18                  | -         | -       | -         | -                                | -                                 |
| 19 - 20                  | -         | -       | -         | -                                | -                                 |
| Total                    | 26        | 67      | 22        | 45                               | 67%                               |
|                          |           |         |           |                                  | <b>T3.7.7</b>                     |

| Financial Performance Year 2024/25: Road Services                                                                                                                             |              |                 |                   |        |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|--------|--------------------|
|                                                                                                                                                                               |              |                 |                   |        | R'000              |
| Details                                                                                                                                                                       | Year 2023/24 | Year 2024/25    |                   |        |                    |
|                                                                                                                                                                               | Actual       | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| Total Operational Revenue                                                                                                                                                     |              |                 |                   |        | 0%                 |
| Expenditure:                                                                                                                                                                  |              |                 |                   |        |                    |
| Employees                                                                                                                                                                     | 9878         | 9319            | 8319              | 716    | -1202%             |
| Repairs and Maintenance                                                                                                                                                       | 1086         | 6808            | 2489              | 1      | -680700%           |
| Other                                                                                                                                                                         | 3954         | 116302          | 96285             | 5      | -2325940%          |
| Total Operational Expenditure                                                                                                                                                 | 14918        | 132429          | 107093            | 722    | -18242%            |
| Net Operational Expenditure                                                                                                                                                   | 14918        | 132429          | 107093            | 722    | -18242%            |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |              |                 |                   |        | <b>T 3.7.8</b>     |

# Chapter 3

| Capital Expenditure Year 2025: Road Services                                                                                                    |              |                   |                    |                               |                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------|--------------------|-------------------------------|---------------------|
| R' 000                                                                                                                                          |              |                   |                    |                               |                     |
| Capital Projects                                                                                                                                | Year 2024/25 |                   |                    |                               |                     |
|                                                                                                                                                 | Budget       | Adjustment Budget | Actual Expenditure | Variance from original budget | Total Project Value |
| Total All                                                                                                                                       | 75069        | 67937             | 76932              | 2%                            |                     |
| P M U Operational Expenses                                                                                                                      | 3866         | 3866              | 3866               | 0%                            | 280                 |
| Khutsong Roads and Stormwater (Phase 8)                                                                                                         | 10000        | 1000              | 10681              | 6%                            |                     |
| Kokosi Roads and Stormwater (Phase 4) (2)                                                                                                       | 6000         | 6000              | 5625               | -7%                           |                     |
| Kokosi Roads and Stormwater (Phase 7)                                                                                                           | 250          | 310               | 310                | 19%                           |                     |
| Kokosi Roads and Stormwater (Phase 8)                                                                                                           | 10000        | 10853             | 10185              | 2%                            |                     |
| Wedela Ext 3 Roads and Stormwater (Ph 7)                                                                                                        | 6000         | 4767              | 5075               | -18%                          |                     |
| Wedela Roads and Stormwater (Phase 8)                                                                                                           | 8500         | 8500              | 8758               | 1%                            |                     |
| Khutsong North Water & Sewer Reticulation Stage 3                                                                                               | 0            | 75                | 75                 | 100%                          |                     |
| Khutsong North Water & Sewer Reticulation Stage 4                                                                                               | 7000         | 7000              | 6999               | 0%                            |                     |
| Merafong Solar Highmast Lights & Solar Streetlights                                                                                             | 0.00         | 3764              | 3762               | 100%                          |                     |
| Upgrading of Wedela Recreation Club                                                                                                             | 4000         | 4000              | 5006               | 20%                           |                     |
| Refurbishing of Kokosi Stadium                                                                                                                  | 6000         | 4617              | 4617               | -30%                          |                     |
| Access Roads Kokosi WWTW                                                                                                                        | 2062         | 2062              | 2061               | 0%                            |                     |
| Access Roads Wedela WWTW                                                                                                                        | 1768         | 1500              | 1449               | -22%                          |                     |
| Merafong Roads and Stormwater Maintenance (Wedela)                                                                                              | 2000         | 2000              | 2000               | 0%                            |                     |
| Merafong Water and Sanitation Maintenance                                                                                                       | 2000         | 2000              | 2550               | 22%                           |                     |
| Rehabilitation of Carletonville Cemetery Road                                                                                                   | 5623         | 5623              | 3913               | -44%                          |                     |
| Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate). |              |                   |                    |                               |                     |
| T 3.7.9                                                                                                                                         |              |                   |                    |                               |                     |

# Chapter 3

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

### INTRODUCTION TO TRANSPORT

This component includes Motor Vehicle Registration Authority (MVRA), Vehicle Testing Centre (VTS) as well as Driving License Testing Centre (DLTC). It includes issuing of vehicle permits, road worthiness of vehicles and application for learners, drivers and professional driving permits in line with the National Road Traffic Act 93 of 1996.

In addition, the South African Post of Services is mandated to do renewal of motor vehicle licensing. As a result, this reduced the number of renewals of motor vehicle licensing at the municipality. In addition, learner license test is computerized. The bookings on DLTC are conducted by RTMC. (<http://online.natis.gov.za>)

South African Post Office is registered as an agent to renew motor vehicle licenses. In addition, legislation authorized a person to renew a motor vehicle license at any local authority within Gauteng Province with a renewal notice.

No bus Service in Merafong Municipality.

**T 3.8.1**



# Chapter 3

| Transport Service Policy Objectives Taken From IDP (VEHICLE LICENSING) |  |                          |           |        |           |        |           |        |
|------------------------------------------------------------------------|--|--------------------------|-----------|--------|-----------|--------|-----------|--------|
| Service Objectives                                                     |  | Outline<br>Targets       | 2023/2024 |        | 2024/2025 |        | 2025/2026 |        |
| Service Indicators                                                     |  |                          | Target    | Actual | Target    | Actual | Target    | Actual |
| Service Objective xxx                                                  |  |                          |           |        |           |        |           |        |
|                                                                        |  |                          |           |        |           |        |           |        |
| Registration of vehicles                                               |  | Registration<br>vehicles | of        | 7431   | 6 955     | 6 955  | 6 295     | 6 295  |
| Licensing motor vehicle                                                |  |                          |           | 38 416 | 35 754    | 35 754 | 31 617    | 31 617 |
| Drivers Licenses                                                       |  |                          |           | 6 757  | 13 272    | 13 272 | 5 365     | 5 365  |
| Learners Licenses                                                      |  |                          |           | 5 234  | 5 126     | 5 126  | 5 957     | 5 957  |
| T 3.8.3                                                                |  |                          |           |        |           |        |           |        |



# Chapter 3

| Employees: Transport Services |           |           |           |                                  |                                   |
|-------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level                     | 2021/2022 | 2024/2025 |           |                                  |                                   |
|                               | Employees | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                               | No.       | No.       | No.       | No.                              | %                                 |
| 0 - 3                         | 0         | 1         | 0         | 1                                | 100%                              |
| 4 - 6                         | 4         | 4         | 2         | 2                                | 50%                               |
| 7 - 9                         | 17        | 17        | 13        | 4                                | 78%                               |
| 10 - 12                       | 25        | 25        | 19        | 6                                | 80%                               |
| 13 - 15                       | 6         | 6         | 1         | 5                                | 60%                               |
| 16 - 18                       | 0         | 0         | 0         | 0                                | 0%                                |
| <b>Total</b>                  | <b>52</b> | <b>53</b> | <b>35</b> | <b>18</b>                        | <b>75%</b>                        |
| <b>T3.8.4</b>                 |           |           |           |                                  |                                   |

## COMMENT ON THE PERFORMANCE OF TRANSPORT OVERALL:

Registration and licensing section still negotiating with the Gauteng Department of Transport for Service Level Agreement to do registration and licensing of motor vehicles, learner license and driver licenses. The South African Post Office is also registered as an agent to renew motor vehicle licenses. As a result, this reduced the number of renewals of motor vehicle licensing at the municipality. The National Road Traffic Act. 93/1996 authorized a person to renew a motor vehicle license at any local authority within Gauteng Province with a renewal notice. In Merafong Municipality some mines and businesses are closed due to economy, the loss will be plus minus 200 (motor vehicles, trucks and trailers crones.

This section is responsible for the testing of learners and driver's licenses as well as testing of vehicles in terms of legislation. The learner license test is computerized. The Road Traffic Management Corporation (RTIC) has implemented the online booking system for bookings to reduce fraudulent: *online.natis.gov.za*. Pensioners above sixty (60) years of age are allowed to walk in without booking online.

The project was registered for the building of the New Driver License offices in Carletonville. The building is at 90% completion. This will improve on service delivery and compliance to the best practice model. **T 3.8.7**

# Chapter 3

## 3.9 WASTE WATER (STORMWATER DRAINAGE)

### INTRODUCTION TO STORMWATER DRAINAGE

Within the roads infrastructure there is construction of new roads and maintenance of existing infrastructure. The municipality has MIG approved business plans that are set to be implemented every financial year. This is meant to address the backlog of unpaved roads. The focus of the MIG funding is to assist in addressing the current backlog of unpaved roads particularly in historically disadvantaged areas.

This will go on up until all areas have been fully addressed. From the capital funding a certain percentage is set aside for the purpose of clearing backlogs of gravel roads on historically disadvantaged areas. The townships of Kokosi and Greenspark have been prioritised by the strategy and about 95% of gravel roads have been eliminated. The challenge still remains with Khutsong township but a plan has been made for the upcoming financial years. Certain housing projects come with roads network projects attached, therefore assisting the municipality in eliminating the backlog.

Priority is given to Khutsong township in terms of elimination of gravel roads since other areas are better off.

Grading of roads in areas with no tar roads has been prioritised as means of maintenance programmes throughout the financial year.

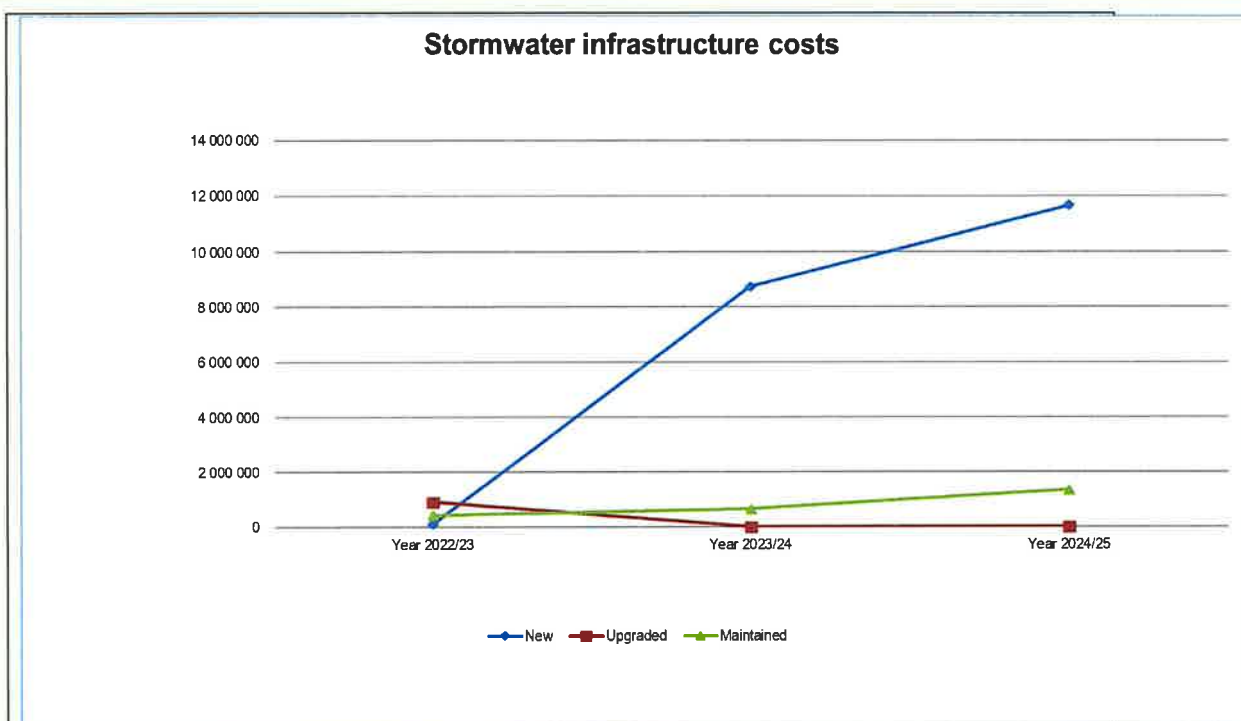
T 3.9.1

# Chapter 3

| Stormwater Infrastructure<br>Kilometers |                                 |                               |                                                |                                                                                          |
|-----------------------------------------|---------------------------------|-------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------|
|                                         | Total<br>Stormwater<br>measures | New<br>stormwater<br>measures | Stormwater measures<br>upgraded                | Stormwater measures<br>maintained                                                        |
| Year 2022/23                            | No Baseline                     | 0.25                          | 455 units kerb inlets<br>cleaned and repaired  | 455 units of kerb-inlets<br>cleaned and repaired and<br>1262 meters channels<br>cleaned. |
| Year 2023/24                            | No Baseline                     | 0                             | 406 units kerb inlets<br>cleaned and repaired  | 406 units kerb inlets<br>cleaned and repaired                                            |
| Year 2024/25                            | No baseline                     | 8.6                           | 745 units, kerb inlets<br>cleaned and repaired | 745 units, kerb inlets<br>cleaned and repaired                                           |
| T 3.9.2                                 |                                 |                               |                                                |                                                                                          |

| Cost of Construction/Maintenance<br>R' 000 |                     |          |            |
|--------------------------------------------|---------------------|----------|------------|
|                                            | Stormwater Measures |          |            |
|                                            | New                 | Upgraded | Maintained |
| Year 2022/23                               | 1,900,000           | 900,000  | 420,000    |
| Year 2023/24                               | 8 748 033           | 0        | 644 501    |
| Year 2024/25                               | 11 656 702          | 0        | 1 336 400  |
| T 3.9.3                                    |                     |          |            |

# Chapter 3



T 3.9.4

# Chapter 3

| Stormwater Policy Objectives Taken From IDP                                                                |                                                                                                                       |                                             |                                             |                                             |                                             |                                             |                                             |                                      |      |         |
|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|--------------------------------------|------|---------|
| Service Objectives                                                                                         | Outline Service Targets                                                                                               | Year 2021/2022                              |                                             | Year 2023/2024                              |                                             | Year 2024/2025                              |                                             | Year 2025/26                         |      |         |
|                                                                                                            |                                                                                                                       | Target                                      |                                             | Actual                                      |                                             | Target                                      |                                             | Actual                               |      |         |
|                                                                                                            |                                                                                                                       | *Previous Year (iii)                        |                                             |                                             |                                             | *Previous Year (v)                          | *Current Year (vi)                          |                                      |      |         |
| Service Indicators (i)                                                                                     | (ii)                                                                                                                  |                                             | (iv)                                        |                                             | (vii)                                       |                                             | (viii)                                      |                                      | (ix) | (x)     |
| To provide stormwater                                                                                      |                                                                                                                       |                                             |                                             |                                             |                                             |                                             |                                             |                                      |      |         |
| Development of fully integrated stormwater management systems including wetlands and natural water courses | Phasing in of systems                                                                                                 | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); 5 yrs remaining | Completion (Yes/No); 5 yrs remaining |      |         |
|                                                                                                            | Development of a roads and stormwater master plan. (draft available, due to be endorsed within the year under review) | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); 5 yrs remaining | Completion (Yes/No); 5 yrs remaining |      |         |
| Annual SDBIP.                                                                                              |                                                                                                                       |                                             |                                             |                                             |                                             |                                             |                                             |                                      |      | T 3.9.5 |



# Chapter 3

| Employees: Stormwater Services |              |              |           |                                  |                                   |
|--------------------------------|--------------|--------------|-----------|----------------------------------|-----------------------------------|
| Job Level                      | Year 2023/24 | Year 2024/25 |           |                                  |                                   |
|                                | Employees    | Posts        | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                                | No.          | No.          | No.       | No.                              | %                                 |
| 0 - 3                          | 1            | 1            | 1         | 0                                | 0%                                |
| 4 - 6                          | 2            | 3            | 2         | 1                                | 33%                               |
| 7 - 9                          | 4            | 20           | 4         | 16                               | 80%                               |
| 10 - 12                        | 4            | 8            | 4         | 4                                | 50%                               |
| 13 - 15                        | 15           | 35           | 11        | 24                               | 69%                               |
| 16 - 18                        | -            | -            | -         | -                                |                                   |
| 19 - 20                        | -            | -            | -         | -                                |                                   |
| Total                          | 26           | 67           | 22        | 45                               | 67%                               |

T3.9.6

# Chapter 3

## COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

### INTRODUCTION TO PLANNING AND DEVELOPMENT

Urban Planning continues to play a role in shaping a well-structured, inclusive, and sustainable future for the people of Merafong. The Planning team prides itself in being committed to being accessible to the community and to delivering quality planning services that align with the municipality's long-term vision and strategic objectives.

Central to this commitment is its participation in supporting Reimagining Merafong Vision 2035, a bold roadmap to guide Merafong's economic transformation. Urban Planning plays a leading role in advancing the pillars of this vision, contributing to integrated development that balances economic growth, social progress, and environmental sustainability.

In order to create an enabling environment for economic and social development a total of 8 draft policies and 2 new draft by-law were developed. These include a wide variety of topics such as land administration and management, accommodation, early childhood development centres, re-purposed shipping containers, gated communities, corner shops, home enterprises, and a policy to enable community members to more actively participate in uplifting their neighbourhoods. A draft City Improvement District By-law and draft Unlawfu Land Occupation Bylaw were also finalised for approval to enable more significant upgrading and maintenance by public benefit groups.

Another milestone is the municipality's phased rollout of a modernised Geographic Information System (GIS). This powerful tool will enhance the municipality's ability to make informed, data-driven decisions regarding service delivery, budgeting, and strategic planning. By revealing key spatial patterns and trends, the GIS will support the municipality's shift towards evidence-based planning and more integrated service delivery as advocated for by COGTA. This is an ongoing multi-year project.

**T 3.10**

### 3.10 PLANNING

#### INTRODUCTION TO PLANNING

The Urban Planning Section continues to play a role in shaping a well-structured, inclusive, and sustainable future for the people of Merafong. The Planning team prides itself in being committed to being accessible to the community and to delivering quality planning services that align with the municipality's long-term vision and strategic objectives.

Central to this commitment is its participation in supporting Vision 2035, a bold roadmap to guide Merafong's transformation. The Urban Planning Section plays a leading role in advancing the pillars of this vision, contributing to integrated development that balances economic growth, social progress, and environmental sustainability.

One of the section's key achievements this past year has been the development of a new draft Municipal Spatial Development Framework (MSDF), which is currently awaiting final approval. The MSDF is a critical component of the Integrated Development Plan (IDP), as required by Section 26 of the Municipal Systems Act (Act 32 of 2000). This document addresses a range of interrelated development challenges, including integration with provincial strategies, the spatial link between rural and urban areas, functional coordination of distant settlements, infrastructure delivery, and the

# Chapter 3

promotion of social justice and equity. Our approach underscores the importance of optimising development and broadening access to opportunity for all residents. The draft MSDF has been endorsed by the South African Local Government Association (SALGA) giving it a commendable rating of 97% as part of its assessment of all MSDFs. This reflects Merafong's dedication to excellence in spatial planning and our alignment with the District Development Model, Western Corridor, and Gauteng Spatial Development Framework.

In a further step towards revitalizing our urban spaces, Merafong has partnered with SALGA and Gauteng COGTA in an initiative to renew the Central Business Districts (CBDs) of Carletonville and Fochville. Funded by SALGA, this initiative aims to reimagine our CBDs as vibrant, safe, and economically active spaces that enhance quality of life and stimulate growth. True success in this effort will require a strong sense of ownership and collaboration among all users, stakeholders, and business owners. The Urban Planning Section, in partnership with the Local Economic Development (LED) unit, is actively supporting the project, which will soon enter an extensive public participation phase following the completion of background work.

Operational efficiency at the Urban Planning Section has also improved significantly. The Urban Planning Section has streamlined administrative processes to accelerate development application approvals and provide more timely responses to community enquiries. To further strengthen capacity, one graduate intern has been appointed in the Town Planning unit, deployed from the Municipal Infrastructure Support Agent (MISA), and two interns have joined the Building Control unit. These young professionals are gaining valuable experience while contributing meaningfully to municipal operations.

Another milestone is the municipality's phased rollout of a modernised Geographic Information System (GIS). This powerful tool will enhance the municipality's ability to make informed, data-driven decisions regarding service delivery, budgeting, and strategic planning. By revealing key spatial patterns and trends, the GIS will support the municipality's shift towards evidence-based planning and more integrated service delivery as advocated for by COGTA.

**T 3.10.1**

| Applications for Land Use Development |                            |                |                   |
|---------------------------------------|----------------------------|----------------|-------------------|
| Detail                                | Formalisation of Townships | Rezoning       | Built Environment |
|                                       | Year 2024/2025             | Year 2024/2025 | Year 2024/2025    |
| Planning application received         | 0                          | 6              | 205               |
| Determination made in year of receipt | 0                          | 6              | 205               |
| Determination made in following year  | 0                          | 0              | 0                 |
| Applications withdrawn                | 0                          | 0              | 0                 |
| Applications outstanding at year end  | 0                          | 0              | 0                 |

**T3.10.2**

# Chapter 3

| Transport Service Policy Objectives Taken From IDP (VEHICLE LICENSING) |                          |         |           |        |           |        |           |         |
|------------------------------------------------------------------------|--------------------------|---------|-----------|--------|-----------|--------|-----------|---------|
| Service Objectives                                                     | Outline<br>Targets       | Service | 2023/2024 |        | 2024/2025 |        | 2025/2026 |         |
|                                                                        |                          |         | Target    | Actual | Target    | Actual | Target    | Actual  |
| Service Indicators                                                     |                          |         |           |        |           |        |           |         |
| Service Objective xxx                                                  |                          |         |           |        |           |        |           |         |
|                                                                        |                          |         |           |        |           |        |           |         |
| Registration of vehicles                                               | Registration of vehicles |         | 7431      | 6 955  | 6 955     | 6 295  | 6 295     | 6 295   |
| Licensing motor vehicle                                                |                          |         | 38 416    | 35 754 | 35 754    | 31 617 | 31 617    | 31 617  |
| Drivers Licenses                                                       |                          |         | 6 757     | 13 272 | 13 272    | 5 365  | 5 365     | 5 365   |
| Learners Licenses                                                      |                          |         | 5 234     | 5 126  | 5 126     | 5 957  | 5 957     | 5 957   |
|                                                                        |                          |         |           |        |           |        |           | T 3.8.3 |



# Chapter 3

| Employees: Transport Services |           |           |           |                                  |                                   |
|-------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level                     | 2021/2022 | 2024/2025 |           |                                  |                                   |
|                               | Employees | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                               | No.       | No.       | No.       | No.                              | %                                 |
| 0 - 3                         | 0         | 1         | 0         | 1                                | 100%                              |
| 4 - 6                         | 4         | 4         | 2         | 2                                | 50%                               |
| 7 - 9                         | 17        | 17        | 13        | 4                                | 78%                               |
| 10 - 12                       | 25        | 25        | 19        | 6                                | 80%                               |
| 13 - 15                       | 6         | 6         | 1         | 5                                | 60%                               |
| 16 - 18                       | 0         | 0         | 0         | 0                                | 0%                                |
| <b>Total</b>                  | 52        | 53        | 35        | 18                               | 75%                               |
|                               |           |           |           |                                  | <b>T3.8.4</b>                     |

## COMMENT ON THE PERFORMANCE OF TRANSPORT OVERALL:

Registration and licensing section still negotiating with the Gauteng Department of Transport for Service Level Agreement to do registration and licensing of motor vehicles, learner license and driver licenses. The South African Post Office is also registered as an agent to renew motor vehicle licenses. As a result, this reduced the number of renewals of motor vehicle licensing at the municipality. The National Road Traffic Act. 93/1996 authorized a person to renew a motor vehicle license at any local authority within Gauteng Province with a renewal notice. In Merafong Municipality some mines and businesses are closed due to economy, the loss will be plus minus 200 (motor vehicles, trucks and trailers crones.

This section is responsible for the testing of learners and driver's licenses as well as testing of vehicles in terms of legislation. The learner license test is computerized. The Road Traffic Management Corporation (RTIC) has implemented the online booking system for bookings to reduce fraudulent: [online.natis.gov.za](http://online.natis.gov.za). Pensioners above sixty (60) years of age are allowed to walk in without booking online.

The project was registered for the building of the New Driver License offices in Carletonville. The building is at 90% completion. This will improve on service delivery and compliance to the best practice model. **T 3.8.7**



# Chapter 3

## 3.9 WASTE WATER (STORMWATER DRAINAGE)

### INTRODUCTION TO STORMWATER DRAINAGE

Within the roads infrastructure there is construction of new roads and maintenance of existing infrastructure. The municipality has MIG approved business plans that are set to be implemented every financial year. This is meant to address the backlog of unpaved roads. The focus of the MIG funding is to assist in addressing the current backlog of unpaved roads particularly in historically disadvantaged areas.

This will go on up until all areas have been fully addressed. From the capital funding a certain percentage is set aside for the purpose of clearing backlogs of gravel roads on historically disadvantaged areas. The townships of Kokosi and Greenspark have been prioritised by the strategy and about 95% of gravel roads have been eliminated. The challenge still remains with Khutsong township but a plan has been made for the upcoming financial years. Certain housing projects come with roads network projects attached, therefore assisting the municipality in eliminating the backlog.

Priority is given to Khutsong township in terms of elimination of gravel roads since other areas are better off.

Grading of roads in areas with no tar roads has been prioritised as means of maintenance programmes throughout the financial year.

*T 3.9.1*

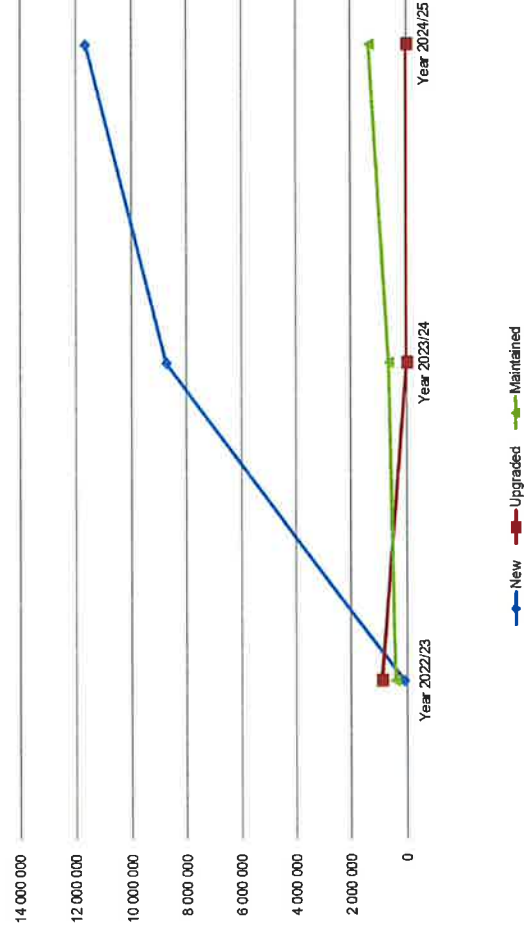
# Chapter 3

| Stormwater Infrastructure<br>Kilometers |                                 |                               |                                                |                                                                                          |
|-----------------------------------------|---------------------------------|-------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------|
|                                         | Total<br>Stormwater<br>measures | New<br>stormwater<br>measures | Stormwater measures<br>upgraded                | Stormwater measures<br>maintained                                                        |
| Year 2022/23                            | No Baseline                     | 0.25                          | 455 units kerb inlets<br>cleaned and repaired  | 455 units of kerb-inlets<br>cleaned and repaired and<br>1262 meters channels<br>cleaned. |
| Year 2023/24                            | No Baseline                     | 0                             | 406 units kerb inlets<br>cleaned and repaired  | 406 units kerb inlets<br>cleaned and repaired                                            |
| Year 2024/25                            | No baseline                     | 8.6                           | 745 units, kerb inlets<br>cleaned and repaired | 745 units, kerb inlets<br>cleaned and repaired                                           |
|                                         |                                 |                               |                                                | <b>T 3.9.2</b>                                                                           |

| Cost of Construction/Maintenance<br>R' 000 |                     |          |                |
|--------------------------------------------|---------------------|----------|----------------|
|                                            | Stormwater Measures |          |                |
|                                            | New                 | Upgraded | Maintained     |
| Year 2022/23                               | 1,900,000           | 900,000  | 420,000        |
| Year 2023/24                               | 8 748 033           | 0        | 644 501        |
| Year 2024/25                               | 11 656 702          | 0        | 1 336 400      |
|                                            |                     |          | <b>T 3.9.3</b> |

# Chapter 3

Stormwater infrastructure costs



T 3.9.4

# Chapter 3

| Stormwater Policy Objectives Taken From IDP                                                                |                                                                                                                                                                                       |                                             |                                             |                                             |                                             |                                             |                                             |                                     |                                      |
|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|-------------------------------------|--------------------------------------|
| Service Objectives<br><br>Service Indicators<br>(i)                                                        | Outline Service Targets<br><br>(ii)                                                                                                                                                   | Year 2021/2022                              |                                             | Year 2023/2024                              |                                             |                                             | Year 2024/2025                              | Year 2025/26                        |                                      |
|                                                                                                            |                                                                                                                                                                                       | Target                                      | Actual                                      | Target                                      |                                             | Actual                                      | Target                                      |                                     |                                      |
|                                                                                                            |                                                                                                                                                                                       | *Previous Year<br>(iii)                     | (iv)                                        | *Previous Year<br>(v)                       | *Current Year<br>(vi)                       | (vii)                                       | *Current Year<br>(viii)                     | *Current Year<br>(ix)               | *Following Year<br>(x)               |
| To provide stormwater                                                                                      |                                                                                                                                                                                       |                                             |                                             |                                             |                                             |                                             |                                             |                                     |                                      |
| Development of fully integrated stormwater management systems including wetlands and natural water courses | Phasing in of systems                                                                                                                                                                 | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); Timescale 5 yrs | Strategy approval (Yes/No); 5 yrs remaining | Completion (Yes/No); 5yrs remaining | Completion (Yes/No); 5 yrs remaining |
|                                                                                                            | Development of a roads and stormwater master plan. (draft available, due to be endorsed within the year under review)<br>Implementation of the maintenance plan through Annual SDBIP. | YES                                         | YES                                         | YES                                         | YES                                         | YES                                         | YES                                         | YES                                 | YES                                  |
| T 3.9.5                                                                                                    |                                                                                                                                                                                       |                                             |                                             |                                             |                                             |                                             |                                             |                                     |                                      |

# Chapter 3

| Employees: Stormwater Services |              |              |           |                                  |                                   |
|--------------------------------|--------------|--------------|-----------|----------------------------------|-----------------------------------|
| Job Level                      | Year 2023/24 | Year 2024/25 |           |                                  |                                   |
|                                | Employees    | Posts        | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                                | No.          | No.          | No.       | No.                              | %                                 |
| 0 - 3                          | 1            | 1            | 1         | 0                                | 0%                                |
| 4 - 6                          | 2            | 3            | 2         | 1                                | 33%                               |
| 7 - 9                          | 4            | 20           | 4         | 16                               | 80%                               |
| 10 - 12                        | 4            | 8            | 4         | 4                                | 50%                               |
| 13 - 15                        | 15           | 35           | 11        | 24                               | 69%                               |
| 16 - 18                        | -            | -            | -         | -                                |                                   |
| 19 - 20                        | -            | -            | -         | -                                |                                   |
| Total                          | 26           | 67           | 22        | 45                               | 67%                               |
|                                |              |              |           |                                  | <b>T3.9.6</b>                     |



# Chapter 3

## COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

### INTRODUCTION TO PLANNING AND DEVELOPMENT

Urban Planning continues to play a role in shaping a well-structured, inclusive, and sustainable future for the people of Merafong. The Planning team prides itself in being committed to being accessible to the community and to delivering quality planning services that align with the municipality's long-term vision and strategic objectives.

Central to this commitment is its participation in supporting Reimagining Merafong Vision 2035, a bold roadmap to guide Merafong's economic transformation. Urban Planning plays a leading role in advancing the pillars of this vision, contributing to integrated development that balances economic growth, social progress, and environmental sustainability.

In order to create an enabling environment for economic and social development a total of 8 draft policies and 2 new draft by-law were developed. These include a wide variety of topics such as land administration and management, accommodation, early childhood development centres, re-purposed shipping containers, gated communities, corner shops, home enterprises, and a policy to enable community members to more actively participate in uplifting their neighbourhoods. A draft City Improvement District By-law and draft Unlawfu Land Occupation Bylaw were also finalised for approval to enable more significant upgrading and maintenance by public benefit groups.

Another milestone is the municipality's phased rollout of a modernised Geographic Information System (GIS). This powerful tool will enhance the municipality's ability to make informed, data-driven decisions regarding service delivery, budgeting, and strategic planning. By revealing key spatial patterns and trends, the GIS will support the municipality's shift towards evidence-based planning and more integrated service delivery as advocated for by COGTA. This is an ongoing multi-year project.

**T 3.10**

### 3.10 PLANNING

#### INTRODUCTION TO PLANNING

The Urban Planning Section continues to play a role in shaping a well-structured, inclusive, and sustainable future for the people of Merafong. The Planning team prides itself in being committed to being accessible to the community and to delivering quality planning services that align with the municipality's long-term vision and strategic objectives.

Central to this commitment is its participation in supporting Vision 2035, a bold roadmap to guide Merafong's transformation. The Urban Planning Section plays a leading role in advancing the pillars of this vision, contributing to integrated development that balances economic growth, social progress, and environmental sustainability.

One of the section's key achievements this past year has been the development of a new draft Municipal Spatial Development Framework (MSDF), which is currently awaiting final approval. The MSDF is a critical component of the Integrated Development Plan (IDP), as required by Section 26 of the Municipal Systems Act (Act 32 of 2000). This document addresses a range of interrelated development challenges, including integration with provincial strategies, the spatial link between rural and urban areas, functional coordination of distant settlements, infrastructure delivery, and the

# Chapter 3

promotion of social justice and equity. Our approach underscores the importance of optimising development and broadening access to opportunity for all residents. The draft MSDF has been endorsed by the South African Local Government Association (SALGA) giving it a commendable rating of 97% as part of its assessment of all MSDFs. This reflects Merafong's dedication to excellence in spatial planning and our alignment with the District Development Model, Western Corridor, and Gauteng Spatial Development Framework.

In a further step towards revitalizing our urban spaces, Merafong has partnered with SALGA and Gauteng COGTA in an initiative to renew the Central Business Districts (CBDs) of Carletonville and Fochville. Funded by SALGA, this initiative aims to reimagine our CBDs as vibrant, safe, and economically active spaces that enhance quality of life and stimulate growth. True success in this effort will require a strong sense of ownership and collaboration among all users, stakeholders, and business owners. The Urban Planning Section, in partnership with the Local Economic Development (LED) unit, is actively supporting the project, which will soon enter an extensive public participation phase following the completion of background work.

Operational efficiency at the Urban Planning Section has also improved significantly. The Urban Planning Section has streamlined administrative processes to accelerate development application approvals and provide more timely responses to community enquiries. To further strengthen capacity, one graduate intern has been appointed in the Town Planning unit, deployed from the Municipal Infrastructure Support Agent (MISA), and two interns have joined the Building Control unit. These young professionals are gaining valuable experience while contributing meaningfully to municipal operations.

Another milestone is the municipality's phased rollout of a modernised Geographic Information System (GIS). This powerful tool will enhance the municipality's ability to make informed, data-driven decisions regarding service delivery, budgeting, and strategic planning. By revealing key spatial patterns and trends, the GIS will support the municipality's shift towards evidence-based planning and more integrated service delivery as advocated for by COGTA.

**T 3.10.1**

| Applications for Land Use Development |                            |                |                   |
|---------------------------------------|----------------------------|----------------|-------------------|
| Detail                                | Formalisation of Townships | Rezoning       | Built Environment |
|                                       | Year 2024/2025             | Year 2024/2025 | Year 2024/2025    |
| Planning application received         | 0                          | 6              | 205               |
| Determination made in year of receipt | 0                          | 6              | 205               |
| Determination made in following year  | 0                          | 0              | 0                 |
| Applications withdrawn                | 0                          | 0              | 0                 |
| Applications outstanding at year end  | 0                          | 0              | 0                 |
| <b>T3.10.2</b>                        |                            |                |                   |

# Chapter 3

| Planning Policy Objectives Taken From IDP |                                                                                                   |                |               |                |               |                |               |
|-------------------------------------------|---------------------------------------------------------------------------------------------------|----------------|---------------|----------------|---------------|----------------|---------------|
| Service Objectives                        | Outline Service Targets                                                                           | 2022/2023      |               | 2023/2024      |               | 2024/2025      |               |
|                                           |                                                                                                   | Target         | Actual        | Target         | Actual        | Target         | Actual        |
| Service Indicators                        |                                                                                                   | *Previous Year | *Current Year | *Previous Year | *Current Year | *Previous Year | *Current Year |
| (i)                                       | (ii)                                                                                              | (iii)          | (iv)          | (iii)          | (iv)          | (iii)          | (iv)          |
| Land Use Management                       | % statutory notices issued within 7 days of identification of Illegal Land use                    | 100%           | 100%          | 100%           | 100%          | 100%           | 100%          |
| Spatial Planning                          | Reviewed SDF                                                                                      | 1              | 1             | 1              | 1             | 1              | 1             |
|                                           | SPLUMA - no of applications submitted vs approved                                                 | 100%           | 100%          | 100%           | 100%          | 100%           | 100%          |
| Economic Development                      | % of developmental municipal owned land advertised for development in accordance with 5 year plan | 100%           | 100%          | 100%           | 100%          | 100%           | 100%          |
| Building Control                          | Building plans <500m <sup>2</sup> attended within 30 days                                         | 100%           | 100%          | 100%           | 100%          | 100%           | 100%          |
|                                           | Building plans >500m <sup>2</sup> attended within 60 days                                         | 100%           | 100%          | 100%           | 100%          | 100%           | 100%          |
|                                           | % bilding inspections conducted vs applied for                                                    | 100%           | 100%          | 100%           | 100%          | 100%           | 100%          |
|                                           | % statutory notices issued within 14 days of identification of Illegal building                   | 100%           | 100%          | 100%           | 100%          | 100%           | 100%          |
| T3.10.3                                   |                                                                                                   |                |               |                |               |                |               |

# Chapter 3

| Job Level | 2023/2024 |           |                                  |                                   | 2024/2025 |           |                                  |                                   |
|-----------|-----------|-----------|----------------------------------|-----------------------------------|-----------|-----------|----------------------------------|-----------------------------------|
|           | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|           | No.       | No.       | No.                              | %                                 | No.       | No.       | No.                              | %                                 |
| 0 - 3     | 1         | 1         | 0                                | 0%                                | 1         | 0         | 1                                | 100%                              |
| 4 - 6     | 18        | 5         | 5                                | 28%                               | 18        | 7         | 11                               | 61%                               |
| 7 - 9     | 0         | 0         | 0                                | 0%                                | 0         | 0         | 0                                | 0%                                |
| 10 - 12   | 0         | 0         | 0                                | 0%                                | 0         | 0         | 0                                | 0%                                |
| 13 - 15   | 0         | 0         | 0                                | 0%                                | 0         | 0         | 0                                | 0%                                |
| 16 - 18   | 0         | 0         | 0                                | 0%                                | 0         | 0         | 0                                | 0%                                |
| 19 - 20   | 0         | 0         | 0                                | 0%                                | 0         | 0         | 0                                | 0%                                |
| Total     | 19        | 9         | 5                                | 26%                               | 19        | 9         | 12                               | 63%                               |

T.3.10.4

| Financial Performance Year 2025: Planning Services                                                                                                                            |              |                 |                   |        |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|--------|--------------------|
| R'000                                                                                                                                                                         |              |                 |                   |        |                    |
| Details                                                                                                                                                                       | Year 2023/24 | Year 2024/25    |                   |        |                    |
|                                                                                                                                                                               | Actual       | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| Total Operational Revenue                                                                                                                                                     | 870          | 1969            | 3979              | 228    | -764%              |
| Expenditure:                                                                                                                                                                  |              |                 |                   |        |                    |
| Employees                                                                                                                                                                     | 8888         | 11710           | 9444              | 301    | -3790%             |
| Repairs and Maintenance                                                                                                                                                       | 157          | 714             | 1                 | 1      | -71300%            |
| Other                                                                                                                                                                         | 6            | 1131            |                   | 4      | -28175%            |
| Total Operational Expenditure                                                                                                                                                 | 9051         | 13555           | 9445              | 306    | -4330%             |
| Net Operational Expenditure                                                                                                                                                   | 8181         | 11586           | 5466              | 78     | -14754%            |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |              |                 |                   |        |                    |

T 3.10.5



# Chapter 3

|                                                                                                                                                                                                                                                                                                                                             |          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:                                                                                                                                                                                                                                                                                    | T 3.10.7 |
| The Spatial Planning and Environmental Management Section did not have any Capital projects for the year under review. Operational expenditure was significantly less than budgeted due to the high vacancy rates within the section. Spatial Planning has a vacancy rate of 73%. In spite of the vacancy rates, all targets were achieved. |          |

## 3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INTRODUCTION TO ECONOMIC DEVELOPMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Local government must take active steps to foster economic development and job creation in order to sustain their own viability and to create employment and develop SMMEs. In fulfilling this responsibility, Merafong City Local Municipality has to create a conducive environment for economic growth and development. Centred on the vision and mission statement of the Municipality is the promotion of local economic development and tourism.                                                                                                                                                                                               |
| The Local Economic Development Unit has the responsibility to promote, develop, grow and support new and existing local businesses in the cit. The mandate of LED Unit includes the development of local economy that will contribute towards reducing poverty, inequality and unemployment. This is done through the development of progressive economic policies and strategies, promoting and supporting key economic sectors, facilitation of investment, support and promotion of SMMEs and cooperatives. At the core of all the programs is the business towards township economic development, economic transformation and designated groups. |
| Local economic development remains a key national challenge. This is no different in Merafong City. The municipality prides itself in having a comparative advantage within the following growth sectors Agriculture, Renewable energy, tourism, and manufacturing , this then requires the municipality to puts all its efforts on leveraging on these sectors.                                                                                                                                                                                                                                                                                     |
| The importance of local economic development as part of the growth of the economic sector is entrenched in the following definition of local economic development:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <i>"The purpose of Local Economic Development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation"- World Bank</i>                                                                                                                                                                                                                                                                                 |
| It is by building up the economic capacity of a local area to improve its economic future and the quality of life for all that this definition is being fulfilled. It is a process by which public, business, and non-governmental sector partners work collectively to create better conditions for economic growth and                                                                                                                                                                                                                                                                                                                             |



# Chapter 3

| Economic Activity by Sector                            |           |           |                 |            |
|--------------------------------------------------------|-----------|-----------|-----------------|------------|
| Sector                                                 | Year      | Year      | Year            | Percentage |
|                                                        | 2022/2023 | 2023/2024 | 2024/2025       |            |
| Agriculture, forestry and fishing                      | No info   | No info   | 0.1%            |            |
| Mining and quarrying                                   | No info   | No info   | 0.7%            |            |
| Manufacturing                                          | No info   | No info   | 1.1%            |            |
| Electricity, gas and water                             | No info   | No info   | 0.1%            |            |
| Construction                                           | No info   | No info   | 0.2%            |            |
| Wholesale and retail trade, catering and communication | No info   | No info   | 0.8%            |            |
| Transport, storage and communication                   | No info   | No info   | 0.6%            |            |
| Finance, insurance, real estate and business services  | No info   | No info   | 1.4%            |            |
| General Government                                     | No info   | No info   | 0.4%            |            |
| Community, social and personal services                | No info   | No info   | 0.5%            |            |
|                                                        |           |           | <b>T 3.11.2</b> |            |

| Economic Employment by Sector                          |           |           |                 |            |
|--------------------------------------------------------|-----------|-----------|-----------------|------------|
| Sector                                                 | Year      | Year      | Year            | Percentage |
|                                                        | 2022/2023 | 2023/2024 | 2024/2025       |            |
|                                                        | No.       | No.       | No.             |            |
| Agriculture, forestry and fishing                      | No info   | No info   | 0.3%            |            |
| Mining and quarrying                                   | No info   | No info   | 0.7%            |            |
| Manufacturing                                          | No info   | No info   | 1.0%            |            |
| Electricity, gas and water                             | No info   | No info   | 0.0%            |            |
| Construction                                           | No info   | No info   | 0.4%            |            |
| Wholesale and retail trade, catering and communication | No info   | No info   | 1.7%            |            |
| Transport, storage and communication                   | No info   | No info   | 0.4%            |            |
| Finance, insurance, real estate and business services  | No info   | No info   | 1.4%            |            |
| General Government                                     | No info   | No info   | 0.3%            |            |
| Community, social and personal services                | No info   | No info   | 1.2%            |            |
|                                                        |           |           | <b>T 3.11.3</b> |            |

# Chapter 3

employment generation- World Bank). Job creation and eradication of poverty remain some of the highest priorities for South Africa.

The problem, however, remains that job creation is occurring in the secondary and tertiary industries, while many people lack the necessary skills and education to benefit from this. This necessitates a focus on specific projects that would benefit the poorest of the poor, people with insufficient education and skill levels and more particularly, people in rural areas, who are most adversely affected by poverty.

It is a well-known fact that the economy of Merafong is highly dependent on gold mining and that the sector is in decline. It is therefore of critical importance to create a new economic foundation separate from mining in order for our economy to thrive. The municipality, with the cooperation of its partners and stakeholders from the government, private sector, and the community, needs to restructure the local economy into a vibrant post-mining economy.

Efforts in this regard, however, must be sustainable and viable in the long term. In line with the Merafong City's Economic Turnaround Strategy titled Re-imagining Merafong City Local Municipality: Vision 2035, an implementation plan was developed to outline a program of action for the municipality, in so far as future local economic development is concerned. The implementation plan is broken down into 6 pillars with required activities indicated under each pillar. Municipal departments and sections are assigned roles. Implementation and funding partners are also identified. The list of partners will assist the municipality in its strategic engagements with various stakeholders.

The municipality has established Project Steering Committee that will monitor programme implementation progress and unblock any bottlenecks that may be identified. The Municipality has identified that a specific programme targeting SMME development need to be developed to maximise their potential to create job opportunities.

**T 3.11.1**

# Chapter 3

## COMMENT ON LOCAL JOB OPPORTUNITIES:

The economy of Merafong City is mostly dominated by declining mining sector. Employment opportunities are normally associated with a sustainable growing economy, which creates employment opportunities. The mining sector is seeing significant declines, with many of the mining operations in Merafong City winding up operations. The job losses in the mining industry put a serious pressure to the growth of the local economy.

The municipality continues to seek consolidation opportunities. Abundant natural resources resident in our area presents us with great opportunities for local economic development in partnership with the private sector stakeholders, particularly the presence of significant Agricultural development, Renewable Energy and Tourism

The LED Section has number of lined up projects identified through the IDP for Merafong City. The planned projects have a potential of improving the livelihood of the residence in Merafong City. The projects will attract a lot of investors in various towns.

These economic development projects will be centre of attraction for the different sections of the targeted townships. From the strategic development facilitation point of view, it is imperative to ensure that the appropriate linkages and interactions between programs and project be established. Such as integrated approach is needed to ensure the optimal rate of implementation and economic development in Merafong City

**T 3.11.4**

| <b>Jobs Created during Year 2024/2025 by LED Initiatives (Excluding EPWP projects)</b> |                     |                                                 |                                       |                                               |
|----------------------------------------------------------------------------------------|---------------------|-------------------------------------------------|---------------------------------------|-----------------------------------------------|
| <b>Total Jobs created / Top 3 initiatives</b>                                          | <b>Jobs created</b> | <b>Jobs lost/displaced by other initiatives</b> | <b>Net total jobs created in year</b> | <b>Method of validating jobs created/lost</b> |
|                                                                                        | <b>No.</b>          | <b>No.</b>                                      | <b>No.</b>                            |                                               |
| Total (all initiatives)                                                                |                     |                                                 |                                       |                                               |
| Year 2022/2023                                                                         | 2631                |                                                 | 2631                                  | Monthly reports                               |
| Year 2023/2024                                                                         | 748                 |                                                 | 748                                   | Monthly reports                               |
| Year 2024/2025                                                                         | 265                 |                                                 | 265                                   | Monthly reports                               |

**T3.11.5**

# Chapter 3

| Service Objectives         | Outline Service Targets                                                               | Year 2022/2023 |         | Year 2023/2024 |         | Year 2024/2025 |
|----------------------------|---------------------------------------------------------------------------------------|----------------|---------|----------------|---------|----------------|
|                            |                                                                                       | Target         | Actual  | Target         | Actual  | Target         |
| Service Indicators         |                                                                                       |                |         |                |         |                |
| Service Objective xxx      |                                                                                       |                |         |                |         |                |
| Local Economic Development | Jobs creation through LED initiatives                                                 | 2400           | 2400    | 150            | 521     | 300            |
|                            | Review of the Merafong Growth and Development Strategy 2014                           | 1              | 0%      | 1              | 0%      | 1              |
|                            | Percentage business licence applications and trading permits processed within 30 days | 30 days        | 30 days | 30 days        | 30 days | 30 days        |
|                            | Number of SMME workshops facilitated                                                  | 3              | 3       | 4              | 7       | 4              |
| T 3.11.7                   |                                                                                       |                |         |                |         |                |



# Chapter 3

| Employees: Local Economic Development ServicesA1:F13 |                |                |           |                                  |                                   |
|------------------------------------------------------|----------------|----------------|-----------|----------------------------------|-----------------------------------|
| Job Level                                            | Year 2023/2024 | Year 2024/2025 |           |                                  |                                   |
|                                                      | Employees      | Posts          | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                                                      | No.            | No.            | No.       | No.                              | %                                 |
| 0 - 3                                                | 0              | 1              | 1         | 0                                | 0%                                |
| 4 - 6                                                | 1              | 4              | 1         | 3                                | 75%                               |
| 7 - 9                                                | 2              | 3              | 2         | 1                                | 33%                               |
| 10 - 12                                              | 0              | 0              | 0         | 0                                | 0%                                |
| 13 - 15                                              | 0              | 0              | 0         | 0                                | 0%                                |
| 16 - 18                                              | 0              | 0              | 0         | 0                                | 0%                                |
| 19 - 20                                              | 0              | 0              | 0         | 0                                | 0%                                |
| Total                                                | 3              | 8              | 4         | 4                                | 50%                               |
|                                                      |                |                |           |                                  | <b>T 3.11.8</b>                   |

| Financial Performance Year 2024/25: Local Economic Development Services                                                                                                       |              |                 |                   |        |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|--------|--------------------|
|                                                                                                                                                                               |              |                 |                   |        | R'000              |
| Details                                                                                                                                                                       | Year 2023/24 | Year 2024/25    |                   |        |                    |
|                                                                                                                                                                               | Actual       | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| <b>Total Operational Revenue</b>                                                                                                                                              | 7            | 12068           | 1008              | 318    | -3695%             |
| Expenditure:                                                                                                                                                                  |              |                 |                   |        |                    |
| Employees                                                                                                                                                                     | 3200         | 2722            | 2847              | 594    | -358%              |
| Repairs and Maintenance                                                                                                                                                       |              |                 |                   |        |                    |
| Other                                                                                                                                                                         | 30           | 919             | 55                | 1      | -91800%            |
| <b>Total Operational Expenditure</b>                                                                                                                                          | 3230         | 3641            | 2902              | 595    | -512%              |
| <b>Net Operational Expenditure</b>                                                                                                                                            | 3223         | -8427           | 1894              | 277    | 3142%              |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |              |                 |                   |        | <b>T 3.11.9</b>    |



# Chapter 3

## COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

The municipality like any other municipality in South Africa, is confronted with the triple challenges of poverty, inequality and unemployment. Merafong City must utilise its limited resources effectively to stimulate the local economy for its citizens. The section should assist the municipality to build local economic capacity to improve its economic potential and the quality of life for all for the benefit of the local citizens. It is a given fact that priority should be given to local communities to explore and take advantage of economic development initiatives in their areas.

The section is involved in a myriad of local economic development initiatives. It should however be made clear, that the LED Office does not have any budget to implement capital projects. The zero budget on LED projects makes it difficult to address increasing issues of poverty in the needling communities of Merafong City, although the section plays an important role in co-ordinating and facilitating local economic development initiatives, programmes and exposing the existing opportunities to both local communities and private/public sector, it has been noticed that real economic development requires a monetary injection to realise its objectives.

## INTER-GOVERNMENTAL RELATIONS (IGR)

The section is party to various inter-governmental relation structures with the Gauteng Department of Economic Development, Gauteng Department of Agriculture and Rural Development and West Rand District Municipality. The relevance of these structures is to share research findings and information on latest trends in LED programmes, reporting on projects' progress, investment opportunities, bilateral agreements, and mutual co-operation on projects. With the information obtained, the section tries to realign its thinking and policies with the provincial directives.

## SMALL, MEDIUM & MACRO ENTERPRISES (SMME'S)

The municipality has created a database of the SMME's of which a copy has been forwarded to the Supply Chain Management Section so that when there are opportunities, SMME's can also benefit. The Section has undertaken a needs analysis and collation process whereby SMME's provide needs that require immediate and urgent response by the municipality. The needs range from procurement processes access to funding and markets. Workshops were arranged to respond to the needs collated, at the workshops where SMME's were capacitated on Tendering and Pricing, Compliance, Customer Management, Business Management and as well as Health and Safety Compliance.

The biggest contribution to the total value of local economy in recent years has been from manufacturing and business services. The mining sector, which has been a driver in the economy for a long time has drastically declined over the last three decades by an average of about -% per year. Transport, construction and business services have shown the most growth out of all the sectors in recent years.

# Chapter 3

## COMPONENT D: COMMUNITY & SOCIAL SERVICES

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

### INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

T 3.12

### 3.12 LIBRARIES; AND COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

#### INTRODUCTION TO LIBRARIES; AND COMMUNITY FACILITIES

##### **Libraries**

Public libraries ensure everyone has access to information, knowledge and educational resources, regardless of socio-economic background. Libraries promote literacy, reading and lifelong learning, helping people develop new skills and knowledge.. Serve as community hubs, providing welcoming space for people to gather, learn and socialize.

Digital literacy and skills are paramount for skills development, enhancing employability and participation in digital economy. Libraries play vital role in building resilient communities, providing essential services and supporting social cohesion. As libraries need for agile and responsive to changing community needs, priorities and demographics.

##### **Community Facilities**

Facilities in Merafong are utilized by members of the community and Private sector for events such as workshops and training, presentations, seminars, conferences, funerals, music concerts, theatre comedy performances, parties, wedding etc. They are also used for council purposes.

The Municipality has been facing a high demand in the development, refurbishment and Maintenance of these facilities, coupled by a low budget to satisfy the demand. Some of these facilities including recreational spaces were left unattended for some time due to the Municipal financial status.

In this financial year, there is progress in facilities as follows:

##### *Gert Van Rensburg Stadium and Swimming Pool*

There has been new developments in terms of Maintenance at the Facility, the new high mast light has been fixed and operational. The lighting system will assist with visibility which might reduce chances of vandalism in the facility. Other maintenance such as regular grass cutting and painting have been done. The water issue has also been resolved. There is still a lot of maintenance to be done on site but that will depend on availability or allocation of funds.

# Chapter 3

Given the municipal area's resource endowment, infrastructure network and positioning in the space economy, the major areas of development potential lie in agriculture, manufacturing as well as tourism and eventually urban renewal. This is confirmed by national and especially provincial policies. The following sectors and sub-sectors have a good chance of becoming highly competitive in Merafong:

- Agriculture and agro processing. Merafong has thousands of hectares of good quality arable land that has been locked away under mine ownership with billions of litres of underground water that could be used for irrigation purposes.
- General industrial development. The area has good industrial development potential. Conditions are favourable for industrial development given the locality of Merafong within the space-economy of the Gauteng Global City Region and existing infrastructure and a blue-collar skills base.
- Circular Economy. A confluence of opportunities and constraints has led to the development of economic concepts relating very strongly to industrial symbiosis and the circular economy. Merafong has the opportunity to reinvent itself and make a leap from lagging sectors to leading sectors that are competitive within the context of the 4th industrial revolution.
- Tourism and urban Renewal. Although the area has seen very little tourism development, there is massive latent potential. Merafong hosts the 6 largest caves in SA, has a site where an entire village was constructed in a cave and also has potential to expand the existing Abe Bailey Nature Reserve to become the largest provincial reserve in Gauteng without sacrificing agricultural land. The area also has a rich history of mining the labour movement and some of the best-preserved examples of Mid-Century Modern Architecture in the country

**T 3.11.11**

# Chapter 3

## *Fochville and Carletonville Swimming Pools*

Swimming Pools are also operational after a long time, there is still maintenance done on a daily basis to get the pools in a user friendly standard, the challenge is sometimes Pool cleaning material which makes it impossible to keep the maintenance on the high level.

## *Carletonville Sports Complex*

Another facility which was not operational for some time it's the Carletonville Sports Complex. The facility was badly vandalised and closed. At the moment the facility is been revamped and operational.

## *Carletonville Civic Centre*

Facility upgrades sponsored by Sibanye with the R2 000 000 donation have been partially completed. Compliance on electricity, fire extinguishers, fire hydrants and lighting protectors have been attended. There are also facilities which have been given attention such as Painting, fixing of ablution facilities, fixing of ceiling and Grass cutting which is done as and when there is a need, as an ongoing program.

The challenge with grass cutting is that it is done internally and the section could not keep up with grass cutting in all facilities during rainy season and some of the facilities were overgrown with vegetation. This challenge is also because of shortage of staff and other resources.

Access into these facilities is managed through bookings and a certain tariff is paid for utilisation. These tariffs are reviewed annually through budget processes. Disadvantaged communities are assisted with free usage which is obtainable through internal processes.

There are also capital projects as follows: Refurbishment of Kokosi Stadium, Upgrading and Refurbishment of Wedela Recreational Club and Upgrading of Wedela Stadium. Kokosi Stadium and Wedela Rec Club Projects are still on the design stage and Wedela Stadium have been completed. The stadium has been upgraded and will be back in operation in the 2025/2026 financial year. Projects on the Design stage are still in progress and construction will commence in the 2025/2026 financial year once the design stage is completed.

**T3.12.1**



# Chapter 3

## SERVICE STATISTICS FOR LIBRARIES AND COMMUNITY FACILITIES

### LIBRARIES

### COMMUNITY FACILITIES

|             | Membership 2024/2025 |       |       | Reference Users | Student Learners | ICT (Computer) Users | Total  |
|-------------|----------------------|-------|-------|-----------------|------------------|----------------------|--------|
|             | Children             | Adult | Total |                 |                  |                      |        |
| Month       | Children             | Adult | Total | Reference Users | Student Learners | ICT (Computer) Users | Total  |
| July '24    | 6105                 | 11401 | 17506 | 17622           | 128959           | 36755                | 183336 |
| August      | 6112                 | 11424 | 17536 | 13074           | 28067            | 12117                | 53288  |
| September   | 6277                 | 9415  | 15692 | 16008           | 87838            | 370442               | 140888 |
| October     | 6731                 | 12058 | 18789 | 19402           | 136334           | 24139                | 140888 |
| November    | 7155                 | 13239 | 20391 | 25732           | 93660            | 18766                | 138158 |
| December    | 6389                 | 9468  | 15857 | 10513           | 79378            | 14014                | 104105 |
| January '25 | 6370                 | 9607  | 15985 | 11572           | 32639            | 14994                | 59205  |
| February    | 6350                 | 10273 | 16623 | 13448           | 27953            | 15169                | 56370  |
| March       | 6606                 | 11722 | 18328 | 12382           | 28454            | 13995                | 54831  |
| April       | 6501                 | 10491 | 16992 | 7385            | 18548            | 6310                 | 32243  |
| May         | 6521                 | 10517 | 17038 | 15061           | 31680            | 13044                | 59785  |
| June        | 6576                 | 10521 | 17097 | 13074           | 28067            | 12117                | 53258  |
| 2024/2025   |                      |       |       |                 |                  |                      |        |

| Facility                                | Number of facilities        | 2023/2024    | 2024/2025    |
|-----------------------------------------|-----------------------------|--------------|--------------|
| Khutsong Community Hall                 | 1                           | 112 Bookings | 57 Bookings  |
| Khutsong Stadium                        | 1                           | 203 Bookings | 18 Bookings  |
| Fochville Civic Centre                  | 2                           | 97 Bookings  | 80 Bookings  |
| Greenspark Community Hall               | 1                           | 11 Bookings  | 46 Bookings  |
| Molathegi Hall                          | 1                           | 61 Bookings  | 59 Bookings  |
| Wedela Main Hall, Chamber and Site hall | 3                           | 387 Bookings | 203 Bookings |
| Carletonville Lapa                      | 1                           | 50 Bookings  | 58 Bookings  |
| Carletonville Civic Centre              | 3 Halls                     | 324 Bookings | 413 Bookings |
| Carletonville Sport Complex             | 5 Halls and outside terrain | 0 Bookings   | 48 Bookings  |
| Wedela Indoor Sports Facility           | 1                           | 18 Bookings  | 45 Bookings  |
| Khutsong MPCC                           | 5 Halls                     | New Facility | 306 Bookings |

T 3.12.2



| Libraries; Community Facilities; Other Policy Objectives Taken From IDP                                   |                                                      |                         |        |                       |                       |         |                         |                       |                        |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------|--------|-----------------------|-----------------------|---------|-------------------------|-----------------------|------------------------|
| Service Objectives<br><br><i>Service Indicators</i><br>(i)                                                | Outline Service Targets<br><br>(ii)                  | 2022/23 Year            |        | 2023/24               |                       | 2024/25 | 2025/26                 |                       |                        |
|                                                                                                           |                                                      | Target                  | Actual | Target                |                       | Actual  | Target                  |                       |                        |
|                                                                                                           |                                                      | *Previous Year<br>(iii) | (iv)   | *Previous Year<br>(v) | *Current Year<br>(vi) | (vii)   | *Current Year<br>(viii) | *Current Year<br>(ix) | *Following Year<br>(x) |
| Service Objectiv                                                                                          |                                                      |                         |        |                       |                       |         |                         |                       |                        |
| COMMUNITY FACILITIES                                                                                      |                                                      |                         |        |                       |                       |         |                         |                       |                        |
| To render an effective and efficient services of our facilities in the Jurisdiction area of Merafong City | Upgrading and Maintenance of Khutsong Community hall | None                    | None   | 100%                  | 100%                  | 0%      | 90%                     | 10%                   | 100%                   |
|                                                                                                           | Maintenance of Khutsong South MPCC                   | None                    | None   | 0%                    | 0%                    | 0%      | 100%                    | 0%                    | 100%                   |
|                                                                                                           | Upgrading of Carletonville Civic Centre              | None                    | None   | 100%                  | 100%                  | 0%      | 90%                     | 10%                   | 100%                   |
|                                                                                                           | Upgrading of Carletonville Sports Complex            | None                    | None   | 100%                  | 100%                  | 0%      | 95%                     | 5%                    | 100%                   |
|                                                                                                           | Upgrading & Maintenance of Carletonville Lapa        | None                    | None   | 100%                  | 100%                  | 0%      | 50%                     | 50%                   | 100%                   |
|                                                                                                           | Upgrading of Wedela Community hall                   | None                    | None   | 100%                  | 100%                  | 0%      | 100%                    | 0%                    | 0%                     |
|                                                                                                           | Upgrading of Molatlhegi community hall               | None                    | None   | 100%                  | 100%                  | 0%      | 50%                     | 50%                   | 100%                   |

# Chapter 3

|                                                                                           |      |      |      |      |    |      |      |      |
|-------------------------------------------------------------------------------------------|------|------|------|------|----|------|------|------|
| Upgrading of Fochville Civic centre                                                       | None | None | 100% | 100% | 0% | 50%  | 50%  | 100% |
| Upgrading of Greenspark community hall                                                    | None | None | 100% | 100% | 0% | 100% | 0%   | 100% |
| Upgrading of Carletonville Swimming Pool                                                  | None | None | 100% | 100% | 0% | 90%  | 10%  | 100% |
| Upgrading of Fochville Swimming Pool                                                      | None | None | 100% | 100% | 0% | 90%  | 10%  | 100% |
| Installation, repair and Maintenance of air conditioners for Meratong Municipal Buildings | None | None | 100% | 100% | 0% | 100% | 100% | 100% |
| Upgrading and Maintenance of Official Mayoral Residence (Plot 9, Watersedge)              | None | None | 100% | 100% | 0% | 100% | 100% | 100% |
| Installation and service of fire extinguishers in all Facilities                          | None | None | 100% | 100% | 0% | 100% | 100% | 100% |
| Upgrading and Maintenance of Carletonville Municipal Head Office                          | None | None | 100% | 100% | 0% | 50%  | 50%  | 100% |
| Upgrading and Maintenance of Carletonville Traffic Department                             | None | None | 100% | 100% | 0% | 20%  | 80%  | 100% |
| Upgrading and Maintenance of Fochville Traffic Department                                 | None | None | 100% | 100% | 0% | 50%  | 50%  | 100% |

# Chapter 3

|                    |                                                                                                                                |      |      |      |      |    |      |      |      |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|----|------|------|------|
|                    | Upgrading and Maintenance of Paypoints                                                                                         | None | None | 100% | 100% | 0% | 0%   | 100% | 100% |
|                    | Purchase and installation of generator at Fochville civic centre                                                               | None | None | 100% | 100% | 0% | 0%   | 100% | 100% |
|                    | Purchase and installation of generator at Fochville Traffic Department                                                         | None | None | 100% | 100% | 0% | 0%   | 100% | 100% |
|                    | Purchase and installation of generator at Carletonville Traffic Department                                                     | None | None | 100% | 100% | 0% | 0%   | 100% | 100% |
| <b>LIBRARIES</b>   |                                                                                                                                |      |      |      |      |    |      |      |      |
| <b>Maintenance</b> | Greenspark library - roof refurbishment , insatllation of tiles, expansion of circulation desk, paintning inside and outside . |      |      |      |      |    | 100% |      |      |
|                    | kokosi Library - roof refurbishment, outside painting, tiling,                                                                 |      |      |      |      |    | 100% |      |      |
|                    | Blybank library - roof refurbishment, tiling, outside painting,                                                                |      |      |      |      |    | 100% |      |      |
|                    | Kokosi Ext 4 - roof refurbishment, window cages,                                                                               |      |      |      |      |    | 100% |      |      |
|                    | Wedela Ext 3 - Roof refurbishment, installation of doors, internal panting                                                     |      |      |      |      |    | 100% |      |      |
|                    | khutsong South library - roof refurbishment , insatllation of tiles,,                                                          |      |      |      |      |    | 100% |      |      |

# Chapter 3

|                         |                                                                             |  |  |  |  |  |      |  |  |
|-------------------------|-----------------------------------------------------------------------------|--|--|--|--|--|------|--|--|
|                         | paintning inside and outside                                                |  |  |  |  |  |      |  |  |
|                         | Khutsong South Ext 2 - roof refurbishment, installation of tiles            |  |  |  |  |  | 100% |  |  |
|                         | Schoonplaas - Repair of roof , tiling, painting, installation window cages, |  |  |  |  |  | 100% |  |  |
|                         | Extension of study hall                                                     |  |  |  |  |  | 100% |  |  |
|                         | repair of Carletonville library roof and fixing of air - cons               |  |  |  |  |  | 100% |  |  |
| Updated information     | Procurement of books                                                        |  |  |  |  |  | 100% |  |  |
| Improving working space | Procurement of furniture                                                    |  |  |  |  |  | 100% |  |  |
| Improving ICT           | Procurement of laptops, computers,                                          |  |  |  |  |  | 100% |  |  |
| <b>T 3.12.3</b>         |                                                                             |  |  |  |  |  |      |  |  |

# Chapter 3

| Employees: Libraries |                |                |           |                                  |                                   |
|----------------------|----------------|----------------|-----------|----------------------------------|-----------------------------------|
| Job Level            | Year 2023/2024 | Year 2024/2025 |           |                                  |                                   |
|                      | Employees      | Posts          | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                      | No.            | No.            | No.       | No.                              | %                                 |
| 0 - 3                | 0              | 0              | 0         | 0                                | 0%                                |
| 4 - 6                | 1              | 1              | 1         | 0                                | 100%                              |
| 7 - 9                | 7              | 10             | 7         | 7                                | 70%                               |
| 10 - 12              | 20             | 22             | 18        | 17                               | 77%                               |
| 13 - 15              | 9              | 13             | 9         | 4                                | 31%                               |
| 16 - 18              | 0              | 0              | 0         | 0                                | 0%                                |
| 19 - 20              | 0              | 0              | 0         | 0                                | 0%                                |
| Total                | 37             | 46             | 35        | 28                               | 61%                               |
|                      |                |                |           |                                  | <b>T 3.12.4</b>                   |

## COMMENT ON THE PERFORMANCE OF LIBRARIES; COMMUNITY FACILITIES; OTHER OVERALL:

Merafong City library services has to provide a safe well protected space for its patrons and staff. Well informed communities make right decisions for their livelihood.

Libraries in Merafong City Local Municipality have received major renovations such as roof refurbishment, painting of walls inside walls and external walls and repairs. Blybank library needs extension with more study area.

The municipality is trying even within the financial constraints to refurbish and upgrade community facilities. The Sports Complex has been refurbished and the Carletonville Civic Centre during the year.

T 3.12.7

## 3.13 CEMETORIES AND CREMATORIUMS



# Chapter 3

## INTRODUCTION TO CEMETERIES

Cemeteries are one of the highly utilised and visited areas in Merafong City, especially during the religious holidays such as Easter and Christmas holidays. The top delivery priorities are the provision of graves for burials, reservation of graves for future use, exhumation of mortal remains for reburial elsewhere, as well as erection of tombstones by families. In addition to that the safe filing and keeping of all records of all cemeteries as well, as provision of safe environment through grass cutting, cleaning and tree trimming and maintenance thereof at all cemeteries.

Currently three (3) cemeteries in Merafong City are in use. The Wedela cemeteries is not used due to the culvert bridge that collapsed in November 2022 after heavy floods. Hopefully the utilization of the Wedela Cemetery will resume soon as the reconstruction of the culvert bridge has commenced.

The other seven (7) are no longer in use except for reserved graves. The Greenspark and Kokosi Ext 99 cemeteries were discontinued due to high levels of underground water especially during the rainy season.. The new Fochville Cemetery is currently servicing Fochville, Kokosi, Greenspark and Wedela communities. The overall decrease in the burial trend has gone down by 1%.

The digging of graves is done by a contracted service provider for a period of 36 months. Another service provider has been contracted under Social Development for provision of indigent and pauper burials in Merafong City.

**T 3.13.1**

## SERVICE STATISTICS FOR CEMETORIES & CREMATORIIUMS

| <b>Cemetery</b>         | <b>2023/2024</b> | <b>2024/2025</b> |
|-------------------------|------------------|------------------|
| West Wits Cemetery      | 140              | 143              |
| Khutsong South Cemetery | 628              | 606              |
| Fochville Cemetery      | 360              | 356              |
| Wedela Cemetery         | 0                | 1                |

**T 3.13.2**

# Chapter 3

| Cemeteries Policy Objectives Taken From IDP                                                                                          |                                                            |                         |        |                       |                       |        |                         |                       |                        |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------|--------|-----------------------|-----------------------|--------|-------------------------|-----------------------|------------------------|
| Service Objectives<br><br><i>Service Indicators</i><br>(i)                                                                           | Outline Service Targets<br>(ii)                            | 2023/2024               |        | 2024/2025             |                       |        | 2024/2025               | 2025/2026             |                        |
|                                                                                                                                      |                                                            | Target                  | Actual | Target                |                       | Actual | Target                  |                       |                        |
|                                                                                                                                      |                                                            | *Previous Year<br>(iii) | (iv)   | *Previous Year<br>(v) | *Current Year<br>(vi) | (vii)  | *Current Year<br>(viii) | *Current Year<br>(ix) | *Following Year<br>(x) |
| Service Objective xxx                                                                                                                |                                                            |                         |        |                       |                       |        |                         |                       |                        |
|                                                                                                                                      |                                                            |                         |        |                       |                       |        |                         |                       |                        |
| <i>Grave digging at all cemeteries as and when required</i>                                                                          | Khutsong South, West Wits, Fochville and Wedela Cemeteries | 100%                    | 100%   | 100%                  | 100%                  | 100%   | 100%                    | 100%                  | 100%                   |
|                                                                                                                                      |                                                            |                         |        |                       |                       |        |                         |                       |                        |
| Grass cutting on open spaces, sidewalks on main roads, Town entrances, Parks, Cemeteries, Sports Facilities and Municipal Facilities | All areas/ Wards in Merafong City LM                       | 100%                    | 100%   | 100%                  | 100%                  | 100%   | 100%                    | 100%                  | 100%                   |
| Trees Trimming and Maintenance                                                                                                       | All areas/ Wards in Merafong City LM                       | 100%                    | 100%   | 100%                  | 100%                  | 100%   | 100%                    | 100%                  | 100%                   |
|                                                                                                                                      |                                                            |                         |        |                       |                       |        |                         |                       |                        |
| Tree Planting on sidewalks                                                                                                           | Khutsong South Ext 6                                       |                         |        |                       | 100%                  | 100%   | 100%                    | 100%                  | 100%                   |
|                                                                                                                                      |                                                            |                         |        |                       |                       |        |                         |                       |                        |
| T 3.13.3                                                                                                                             |                                                            |                         |        |                       |                       |        |                         |                       |                        |

# Chapter 3

| Employees: Parks and Cemeteries |           |           |           |                                  |                                   |
|---------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level                       | 2023/2024 | 2024/2025 |           |                                  |                                   |
|                                 | Employees | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                                 | No.       | No.       | No.       | No.                              | %                                 |
| 0 - 3                           | 0         | 1         | 0         | 0                                | 0%                                |
| 4 - 6                           | 1         | 3         | 1         | 1                                | 33%                               |
| 7 - 9                           | 6         | 10        | 6         | 6                                | 60%                               |
| 10 - 12                         | 21        | 68        | 20        | 20                               | 29%                               |
| 13 - 15                         | 33        | 107       | 32        | 32                               | 30%                               |
| 16 - 18                         |           |           |           |                                  | 0%                                |
| 19 - 20                         |           |           |           |                                  | 0%                                |
| Total                           | 61        | 189       | 59        | 59                               | 31%                               |
|                                 |           |           |           |                                  | <b>T 3.13.4</b>                   |

## COMMENT ON THE PERFORMANCE OF PARKS AND CEMETERIES OVERALL:

The Cemeteries section did not have any capital projects during 2024/2025 financial year, except for the grave digging which the contracted service provider does. The establishment and development of the New Fochville cemetery was done by PMU as a MIG project. It was completed and handed over to the owner department, which is Parks and Cemeteries in May 2024.

All the required functions of the cemeteries were executed internally, successfully. The provision of graves to the community of Merafong City is the main priority and function, which is done as and when required. The rate of burials have slightly decreased during the 2024/2025 financial year.

**T 3.13.7**

## 3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

### INTRODUCTION TO CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

The 2024/2025 Health and Social Development Plan was approved for implementation. Prioritised in the plan included empowerment programs for older citizens, people with disabilities, the indigent households and Early childhood Centres.

During the year, a total of 50 ECD practitioners from centres around Merafong City were capacitated on Basic first Aid, governance and NPO management programs. Seventy ECD practitioners were trained and certificated with Basic First Aid to improve the level of care and ensure safe spaces for children.

# Chapter 3

Thirty- five ECDs funded by the Department of Education were profiled and compliance workshop conducted for unregistered ECDs. The launch of the Merafong City Local Drug Action Committee was achieved with at least six members nominated from government departments and local stakeholders. The committee will give oversight and ensure implementation of anti-drug awareness programs.

In support of older Persons and People with disability six programs were implemented. Both structures for Older Persons and People with disabilities were formally launched.

The indigent outreach schedule was approved and indigent harvesting and registration campaigns held throughout Merafong City Wards. A total of 1 204 applications were processed and qualifying applications registered in the Indigent Register of the municipality. A total of 103 indigent burials were provided to qualifying applicants.

The Child headed support program by SALGA and the Council for debt Collectors continued and monthly food vouchers to the value of R800.00 are sustained to beneficiaries.

The administration and implementation of the HIV and AIDS Program was mandated to the Health and Social Development Section in September 2024. R2 791 766, 40 Grant funding was allocated by the Department of Health for community HIV and AIDS door to door education, Civil Society and Local AIDS Council support. Forty-seven (47) educators were appointed for the door- to-door education Through this program, a total of 201 600 people were reached, 67 200. Households reached and 561 000 male and female condoms 3000 distributed.

**T 3.14.1**

## SERVICE STATISTICS FOR CHILD CARE

Compliance workshop conducted for unregistered ECDs and 45 Centres were monitored. Capacity building of ECD practitioners was prioritised to improve support given to children. Additional fifty (50) practitioners were provided with accredited First AID training course. The e-Care registration campaign was hosted and participating centres assisted to register.

**T 3.14.2**



# Chapter 3

| Employees: Child Care; Aged Care; Social Programmes |           |           |           |                                  |                                   |
|-----------------------------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level                                           | 2023/2024 | 2024/2025 |           |                                  |                                   |
|                                                     | Employees | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                                                     | No.       | No.       | No.       | No.                              | %                                 |
| 0 - 3                                               | 1         | 1         | 1         | 0                                | 0%                                |
| 4 - 6                                               | 0         | 3         | 0         | 3                                | 100%                              |
| 7 - 9                                               | 3         | 4         | 3         | 1                                | 25%                               |
| 10 - 12                                             | 0         | 0         | 0         | 0                                | 0                                 |
| 13 - 15                                             | 0         | 0         | 0         | 0                                | 0                                 |
| 16 - 18                                             | 0         | 0         | 0         | 0                                | 0                                 |
| 19 - 20                                             | 0         | 0         | 0         | 0                                | 0                                 |
| Total                                               | 4         | 8         | 4         | 4                                | 50%                               |
|                                                     |           |           |           |                                  | <b>T 3.14.4</b>                   |

## COMMENT ON THE PERFORMANCE OF CHILD CARE; AGED CARE; SOCIAL PROGRAMMES OVERALL:

The Health and Social Development Plan was efficiently implemented as planned. Success is influenced by collaboration with external stakeholders. The Department successfully launched structures for People with Disabilities and Older Persons. The structures are functioning well and the coordination of programs for vulnerable people has improved.

The HIV and AIDS grant funding was sustained, and the community HIV and AIDS education program was conducted to reach the vast wards. Confirmation for the 2025 /2026 allocation has already been communicated by the West Rand District Municipality, this guarantees sustenance of the program in the next financial year.

**T 3.14.7**



# Chapter 3

## COMPONENT E: ENVIRONMENTAL PROTECTION

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

### INTRODUCTION TO ENVIRONMENTAL PROTECTION

Environmental protection refers to the actions and strategies taken to prevent damage to the natural environment and to ensure that air, water, land, plants, animals, and human health are safeguarded from harmful activities. It involves managing human activities in ways that reduce pollution, conserve natural resources, and promote sustainable development so that present needs are met without harming future generations.

One of the major reasons environmental protection is necessary is the problem of pollution, which occurs when harmful substances or energy are introduced into the environment at levels that cause damage. Pollution can be grouped into several main types, including air pollution, water pollution, land (soil) pollution, and noise pollution.

#### **Air Pollution**

Air pollution occurs when harmful substances such as gases, particulate matter and chemicals are released into the atmosphere at levels that are dangerous to human health and the environment. Common sources of air pollution include vehicle emissions, industrial activities, coal-fired power stations, mining operations, waste burning and household use of solid fuels.

Air pollution has serious effects on human health, including respiratory diseases, asthma, heart conditions and premature death. Environmentally, it contributes to climate change, acid rain and damage to vegetation. In mining and industrial areas such as Merafong City Local Municipality, air pollution is often linked to mining dust, industrial emissions and nearby power generation activities.

The Department of Forest and Fisheries (DFFE) addresses air pollution through several laws, monitoring programmes and partnerships. The key legislative framework is the National Environmental Management: Air Quality Act (NEMAQA) of 2004, which regulates emissions from industries, sets national air quality standards and requires municipalities to develop Air Quality Management Plans. The department also designates Priority Areas, such as industrial or mining zones, where air pollution levels are closely monitored and controlled.

Department of Forest and Fisheries (DFFE) works in collaboration with municipalities, research institutions and environmental agencies to monitor air quality. One important intervention is the introduction of low-cost air quality sensors, particularly in communities that lack expensive monitoring stations. These sensors are used to improve data collection and raise community awareness. Some Low Cost Sensors (LCS) were sponsored by Clean Air Fund (CAF) and the other sensors were sponsored by South African Local Government Association (SALGA).

# Chapter 3

## **Low-Cost Air Quality Sensors**

Low-cost air quality sensors are affordable monitoring devices used to measure air pollutants in real time. DFFE supports pilot projects and partnerships that deploy these sensors in communities, including mining-affected areas like Merafong City Local Municipality. Unlike traditional monitoring stations, which are expensive and limited in number, low-cost sensors allow wider coverage and community-level monitoring.

These sensors commonly detect pollutants such as particulate matter (PM<sub>2.5</sub> and PM<sub>10</sub>), which consists of tiny dust particles that can enter the lungs; carbon monoxide (CO) from incomplete combustion; nitrogen dioxide (NO<sub>2</sub>) from vehicles and industrial activities; sulphur dioxide (SO<sub>2</sub>) from coal burning and mining operations; and ozone (O<sub>3</sub>) formed through chemical reactions in polluted air. In Merafong City Local Municipality, monitoring particulate matter is particularly important due to mining dust and industrial emissions.

## **Water Pollution**

Water pollution occurs when harmful substances such as chemicals, sewage, industrial waste and agricultural runoff contaminate rivers, dams and groundwater. In South Africa, water pollution is often caused by untreated sewage, mine drainage, illegal dumping and industrial discharge.

Water pollution threatens aquatic ecosystems and human health by spreading waterborne diseases and reducing access to safe drinking water. In mining areas such as Merafong City Local Municipality, acid mine drainage is a major concern, as it introduces toxic metals into water systems.

Department of Water and Sanitation (DWS) addresses water pollution through the National Water Act 36 of 1998. Environmental Impact Assessments (EIAs) are required for mining and industrial projects to prevent water contamination. The Department of Water and Sanitation (DWS) also supports rehabilitation programmes for polluted rivers and enforces compliance with waste and effluent discharge regulations.

Collaborations with municipalities, mining companies and environmental organisations aim to improve wastewater treatment, promote responsible mining practices and protect water resources from further degradation.

## **Land (Soil) Pollution**

Land pollution refers to the degradation of soil through the dumping of waste, hazardous chemicals, mining residues and agricultural pesticides. In many communities, illegal dumping and poorly managed landfills contribute significantly to land pollution.

Land pollution reduces soil fertility, contaminates food crops and poses health risks to nearby communities. In mining regions such as Merafong City Local Municipality, mine tailings and waste rock dumps are major contributors to soil pollution.

The Department of Forestry and Fisheries (DFFE) regulates land pollution through the National Environmental Management: Waste Act 59 of 2008, which promotes waste minimisation, recycling and proper disposal. The department supports landfill licensing, clean-up campaigns and rehabilitation of

# Chapter 3

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# Chapter 3

contaminated land. It also works with municipalities and the private sector to encourage waste separation and circular economy initiatives.

## **Noise Pollution**

Noise pollution is caused by excessive or disturbing sounds from sources such as traffic, industrial operations, mining activities and construction. Prolonged exposure to high noise levels can lead to stress, hearing loss and reduced quality of life.

Noise pollution is regulated through environmental health by-laws and environmental impact regulations. The DFFE ensures that noise impacts are assessed during EIAs for industrial and mining projects and promotes compliance with acceptable noise standards in residential areas.

## **Importance of Protecting the Environment from Pollution**

Protecting the environment from pollution is essential for safeguarding human health, preserving biodiversity, ensuring sustainable economic development and securing resources for future generations. Pollution places pressure on healthcare systems, increases environmental inequality and undermines community well-being. Government interventions, such as environmental legislation, monitoring technologies like low-cost sensors, and collaborations with communities and researchers, play a critical role in addressing pollution challenges.

In areas such as Merafong City Local Municipality, where industrial and mining activities are prominent, environmental protection measures led by the Department of Forestry and Fisheries (DFFE) are particularly important in reducing pollution impacts, improving environmental justice and promoting sustainable development.

T 3.15



# Chapter 3

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# Chapter 3

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Pollution control are the strategies and methods employed to reduce or eliminate pollutants from air, water, and soil to protect the environment. Pollutants, often stemming from human activities, can severely damage natural resources, rendering them polluted and unusable. In general pollution can be classified in two categories, namely those carried by the atmosphere and those which are mainly in liquid or solid form.

Air pollution and also to a greater or lesser extent noise and radioactive pollution, Mining causes pollution. The pollutants mentioned above, namely air pollution, which is caused by dust in its different forms, gas, noise and radiation is a natural product when solid rock is blasted, moved, crushed, treated and finally when the residue is dumped. It is important to note at this stage that dust, noise and radioactive; pollution can only be controlled at the source.

## Key Aspects of Pollution Control

Air Pollution: Reducing industrial emissions (SO<sub>2</sub>, NO<sub>x</sub>, PM) with scrubbers, oxidizers, better combustion; moving away from convertible energy to solar energy, promoting Electric vehicles (EV) and public transport. Water Pollution: Managing agricultural runoff (nutrients), preventing industrial discharge, using water treatment, and promoting hygiene (WASH programs). Waste & Plastic Pollution: Implementing the 3Rs (Reduce, Reuse, Recycle), composting, improving waste management, and developing biodegradable alternatives. Noise Pollution: Using barriers, insulation, zoning, and quiet technologies.

**T 3.15**

# Chapter 3

## 3.15 POLLUTION CONTROL

### INTRODUCTION TO POLLUTION CONTROL

The Environmental Management Sub-Section within the Spatial Planning Department, mainly deals with detection of non-compliance in terms of environmental authorizations (EAs) on new developments, as well as compliance to permit and license conditions of listed activities, which is monitored through monthly audits.

The functions related to pollution control falls is deals with according to the type of pollution that has occurred. Specific pollution is addressed by specific Environmental legislation accordingly to the merit i.e National Environmental Management Air Quality Act (NEMAQA) address issued affecting air quality. Waste pollution issues are addressed according to National Environmental Management Act (NEMA). Transgressor are issued with transgression notice where applicable and transgressors are required to rectify within specified timeframes.

Matter pertaining to biodiversity is mainly managed by the West Rand District Municipality, in terms of the Regional Bioregional Plan.

The environmental management section has conducted monthly audits of all waste management facilities within Merafong City, being the Rooipoort Landfill site, Fochville- and Welverdiend Transfer Stations. The compliance to waste management standards and permit conditions remains a serious challenge. The average compliance score for the Rooipoort Landfill Site has remained at 63% in relation to the previous year. The Fochville Transfer Station average compliance rate is still at a staggering 6,25%, whilst the Welverdiend Drop-off facility achieved an average compliance score of 40%.

The inability to implement recommendations remains a serious concern and is evident from the deteriorating environmental conditions. The lack of budget allocated to address these issues remains a serious challenge.

#### Monitoring of Waste Water Treatment Facilities

Quarterly audits have been conducted to monitor compliance to the legislative requirements at the 4 Waste Water Treatment Works of Merafong. The Khutsong Waste Water Treatment Plant slightly decreased to an average compliance score of 55%, the Kokosi Waste Water treatment plant has maintained an average score of 67% and the Oberholzer Waste Water Treatment Plant has dropped to an average score of 74%. Oberholzer Waste Water Treatment Plant Exemption has expired and is long overdue to for renewal. Recommendations have been made to the relevant sections to ensure full compliance.

The Wedela Waste Water treatment plant was a mine facility but is currently managed by the Municipality. The facility does not have a licence and therefore no formal audits could be conducted. The Water and Sanitation Section is in process to apply for a water use licence.

# Chapter 3

## Monitoring of Kokosi Extension 6 human settlement project - RoD requirements

Pertaining to the compliance of the Environmental Authorisation (EA) issued for the Kokosi Extension 6 human settlement project, audits are conducted on a monthly basis. The average compliance score achieved throughout the year has increased slightly to 44%. All non-compliance items have been reported to the project steering committee, as the Gauteng Department for Human Settlement is the project implementor. Compliance of the Environmental Authorisation (EA) issued for Khutsong South Extension 1,2 and 3 are conducted monthly and the average yearly compliance is 56 %.

**T 3.15.1**

## SERVICE STATISTICS FOR POLLUTION CONTROL

The following inspections were conducted within the year of review which resulted in 48 non-compliance notices issued:

|                            |     |
|----------------------------|-----|
| Audits conducted           | -80 |
| Routine site inspections - | 380 |

**T 3.15.2**

# Chapter 3

| Pollution Control Policy Objectives Taken From IDP |                                                                      |                         |                |               |                |               |
|----------------------------------------------------|----------------------------------------------------------------------|-------------------------|----------------|---------------|----------------|---------------|
| Service Objectives                                 |                                                                      | Outline Service Targets |                |               | 2022/2023      |               |
| Service Indicators                                 |                                                                      |                         | Target         | Actual        | Target         | Actual        |
|                                                    |                                                                      |                         | *Previous Year | *Current Year | *Previous Year | *Current Year |
| (i)                                                | (ii)                                                                 |                         |                | (iii)         | (iv)           | (v)           |
| Service Objective xxx                              |                                                                      |                         |                |               |                |               |
| Water and air purity                               | % non-compliance detected vs compliance notices issued within 7 days | 100%                    | 100%           | 100%          | 100%           | 100%          |
|                                                    | % Environmental Audits Conducted vs Planned                          | 72                      | 72             | 72            | 72             | 72            |
| T3.15.3                                            |                                                                      |                         |                |               |                |               |



# Chapter 3

| Employees: Pollution Control |           |           |           |                                  |                                   |
|------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level                    | 2023/2024 | 2024/2025 |           |                                  |                                   |
|                              | Employees | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                              | No.       | No.       | No.       | No.                              | %                                 |
| 0 - 3                        | 0         | 0         | 0         | 0                                | 0%                                |
| 4 - 6                        | 1         | 3         | 1         | 2                                | 66%                               |
| 7 - 9                        |           |           |           |                                  |                                   |
| 10 - 12                      |           |           |           |                                  |                                   |
| 13 - 15                      |           |           |           |                                  |                                   |
| 16 - 18                      |           |           |           |                                  |                                   |
| 19 - 20                      |           |           |           |                                  |                                   |
| Total                        | 1         | 3         | 1         | 2                                | 66%                               |
|                              |           |           |           |                                  | <b>T 3.15.4</b>                   |

## COMMENT ON THE PERFORMANCE OF POLLUTION CONTROL OVERALL:

Pollution Control is an operational programme within the Spatial Planning & Environmental Management Section. The lack of funding to fund high cost capital infrastructure such as air pollution monitoring stations and sampling equipment impacts negatively on the effectiveness of the function. The Department of Forestry, Fisheries and Environment (DEFF) is on plan to allocate Low Cost Sensors (LCS).

The Low Cost Sensors is planned to create continuous monitoring network in micro-regions using low-cost sensors. These Sensors will be distributed in low-income and informal settlements as primary focus areas within Gauteng province and northern parts of Free State Province to Establish a cost-effective solution to address the data gaps in continuous air quality monitoring. Merafong will be allocated 5 Low cost Sensors to monitor Air Quality.

**T 3.15.7**

## 3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES)

# Chapter 3

## INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

The Section Parks and Cemeteries is responsible for grass cutting on open spaces, sidewalks, traffic islands, parks, cemeteries, town entrances, sports facilities as well as landscaping of municipal gardens in all facilities. This includes the development of and maintenance of parks, town entrances, municipal gardens and management of the municipal nursery, the tree planting as well as maintenance thereof. All grass cutting, maintenance, tree trimming and other activities performed by Parks and Cemeteries are being performed as normal as possible.

A tender for a panel of grass cutting service providers was advertised in January 2023, and all due processes were done. A panel of contractors were appointed for grass cutting on an "as and when required" basis around Merafong City. During 2024/2025 financial year these Service Providers were 4 times issued with Purchase orders to cut grass at Cemeteries during the 2024 festive season and during the Easter holidays in April 2025, around the schools where necessary as part of the Back to School Campaign in January 2025 and on open spaces in different locations in May 2025. This will continue as and when required.

The Regional-Bio-diversity plan is taken into consideration in the Spatial Development Framework and in the consideration in development applications.

**T 3.16.1**

## SERVICE STATISTICS FOR BIO-DIVERSITY AND LANDSCAPE

Landscaping and maintenance of municipal gardens, town entrances and parks is done according to the preapproved sectional plans. The eradication of aquatic and terrestrial alien vegetation has not been done since 2014 due to financial constraints. However, the municipality continues to request assistance from the other Government Departments.

The Parks workforce does Grass cutting internally, however there is a panel of external service providers in place to assistance with this function.

Tree trimming and maintenance thereof is also done internally.

**T 3.16.2**

# Chapter 3

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

Section: Parks and Cemeteries did not have any capital projects during 2024/2025 financial year. The section only focused on grass cutting and maintenance on open spaces, sidewalks, traffic islands, town entrances, parks, cemeteries, municipal facilities and sports facilities, as well as tree trimming at all areas in Merafong City, and the maintenance thereof. The appointment of ten (10) grass cutting service providers in 2023 has been of great assistance to the department during the 2024/2025 financial year.

The purchase of new equipment as well as appointment of additional personnel and/ or filling of vacant posts will yield better outcomes. All these activities were executed successfully amid the challenges brought by old and worn-out machinery and shortage of personnel.

**T 3.16.7**

# Chapter 3

## COMPONENT G: SECURITY AND SAFETY

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

### INTRODUCTION TO SECURITY & SAFETY

The primary focus of this component is safeguarding of the council assets, property, employees, executive mayor and other dignitaries, clients.

Community Safety Forum (CSF) is another wing/responsibility for municipal security section. CSF it is a legislated forum, is the umbrella of all other crime forums such as Community Policing Forum (CPF) etc. The forum was established on May 2015, and it consists of many stakeholders such as SAPS, Social development, SANCA, Home Affairs etc. It is a very effective forum with quick response and communication through the social media (what's up). The private company of Fidelity Security Services is backing up the municipal security. The challenge of private security, the council is losing money due to the theft taking place in their presence. Planning of installation of alarm system, CCTV camera and biometrix to all council infrastructures.

The objectives are to:

- Enable communities to participate in the local planning and monitoring of the criminal justice and social cluster department.
- Promote closer co-operation and access to basic services at local level in order to improve living conditions and community cohesion; and
- Support and enhance crime prevention and education programs in partnership with JCPS and Social Cluster departments, local government and communities.

**T 3.20**



# Chapter 3

## 3.20 POLICE

### INTRODUCTION TO POLICE

This component ensures law enforcement relating to roadworthy vehicles, driver fitness, road conditions, promotion of road discipline, safety and education to road users and community safety policing. All law enforcement activities are executed within the legislative framework of National Road Traffic Act 93 of 1996, Municipal By-laws, Criminal Procedure Act 51 of 1977 and the Constitution of the country.

The objective is to do traffic control thus reducing motor vehicle accidents. Public nuisance is addressed through municipal by-laws. Stray animals within the municipality are dealt with in conjunction with the SPCA as per service level agreement.

**T 3.20.1**

| Security and Safety Police Service Data |                                                           |            |              |            |              |
|-----------------------------------------|-----------------------------------------------------------|------------|--------------|------------|--------------|
|                                         | Details                                                   | 2023/24    | 2024/25      |            | 2025/26      |
|                                         |                                                           | Actual No. | Estimate No. | Actual No. | Estimate No. |
| 1                                       | Number of road traffic accidents during the year          | 1222       | 1354         | 1159       | 1159         |
| 2                                       | Number of by-law infringements attended                   | 256        | 216          | 480        | 480          |
| 3                                       | Number of traffic officers in the field on an average day | 66         | 39           | 39         | 39           |
| 4                                       | Number of traffic officers on duty on an average day      | 55         | 26           | 26         | 75           |
| <b>T 3.20.2</b>                         |                                                           |            |              |            |              |

# Chapter 3

| Police Policy Objective Taken from IDP              |                                            |           |        |           |        |           |
|-----------------------------------------------------|--------------------------------------------|-----------|--------|-----------|--------|-----------|
| Service Objectives                                  | Outline Service Targets                    | 2023/2024 |        | 2024/2025 |        | 2025/2026 |
| Service Indicators                                  |                                            | Target    | Actual | Target    | Actual | Target    |
| Service Objective: provision of road infrastructure |                                            |           |        |           |        |           |
| Reduction in road accidents                         | Reduction in road accidents over the years | 1222      | 1208   | 1354      | 1159   | 1159      |
|                                                     |                                            |           |        |           |        |           |
| T 3.20.3                                            |                                            |           |        |           |        |           |

# Chapter 3

| Job Level                     | Employees: Police Officers |       |           |                                      |                                     |  |
|-------------------------------|----------------------------|-------|-----------|--------------------------------------|-------------------------------------|--|
|                               | 2023/2024                  |       | 2024/2025 |                                      |                                     |  |
|                               | Employees                  | Posts | Employees | Vacancies (fulltime equivalents) No. | Vacancies (as a % of total posts) % |  |
| Administrators                | No.                        | No.   | No.       |                                      |                                     |  |
| Chief Police Officer & Deputy |                            |       |           |                                      |                                     |  |
| Other Police Officers         |                            |       |           |                                      |                                     |  |
| 4 - 6                         | 5                          | 8     | 5         | 4                                    | 50%                                 |  |
| 7 - 9                         | 26                         | 57    | 27        | 30                                   | 60%                                 |  |
| 10 - 12                       | 25                         | 29    | 12        | 15                                   | 22%                                 |  |
| Total                         | 57                         | 94    | 44        | 49                                   | 100%                                |  |
|                               | T 3 20.4                   |       |           |                                      |                                     |  |

# Chapter 3

## COMMENT ON THE PERFORMANCE OF POLICE OVERALL:

Law enforcement operational plans are set with the objective to mainly reduce motor vehicle accidents, reducing crime in the area, providing road safety education, road markings and signs, reduction of illegal trading in the area and provision of other special services.

The motor vehicle accident rate increased as compared to previous years due to shortage of traffic personnel. Increase in crime also played a role in this because of reduced staff complement.

**T 3.20.7**

# Chapter 3

## OMPONENT H: SPORT AND RECREATION

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

### INTRODUCTION TO SPORT AND RECREATION

The Sport & Recreation Unit is dedicated to promoting physical activity, wellness and community engagement through diverse sporting programs and recreational opportunities. As we reflect on the accomplishments and challenges of the 2024/2025 fiscal year, our focus remains on fostering an inclusive environment that encourages participation in sports and recreational activities for all community members.

The year 2024/2025, the Sport and Recreation Unit has successfully launched several initiatives aimed at increasing accessibility and participation across various demographics. We have expanded our outreach programs, developed partnerships with local organizations, and offered a wider range of activities catering to different age groups and skill levels. Our commitment to health and well-being has never been stronger, and we are proud of the positive impact we've made in our community.

The Arts, Culture & Heritage Unit which falls within the Directorate of Community Services which its core mandate is to service all Merafong artists in all their respective genres or disciplines in different forms such as competitions, festivals, carnivals, workshop & exhibitions to enable Merafong artists to competitively compete in high professional levels and further be independent.

**T 3.23**

### 3.23 SPORT AND RECREATION



# Chapter 3

| SERVICES STATISTICS FOR SPORT & RECREATION 2024/2025 |                                                                                                                               |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Month                                                | Program Implemented                                                                                                           |
| August 2024                                          | - OR. Tambo Soncini Social Cohesion Games                                                                                     |
| September 2024                                       | - Merafong City Mayoral Games Launch<br>- Inter-Governmental/Stakeholder Relations Sport Day                                  |
| October 2024                                         | - Merafong City Local Football Association & Merafong Netball Federation Prize Giving Awards                                  |
| November 2024                                        | - Monate Festive Masters Games                                                                                                |
| February 2025                                        | - Gauteng Swimming Gala (Learn to Swim Program - Level 1)                                                                     |
| April 2025                                           | - 4 <sup>th</sup> Annual West Rand Half Marathon<br>- Merafong Sport Confederation Election Committee Congress                |
| SERVICE STATISTICS FOR ARTS & CULTURE 2024/2025      |                                                                                                                               |
| Month                                                | Program Implemented                                                                                                           |
| August 2024                                          | - Provincial Dance Showcase                                                                                                   |
| September 2024                                       | - Merafong City Ezenkolo Gospel Extravaganza Music Competition<br>- Provincial Heritage Celebration (Carnival)                |
| October 2024                                         | - Merafong City Ngwao ya Rona Traditional Dance Competition                                                                   |
| November 2024                                        | - Merafong Battle of the DJ's Competition                                                                                     |
| December 2024                                        | - Merafong City Holiday Program                                                                                               |
| February 2025                                        | - Merafong Theatre & Dance Competition                                                                                        |
| March 2025                                           | - Merafong Poetry & Comedy Competition                                                                                        |
| June 2025                                            | - Merafong City Arts & Culture Awards<br>- Merafong Di a Opela Choral Music Competition<br>- Merafong Arts & Culture Workshop |
| T 3.23.1                                             |                                                                                                                               |

# Chapter 3

| Sport and Recreation Policy Objectives Taken From IDP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                           |                         |        |                      |                      |                   |                        |                      |                       |                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------|----------------------|----------------------|-------------------|------------------------|----------------------|-----------------------|-------------------|
| Service Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                           | Outline Service Targets |        | Year 0: 2023/2024    |                      | Year 1: 2024/2025 |                        | Year 2: 2025/2026    |                       | Year 3: 2026/2027 |
| Service Indicators<br>(i)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | (ii)                                                                                                                                                                                                                                                      | Target                  | Actual | Previous Year<br>(v) | Current Year<br>(vi) | Actual<br>(vii)   | Current Year<br>(viii) | Current Year<br>(ix) | Following Year<br>(x) |                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                           | (iii)                   | (iv)   | (v)                  | (vi)                 | (vii)             | (viii)                 | (ix)                 | (x)                   |                   |
| Service Objective xxx                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                           |                         |        |                      |                      |                   |                        |                      |                       |                   |
| Healthy and united Social Cohesive Communities<br>Establish a Socially Cohesive West Rand Community<br>Implement Social Cohesion Initiatives / Programmes<br>Social Cohesion promoted through Unity in Diversity events                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Number (1) of Calendar of events for Sports/Recreation, Arts, Culture and Heritage<br>Calendar of events for Sports Recreation, Arts, Culture and Heritage<br>Implement Sports and recreation Programmes<br>Promote Arts, Culture and Heritage Programmes | 100%                    | 100%   | 100%                 | 100%                 | 100%              | 100%                   | 100%                 | 100%                  |                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                           | 100%                    | 100%   | 100%                 | 100%                 | 100%              | 100%                   | 100%                 | 100%                  |                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                           | 100%                    | 100%   | 100%                 | 100%                 | 100%              | 100%                   | 100%                 | 100%                  |                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                           | 100%                    | 100%   | 100%                 | 100%                 | 100%              | 100%                   | 100%                 | 100%                  |                   |
| Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role. |                                                                                                                                                                                                                                                           |                         |        |                      |                      |                   |                        |                      |                       |                   |

T 3.23.2

# Chapter 3

| Employees: Sport and Recreation/Arts, Cultur & Heritage |                 |                |           |                                  |                                   |
|---------------------------------------------------------|-----------------|----------------|-----------|----------------------------------|-----------------------------------|
| Job Level                                               | Year -2023/2024 | Year 2024/2025 |           |                                  |                                   |
|                                                         | Employees       | Posts          | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                                                         | No.             | No.            | No.       | No.                              | %                                 |
| 0 - 3                                                   | 0               | 1              | 0         | 1                                | 100%                              |
| 4 - 6                                                   | 0               | 2              | 0         | 2                                | 100%                              |
| 7 - 9                                                   | 1               | 1              | 1         | 0                                | 0%                                |
| 10 - 12                                                 | 2               | 4              | 2         | 2                                | 50%                               |
| 13 - 15                                                 | 0               | 1              | 1         | 0                                | 0%                                |
| 16 - 18                                                 | 0               | 0              | 0         | 0                                | 0%                                |
| 19 - 20                                                 | 0               | 0              | 0         | 0                                | 0%                                |
| Total                                                   | 3               | 9              | 4         | 5                                | 56%                               |

T3.23.3

| Financial Performance Year 2024/25: Sport and Recreation                                                                                                                      |              |                 |                   |        |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|--------|--------------------|
| R'000                                                                                                                                                                         |              |                 |                   |        |                    |
| Details                                                                                                                                                                       | Year 2023/24 | Year 2024/25    |                   |        |                    |
|                                                                                                                                                                               | Actual       | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| <b>Total Operational Revenue</b>                                                                                                                                              |              |                 |                   |        | 0%                 |
| Expenditure:                                                                                                                                                                  |              |                 |                   |        |                    |
| Employees                                                                                                                                                                     |              | 1385            | 1                 | 1      | -138400%           |
| Repairs and Maintenance                                                                                                                                                       | 291          | 1               | 1                 | 1      | 0%                 |
| Other                                                                                                                                                                         | 4887         | 340             | 802               | 14     | -2329%             |
| <b>Total Operational Expenditure</b>                                                                                                                                          | 5178         | 1726            | 804               | 16     | -10688%            |
| <b>Net Operational Expenditure</b>                                                                                                                                            | 5178         | 1726            | 804               | 16     | -10688%            |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |              |                 |                   |        | <b>T 3.23.4</b>    |

# Chapter 3

## COMMENT ON THE PERFORMANCE OF SPORT AND RECREATION OVERALL:

In reviewing the performance of the Sport & Recreation Unit for the 2024/2025 period, we are pleased to report several key achievements. Participants in our programs have increased significantly, demonstrating a growing interest in active lifestyles and community involvement. The introduction of new sports leagues and recreational classes has enriched our offerings, leading to higher engagement levels and satisfaction among participants. We have seen an increase in participation from underrepresented groups, reflecting our efforts to create an inclusive environment.

Despite these successes, we also encountered challenges, particularly in resource allocation and facility maintenance. Addressing these areas will be a priority moving into the next fiscal year as we strive for continuous improvement. Overall, the 2024/2025 financial year has been marked by growth, innovation and a strengthened commitment to community wellness. We look forward to building this momentum in the coming year, enhancing our programs and continuing to foster a vibrant sporting culture within our community.

Arts, Culture & Heritage Section have planned 16 Local programs which are Poetry, Theatre, Comedy, Modern Dance & Traditional Dance (isiXhosa, isiZulu, Setswana, Sesotho), Choral, Amadodana, Amazoni, Clap & Tap, Battle of the DJ's, Holiday Program, Arts & Culture Awards, and Arts Workshop and they were all successfully implemented within the 2024/25 financial year according to the approved Calendar of Events. The Section partnered with the Province to implement the Provincial Carnival in Maropeng, the Provincial Dance & poetry competition where one of our local dance groups were announced as provincial champions of the events. Sedi la Chaba was also one of our Local Clap & Tap Groups which received an award at Dumisa Gospel Channel.

The Section appreciates the budget allocated by the Municipality and further hope to be allocated an improved budget so that they can be able to add other genres/art forms that were not accommodated in the 2024/2025 financial year. The Section was able to achieve and reach its annual targets under tremendous pressure with a shortage of transport & staffing and envisage that a solution to address the challenge will be reached.

T 3.23.6



# Chapter 3

## 3.25 FINANCIAL SERVICES

### INTRODUCTION FINANCIAL SERVICES

The responsibility of the Finance department is the provision of financial management in an accountable, effective and transparent manner. Strict measures are in place to protect the financial integrity of the municipality as well as to ensure compliance with the Municipal Finance Management Act, Act 56 of 2003 (MFMA). The following main services are rendered by the department (with an indication of main activities and/or achievements for the year):

#### **Asset Management**

Completion of full asset and condition verification. The Asset Register is integrated to Caseware. Financial Reporting Financial Statements were finalised using CCG System and submitted as required by relevant legislation. Qualification audits opinion were achieved on 2025 financial year. The Audit Action Plan was compiled and implemented. Budget tabled and approved in line with legislative deadlines. Monthly and quarterly reports submitted in line with legislative deadlines. All financial/budget related policies were reviewed and approved.

**Revenue Management**, including billing and collection of municipal rates and service charges. A cash collection rate averaging 50% to 60% was achieved during the year. Meter readings is particularly a challenge in a municipal environment and as most others, Merafong City strives to improve meter reading. A process to replace old and dysfunctional prepaid water meters is ongoing, audits were conducted on households with low and/or no consumption registered on their meters. Ongoing interactions are taking place with customers with water and electricity meters that are not accessible to the meter reader

**Expenditure Management**, including the rendering of a payroll function Expenditure management is an ongoing function with the aim of improving creditor's efficiency by ensuring all creditors were paid within 30 days.

Most of all invoices were paid within 30 days with only invoices in dispute being paid later and the municipality finalised payment arrangements with other creditors including ESKOM and Randwater. A single pay-roll function was rendered and employees were paid via EFT, monthly. All statutory deductions were paid to the relevant bodies within the prescribed legislated timeframes. In terms of Section 32(4) of the MFMA, it is required that the Accounting Officer of a municipality promptly inform the mayor, MEC for local government in the province and the Auditor-General in writing, of: Any unauthorised, irregular, or fruitless and wasteful expenditure incurred by the municipality.

1. Whether any person is responsible or under investigation for such unauthorised, irregular, or fruitless and wasteful expenditure; and
2. The steps that have been taken:
  1. To recover or rectify such expenditure; and
  2. To prevent a recurrence of such expenditure.

All cases relating to irregular expenditure during the year under review, the Accounting Officer has reported to the Executive Mayor and the MEC for Local Government. All possible irregular expenditure case is in the process of being reported to Council.



# Chapter 3

A cash collection rate of averaging 50% to 60% was achieved during the year. Merafong City applies its Credit Control Policy consistently and regularly, hands over debt to the appointed panel for debt collection, where accounts remain unpaid for more than three months. A new panel of debt collectors are on site and the focus is on both soft and hard collections. The Debt Collection Policy will again be reviewed during the 2025/26 financial year to ensure effective, but fair debt collection practices are applied.

**Supply Chain Management** is responsible for procurement of goods and services for the municipality and ensuring the implementation of the Supply Chain Policy of the institution.

**T 3.25.1**

| Debt Recovery                                        |                                    |                                                                       |                |                                    |                                                           |                                               | R' 000                                                        |
|------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------|----------------|------------------------------------|-----------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------|
| Details of the types of account raised and recovered | Year 2023/24                       |                                                                       | Year 2024/25   |                                    |                                                           | Year 2025/26                                  |                                                               |
|                                                      | Actual for accounts billed in year | Proportion of accounts value billed that were collected in the year % | Billed in Year | Actual for accounts billed in year | Proportion of accounts value billed that were collected % | Estimated outturn for accounts billed in year | Estimated Proportion of accounts billed that were collected % |
| Property Rates                                       | 581 883                            | 105 658                                                               | 527 857        | 317 513                            | 60%                                                       | 336 563                                       | 64%                                                           |
| Electricity - B                                      | 327 650                            | 147 613                                                               | 246 965        | 144 585                            | 59%                                                       | 153 260                                       | 62%                                                           |
| Electricity - C                                      |                                    |                                                                       |                |                                    |                                                           |                                               |                                                               |
| Water - B                                            | 520 880                            | 192 000                                                               | 445 158        | 189 541                            | 43%                                                       | 200 913                                       | 45%                                                           |
| Water - C                                            |                                    |                                                                       |                |                                    |                                                           |                                               |                                                               |
| Sanitation                                           | 85 171                             | 46 179                                                                | 71 643         | 21 554                             | 30%                                                       | 22 847                                        | 32%                                                           |
| Refuse                                               | 99 622                             | 35 058                                                                | 94 382         | 22 542                             | 24%                                                       | 23 894                                        | 25%                                                           |
| Other                                                |                                    |                                                                       |                |                                    |                                                           |                                               |                                                               |

B- Basic; C= Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them.

**T 3.25.2**

## Concerning T 3.25.2

### Debt Recovery

The proportion of accounts billed is calculated by taking the total value of the year's revenues collected against the bills raised in the year by the year's billed revenues. Revenue for the year was recorded at average 50% of the Adjustments Budget. The growth in revenue over the previous year was averages 6% in in line with inflation adjustment. Operating expenditure increased marginally in line with inflation projections over the previous year.

The municipality collection rate was at average 50% and there is a serious need to implement the revenue enhancement strategy to improve the collection rate. The municipality has significant challenges in revenue collection and there are significant amounts of money owed to the municipality by customers, especially from townships areas.

# Chapter 3

The amount has accumulated over a period of time due to lack of effective controls in revenue collection. Since the municipality cannot cut electricity in townships to force customers to pay for other services like property rates, as this service is supplied by Eskom, the municipality will continue to make use of Debt Collectors as part of implementing stringent credit control policies. With the implementation of revenue enhancement strategy and also exercising very stringent credit control actions.

It is a reality that the rate of unemployment in the municipal area contributes to a low level of collecting debtors which are presently at 50 percent. Most of the community members cannot afford to pay for services causing a low revenue base. The municipality also takes care of residents registered for indigency. The municipality provides these consumers through the indigent policy which provides free basic services (6kl free water and 50Kwh free electricity).

Stringent credit control activities are ongoing to work towards achieving a payment level percentage of at least 60% or more. Consumers who can afford to pay for services are also encouraged service their municipal accounts.

**T 3.25.2.1**

# Chapter 3

| Service Objectives                                                                                                                                                                                                                                                 | Service Indicators<br>(i)                                                   | Financial Service Policy Objectives Taken From IDP |                             |                             |                             |                             |                             |                             |                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|                                                                                                                                                                                                                                                                    |                                                                             | Year 2022/23                                       |                             | Year 2023/24                |                             | Year 2024/25                |                             | Year 2025/26                |                             |
|                                                                                                                                                                                                                                                                    |                                                                             | Outline Service Targets                            |                             | Target                      |                             | Target                      |                             | Target                      |                             |
|                                                                                                                                                                                                                                                                    |                                                                             | *Previous Year<br>(iii)                            | Actual<br>(iv)              | *Previous Year<br>(v)       | *Current Year<br>(vi)       | Actual<br>(vii)             | *Current Year<br>(viii)     | *Current Year<br>(ix)       | *Following Year<br>(x)      |
| <b>FINANCIAL MANAGEMENT</b>                                                                                                                                                                                                                                        |                                                                             |                                                    |                             |                             |                             |                             |                             |                             |                             |
| Capital Expenditure                                                                                                                                                                                                                                                | % Capital Expenditure spent                                                 | Between 95 and 100%                                | 95% for the year            | Between 95 and 100%         | Between 95 and 100%         | 76%                         | Between 95 and 100%         | Between 95 and 100%         | Between 95 and 100%         |
| Pay Creditors in a timely manner                                                                                                                                                                                                                                   | % of Creditors paid within 30 days after receipts of Statement and Invoices | 90.00%                                             | 50% average PM for the year | 50% average PM for the year | 90%                         | 50% average PM for the year | 90                          | 50% average PM for the year | 50% average PM for the year |
| Operational Expenditure                                                                                                                                                                                                                                            | % Operational Expenditure                                                   | Between 90% and 100%                               | 96% for the year            | Between 90% and 100%        | Between 90% and 100%        | Between 90% and 100%        | Between 90% and 100%        | Between 90% and 100%        | Between 90% and 100%        |
| Debt Coverage                                                                                                                                                                                                                                                      | % of Payment to Debtor                                                      | Between 50 and 80%                                 | 50% for the year            | 50% for the year            | 50% for the year            | 50% for the year            | 50% for the year            | 50% average PM for the year | 50% average PM for the year |
| Percentage of Debt Coverage                                                                                                                                                                                                                                        | % Revenue cover Debts                                                       | Between 65% to 75%                                 | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year |
| Cash Vs Cost Coverage                                                                                                                                                                                                                                              | % Cash received cover cost                                                  | Between 65% to 75%                                 | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year | 50% average PM for the year |
| <i>Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are</i> |                                                                             |                                                    |                             |                             |                             |                             |                             |                             |                             |
|                                                                                                                                                                                                                                                                    |                                                                             |                                                    |                             |                             |                             |                             |                             |                             | T 3.25.3                    |

# Chapter 3

| Employees: Financial Services |           |           |           |                                  |                                   |
|-------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level                     | Year 2024 | Year 2025 |           |                                  |                                   |
|                               | Employees | Posts     | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                               | No.       | No.       | No.       | No.                              | %                                 |
| 0 - 3                         | 1         | 1         | 1         | 0                                | 0%                                |
| 4 - 6                         | 3         | 3         | 3         | 0                                | 0%                                |
| 7 - 9                         | 6         | 8         | 6         | 2                                | 25%                               |
| 10 - 12                       | 7         | 15        | 7         | 8                                | 53%                               |
| 13 - 15                       | 9         | 15        | 9         | 6                                | 40%                               |
| 16 - 18                       |           |           | 11        |                                  |                                   |
| 19 - 20                       |           |           |           |                                  |                                   |
| Total                         | 26        | 42        | 37        | 16                               | 38%                               |

**T 3.25.4**

| Financial Performance Year 2024/25: Financial Services |              |                 |                   |         |                    |
|--------------------------------------------------------|--------------|-----------------|-------------------|---------|--------------------|
| R'000                                                  |              |                 |                   |         |                    |
| Details                                                | Year 2023/24 | Year 2024/25    |                   |         |                    |
|                                                        | Actual       | Original Budget | Adjustment Budget | Actual  | Variance to Budget |
| <b>Total Operational Revenue</b>                       | 2033562      | 1612            | 2168              | 126085  | 99%                |
| Expenditure:                                           |              |                 |                   |         |                    |
| Employees                                              | 38021        | 64102           | 41886             | 3313    | -1835%             |
| Repairs and Maintenance                                | 39951        | 35285           | 29268             | 4738    | -645%              |
| Other                                                  | 354          | 168241          | 95441             | 3788    | -4341%             |
| <b>Total Operational Expenditure</b>                   | 78326        | 267628          | 166595            | 11839   | -2161%             |
| <b>Net Operational Expenditure</b>                     | 1955236      | 266016          | 164427            | -114246 | 333%               |

*Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.*

**T 3.25.5**



# Chapter 3

## COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

Targets are aligned with the municipality's strategic priorities and have been informed by realistic revenue projections, available funding sources, and existing institutional capacity. Adequate financial provision has been made for all planned programmes and projects through the approved Medium-Term Revenue and Expenditure Framework (MTREF), and no unfunded mandates are anticipated for the Year 5 implementation period.

Continuous monitoring through the Service Delivery and Budget Implementation Plan (SDBIP) and quarterly performance reviews ensures that implementation remains within budget and that corrective measures are applied where necessary.

**T 3.25.7**



# Chapter 3

## 3.26 HUMAN RESOURCE SERVICES

### INTRODUCTION TO HUMAN RESOURCE SERVICES

The Section Human Resource Management of Merafong City Local Municipality is focused on providing the best personnel services through fair and transparent processes and procedures. It is also focused on effective recruitment procedures, training and staff empowerment, and providing expert and professional advice to staff and management on Human Resources-related issues.

The Human Resources Management Section maintained its strategy during 2024/2025 to recruit qualified and competent staff to fill vacancies. Structured interviews were conducted together with work sampling-based tests to assist with the selection of the best candidates for appointment.

Verification of qualifications, working record/history, possible fraudulent activities, and criminal record are being done for selected positions through an independent service provider before appointments are made. This prevented the Municipality from appointing staff without the necessary skills, competencies, and qualifications.

**T 3.26.1**

### SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

The Section Human Capital Management of Merafong City Local Municipality, is focused towards providing a professional, ethical, dedicated and result orientated personnel, through a fair and transparent process and procedures. It is also committed to providing an effective recruitment processes, appointment based on Regulations, Legislation. Policies and Employment Equity Act. Salaries and Benefits to employees are paid in line with the Bargaining Council's Conditions of Service.

Furthermore, the Human Capital Management, is responsible for the management of employees and to provide professional advice on a range of Human Capital Services.

The Human Capital Management Section maintained its strategy during 2024/2025 to recruit qualified and competent staff and fill vacancies, and structured interviews were conducted together with work sampling based tests to assist with the selection of the best candidate for appointment

**T 3.26.2**

# Chapter 3

| Human Resource Services Policy Objectives Taken From IDP                       |                         |                |        |                |        |               |        |               |                 |
|--------------------------------------------------------------------------------|-------------------------|----------------|--------|----------------|--------|---------------|--------|---------------|-----------------|
| Service Objectives                                                             | Outline Service Targets | Year 2023/24   |        | Year 2024/25   |        | Year 2025/26  |        | Year 2026/27  |                 |
|                                                                                |                         | Target         | Actual | Target         | Actual | Target        | Actual | Target        | Actual          |
| Service Indicators                                                             |                         | *Previous Year |        | *Previous Year |        | *Current Year |        | *Current Year | *Following Year |
| (i)                                                                            | (ii)                    | (iii)          | (iv)   | (v)            | (vi)   | (vii)         | (viii) | (ix)          | (x)             |
| Service Objective xxx                                                          |                         |                |        |                |        |               |        |               |                 |
| Funded Position Filled                                                         |                         | 40%            | 40%    | 42%            | 48%    | 60%           | 60%    | 60%           |                 |
| Skills Development plan targets met                                            |                         | 90%            | 90%    | 90%            | 90%    | 90%           | 90%    | 90%           |                 |
| Equity targets met                                                             |                         | 50%            | 50%    | 50%            | 50%    | 50%           | 50%    | 50%           |                 |
| Labour Relations issues lodged versus attended to within regulatory guidelines |                         | 50%            | 60%    | 65%            | 70%    | 75%           | 75%    | 75%           |                 |
|                                                                                |                         |                |        |                |        |               |        |               | T 3.25.3        |

# Chapter 3

## 3.26 HUMAN RESOURCE SERVICES

### INTRODUCTION TO HUMAN RESOURCE SERVICES

The Section Human Resource Management of Merafong City Local Municipality is focused on providing the best personnel services through fair and transparent processes and procedures. It is also focused on effective recruitment procedures, training and staff empowerment, and providing expert and professional advice to staff and management on Human Resources-related issues.

The Human Resources Management Section maintained its strategy during 2024/2025 to recruit qualified and competent staff to fill vacancies. Structured interviews were conducted together with work sampling-based tests to assist with the selection of the best candidates for appointment.

Verification of qualifications, working record/history, possible fraudulent activities, and criminal record are being done for selected positions through an independent service provider before appointments are made. This prevented the Municipality from appointing staff without the necessary skills, competencies, and qualifications.

**T3.26.1**

# Chapter 3

| Employees: Human Resource Services |              |              |           |                                  |                                   |
|------------------------------------|--------------|--------------|-----------|----------------------------------|-----------------------------------|
| Job Level                          | Year 2023/24 | Year 2024/25 |           |                                  |                                   |
|                                    | Employees    | Posts        | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                                    | No.          | No.          | No.       | No.                              | %                                 |
| 0 - 3                              | 0            | 1            | 0         | 1                                | 100%                              |
| 4 - 6                              | 1            | 6            | 1         | 5                                | 83%                               |
| 7 - 9                              | 3            | 3            | 3         | 0                                | 0%                                |
| 10 - 12                            | 1            | 4            | 1         | 3                                | 75%                               |
| 13 - 15                            | 0            | 0            | 0         | 0                                | 0%                                |
| 16 - 18                            | 0            | 0            | 0         | 0                                | 0%                                |
| 19 - 20                            | 0            | 0            | 0         | 0                                | 0%                                |
| Total                              | 5            | 14           | 5         | 9                                | 64%                               |
|                                    |              |              |           |                                  | T3.26.4                           |

| R'000                                                                                                                                                                         |           |                 |                   |        |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------|-------------------|--------|--------------------|
| Details                                                                                                                                                                       | Year 2024 | Year 2025       |                   |        |                    |
|                                                                                                                                                                               | Actual    | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| Total Operational Revenue                                                                                                                                                     |           | 10872           | 10932             | 1      | -1087100%          |
| Expenditure:                                                                                                                                                                  |           |                 |                   |        |                    |
| Employees                                                                                                                                                                     | 21201     | 16316           | 27861             | 1260   | -1195%             |
| Repairs and Maintenance                                                                                                                                                       | 2058      | 10909           | 11021             | 33     | -32958%            |
| Other                                                                                                                                                                         | 23446     | 6658            | 7735              | 5803   | -15%               |
| Total Operational Expenditure                                                                                                                                                 | 46705     | 33883           | 46617             | 7096   | -377%              |
| Net Operational Expenditure                                                                                                                                                   | 46705     | 23011           | 35685             | 7095   | -224%              |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |           |                 |                   |        |                    |
|                                                                                                                                                                               |           |                 |                   |        | T 3.26.5           |

# Chapter 3

## 3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

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

### INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The Information and Communication Technology (ICT) section of Merafong City Local Municipality operates under Corporate Support and Shared Services. It plays a critical role in enabling and supporting the municipality's operations, ensuring the delivery of efficient and effective services to the community. The ICT section reports directly to the Director: Corporate Support Services. ICT is increasingly recognized as a strategic enabler in achieving the municipality's objectives. Its primary goals are to:

Ensure ICT investments deliver business value;

Mitigate risks associated with ICT operations;

Maintain and support the ICT infrastructure to ensure continuous availability of systems aligned with service delivery needs.

The ICT section provides a range of essential services, including:

#### 1. ICT Architecture Planning

Involves designing and maintaining a secure, scalable, and efficient ICT infrastructure.

Aligns ICT infrastructure with organizational goals and service delivery needs.

#### 2. ICT Operations

Responsible for the day-to-day functioning of the municipality's technology systems.

Key components include:

Help Desk Support – Provides frontline assistance to users.

System Administration – Manages and maintains software and hardware systems.

Network Administration – Ensures connectivity and network performance.

ICT Security – Protects municipal data and systems from threats.

Telephone Services – Maintains communication infrastructure.

**T 3.27.1**



# Chapter 3

| SERVICE STATISTICS FOR ICT SERVICES |                                   |                                             |                                                         |
|-------------------------------------|-----------------------------------|---------------------------------------------|---------------------------------------------------------|
| DATE                                | UPGRADING/INSTALLATION OF NETWORK | INSTALLATION OF COMPUTERS/PRINTERS/SOFTWARE | MAINTANANCE/REPAIR OF HARDWARE/e-MAILS/INTERNET/SERVERS |
| JULY 2024                           | 48                                | 24                                          | 42                                                      |
| AUGUST 2024                         | 17                                | 19                                          | 30                                                      |
| SEPTEMBER 2024                      | 32                                | 22                                          | 17                                                      |
| OCTOBER 2024                        | 49                                | 50                                          | 21                                                      |
| NOVEMBER 2024                       | 29                                | 32                                          | 47                                                      |
| DECEMBER 2024                       | 22                                | 12                                          | 29                                                      |
| JANUARY 2025                        | 14                                | 10                                          | 20                                                      |
| FEBRUARY 2025                       | 19                                | 17                                          | 21                                                      |
| MARCH 2025                          | 31                                | 31                                          | 20                                                      |
| APRIL 2025                          | 32                                | 20                                          | 19                                                      |
| MAY 2025                            | 24                                | 17                                          | 29                                                      |
| JUNE 2025                           | 40                                | 26                                          | 31                                                      |
| TOTAL                               | 291                               | 188                                         | 462                                                     |
|                                     |                                   |                                             |                                                         |
| T 3.27.2                            |                                   |                                             |                                                         |

# Chapter 3

| ICT Services Policy Objectives Taken From IDP |                                       |                      |        |                    |                    |                      |        |                    |                     |
|-----------------------------------------------|---------------------------------------|----------------------|--------|--------------------|--------------------|----------------------|--------|--------------------|---------------------|
| Service Objectives                            | Outline Service Targets               | Year 2023/24         |        | Year 2024/25       |                    | Year 2025/26         |        | Year 2026/27       |                     |
|                                               |                                       | Target               | Actual | Target             | Actual             | *Current Year (viii) | Target | *Current Year (ix) | Target              |
|                                               |                                       | *Previous Year (iii) | (iv)   | *Previous Year (v) | *Current Year (vi) | (vii)                |        |                    | *Following Year (x) |
| <i>Service Indicators</i>                     | (i)                                   |                      |        |                    |                    |                      |        |                    |                     |
| To provide ICT Services                       |                                       |                      |        |                    |                    |                      |        |                    |                     |
| Master Systems Plan (MSP)                     | Implementation of Master Systems plan |                      |        |                    |                    |                      |        |                    |                     |
|                                               | % Implementation of                   | 100%                 | 100%   | 100%               | 100%               | 100%                 |        | 100%               | 100%                |
|                                               | DRP/BCP                               | 100%                 | 100%   | 100%               | 100%               | 100%                 |        | 100%               | 100%                |
|                                               |                                       |                      |        |                    |                    |                      |        |                    |                     |
| T 3.27.3                                      |                                       |                      |        |                    |                    |                      |        |                    |                     |

# Chapter 3

| Employees: ICT Services |               |              |           |                                  |                                   |
|-------------------------|---------------|--------------|-----------|----------------------------------|-----------------------------------|
| Job Level               | Year -2023/24 | Year 2024/25 |           |                                  |                                   |
|                         | Employees     | Posts        | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                         | No.           | No.          | No.       | No.                              | %                                 |
| 0 - 3                   | 1             | 1            | 1         | 0                                |                                   |
| 4 - 6                   | 4             | 9            | 4         | 5                                | 1                                 |
| 7 - 9                   | 2             | 2            | 2         | 2                                |                                   |
| 10 - 12                 | 0             | 0            | 0         | 0                                |                                   |
| 13 - 15                 | 0             | 0            | 0         | 0                                |                                   |
| 16 - 18                 | 0             | 0            | 0         | 0                                |                                   |
| 19 - 20                 | 0             | 0            | 0         | 0                                |                                   |
| Total                   | 7             | 12           | 7         | 7                                | 1                                 |
|                         |               |              |           |                                  | T3.27.4                           |

| Financial Performance Year 2025: ICT Services                                                                                                                                 |           |                 |                   |        |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------|-------------------|--------|--------------------|
|                                                                                                                                                                               |           |                 |                   |        | R'000              |
| Details                                                                                                                                                                       | Year 2024 | Year 2025       |                   |        |                    |
|                                                                                                                                                                               | Actual    | Original Budget | Adjustment Budget | Actual | Variance to Budget |
| Total Operational Revenue                                                                                                                                                     |           |                 |                   |        | 0                  |
| Expenditure:                                                                                                                                                                  |           |                 |                   |        |                    |
| Employees                                                                                                                                                                     | 6062      | 5465            | 6645              | 414    | -1220%             |
| Repairs and Maintenance                                                                                                                                                       |           |                 |                   |        | 0                  |
| Other                                                                                                                                                                         | 38005     | 13839           | 20293             | 1040   | -1231%             |
| Total Operational Expenditure                                                                                                                                                 | 44067     | 19304           | 26938             | 1454   | -1228%             |
| Net Operational Expenditure                                                                                                                                                   | 44067     | 19304           | 26938             | 1454   | -1228%             |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |           |                 |                   |        | T 3.27.5           |

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

# Chapter 3

During the year, the ICT section implemented the Master Systems Plan, resulting in a stable and efficient ICT environment. Policies were adopted, and staff were trained accordingly.

ICT services, including email, internet, network infrastructure, servers, hardware, and telephone support, were effectively delivered by internal Merafong technicians, leading to significant cost savings. The Disaster Recovery Plan was implemented and tested twice during the year. All previous management findings were resolved through OPCA initiatives, improving compliance and performance

**T3.27.7**

## **3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES**

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

### **INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES**

Legal Services reports directly to the office of the Accounting Officer and its primary function is to provide legal support functions to the entire Municipality on any issue that is legally related. Some of the key functions are mitigating legal risks and upholding compliance with legal prescripts and regulations. Some of the core functions include also perusal, review and drafting of legal contracts and agreements. As a support function the department provides legal advice and opinions relating to various legal matters, the department assists with institution and defending of legal action for and against the Municipality. Provide advice to council on policy and by law formulation and review.

The Accounting Officer of Merafong has approved the Enterprise Risk Management Implementation Plan for the year 2024/25, which is developed on an annual basis. When the plan is developed, considerations are made to the Risk management policy, the strategy, available resources, urgency, quick wins and the support provided by the Provincial Treasury.

The plan indicates all activities that will be undertaken in a particular financial year and these activities form part of the Municipal Service Delivery Budget Implementation Plan (SDBIP) and monitored on a monthly basis. During the financial year under review all indicators set were achieved 100%.

The Risk Management function of the municipality currently operates with a vacancy rate of 80% an issue which management is currently working to address through a recruitment process plan. Two positions in the latter part of the financial year of which the process is at an advanced stage.

The unit is receiving support from provincial Treasury and COGTA to ensure the plans are implemented. This support has been consistent and it is appreciated by the municipality.

### **SUPPLY CHAIN MANAGEMENT**



# Chapter 3

In its pursuit for clean governance, Merafong Local Municipality has reviewed and amended the Supply Chain Management Policy as it does annually to align it with the legislative requirements and National Treasury issued Circulars and was adopted by Council. Furthermore, in line with the Municipal Supply Chain Management (MSCM) regulation 3(c), which requires at least annually review of the implementation of the SCM policy, the approved SCM policy was reviewed during the period under review and it required no amendments.

The Municipal Supply Chain Management (MSCM) Regulation 7(3) states, each municipality must establish a Supply Chain Management unit to implement its supply chain management policy. Furthermore, MSCM 7(4) states a Supply Chain Management unit must, where possible, operate under the direct supervision of the Chief Financial Officer or an official to whom this duty has been delegated in terms of section 82 of the act. The Supply Chain Management Unit of the Merafong Local Municipality, in terms of the legislation, is responsible for the following prescribed functions:

- Demand management;
- Acquisition management;
- Disposal management;
- Logistics management;
- Performance management; and
- Risk management.

Supply Chain is currently in the process of filling the vacancies in SCM in order to allow for proper fulfilment of the SCM mandate derived from the MFMA and other applicable legislation.

Overall opinion on SCM compliance by Internal Audit of the area reviewed is fair: The system of internal control is adequate and effective to provide reasonable assurance that objectives will be met. Risk exposure is effectively controlled and managed.

T3.28.1

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

The Enterprise Risk management plan was approved by the Accounting Officer and was implemented to ensure the embedding of risk management in the day to day activities of the municipality. All activities in the plan were fully achieved. The risk identification and assessment were done for Strategic, Operational, Fraud and project risks. Strategic, Operational Fraud and Project risk registers were developed. Fraud risk assessments were included in a separate process in order to assess risk exposure in that area. Action plans were then put in place to mitigate these risks and these are monitored throughout the year and reports are prepared for the Accounting Officer and serve at the Audit Committee for oversight.



# Chapter 3

During the financial year, the risk management framework, policy and strategy were reviewed and approved by Council on the 31<sup>st</sup> July 2025 in a full Council sitting. A process of filling vacant positions in the Risk Management Unit has started and it is at an advanced stage. Risk management key performance indicator was included in the Performance agreements of senior management. Risk Management is included as a standing item in the Agenda of all Management meetings and the Chief Risk Officer has an unfettered access to Senior and all Management levels. Risk management Committee is functional with an external Chairperson.

## **SUPPLY CHAIN MANAGEMENT**

The Municipality Council has approved and implemented the SCM Policy for 2024/25 financial year. In terms of the National Treasury MFMA Circular 62 on the Supply Chain Management: Enhancing compliance and accountability, the Municipality submitted reports on the implementation of Procurement Plan on a quarterly and annual basis to various council committees.

On the 4th November 2022, The Minister of Finance issued an amendment of Preferential Procurement Policy Framework Act, 2000. Gazette no: 47452 on the specific goals replacing BBBEE certificates and related awarding systems as from the 16th of January 2023. This has led to the amendment of the supply chain policy.

The supply chain policy was also amended based on the supply chain management thresholds as published on the 14 December 2023.

The goal of this Policy is to provide a mechanism to ensure sound, sustainable and accountable SCM within the Merafong Municipality, whilst promoting black economic empowerment, to designated groups which includes general principles for achieving the following socio-economic objectives:

- To stimulate and promote local economic development in a targeted and focused manner.
- To promote resource efficiency and greening.
- To facilitate creation of employment and business opportunities.
- To promote the competitiveness.
- To increase the small business sector access, in general, to procurement business opportunities created by the municipality; and
  - To increase participation by small, medium and micro enterprises (SMME's)

**T 3.28.2**

# Chapter 3

| Legal; Risk Management; and Procurement Services Policy Objectives Taken From IDP |                                                                                                     |                      |        |         |                    |                    |        |         |      |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------|--------|---------|--------------------|--------------------|--------|---------|------|
| Service Objectives                                                                | Outline Service Targets                                                                             | 2023/24              |        | 2024/25 |                    | 2024/25            |        | 2025/26 |      |
|                                                                                   |                                                                                                     | Target               | Actual | Target  | *Previous Year (v) | *Current Year (vi) | Actual | Target  |      |
| Service Indicators                                                                | (i)                                                                                                 | *Previous Year (iii) | (iv)   | (v)     | (vi)               | (vii)              | (viii) | (ix)    | (x)  |
| Good governance and public participation                                          |                                                                                                     |                      |        |         |                    |                    |        |         |      |
| Ethical administration and good governance                                        | Number of ethics management activities implemented in accordance with plan reported as a percentage | 100%                 | 100%   | 100%    | 100%               | 100%               | 100%   | 100%    | 100% |
|                                                                                   | Percentage implementation (100) of Enterprise risk management plan                                  | 100%                 | 100%   | 100%    | 100%               | 100%               | 100%   | 100%    | 100% |
| Effective Risk Management through performance management and accountability       |                                                                                                     |                      |        |         |                    |                    |        |         |      |
| Effective and Efficient Supply Chain Management                                   |                                                                                                     |                      |        |         |                    |                    |        |         |      |
| Compliance to Supply Chain Management Processes                                   | Annual review of Supply Chain Management Policy                                                     | 100%                 | 100%   | 100%    | 100%               | 100%               | 100%   | 100%    | 100% |
| Ensure procurement processes followed comply with SCM policies                    | Percentage procurement capital projects done within stipulation of procurement plan                 | 100%                 | 100%   | 100%    | 100%               | 100%               | 100%   | 100%    | 100% |

# Chapter 3

|                                                                |                                                                  |      |      |      |      |      |      |      |      |
|----------------------------------------------------------------|------------------------------------------------------------------|------|------|------|------|------|------|------|------|
| Increasing sourcing of goods and services from local suppliers | Percentage (100) suppliers appointed through procurement process | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Legal Services                                                 |                                                                  |      |      |      |      |      |      |      |      |
| Contract Management                                            | Percentage (100) contract management system implemented          | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| T 3.28.3                                                       |                                                                  |      |      |      |      |      |      |      |      |

# Chapter 3

| Employees: Legal; Risk Management; and Procurement Services |              |              |           |                                  |                                   |
|-------------------------------------------------------------|--------------|--------------|-----------|----------------------------------|-----------------------------------|
| Job Level                                                   | Year 2023/24 | Year 2024/25 |           |                                  |                                   |
|                                                             | Employees    | Posts        | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
|                                                             | No.          | No.          | No.       | No.                              | %                                 |
| 0 - 3                                                       | 3            | 3            | 3         | 0                                | 0%                                |
| 4 - 6                                                       | 6            | 6            | 3         | 3                                | 50%                               |
| 7 - 9                                                       | 6            | 6            | 5         | 1                                | 17%                               |
| 10 - 12                                                     |              |              |           |                                  |                                   |
| <b>Total</b>                                                | <b>15</b>    | <b>15</b>    | <b>11</b> | <b>4</b>                         |                                   |
| T 3.28.4                                                    |              |              |           |                                  |                                   |

| Financial Performance Year 2024/25: Property; Legal; Risk Management and Procurement Services                                                                                 |              |                 |                   |             |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-------------------|-------------|--------------------|
| R'000                                                                                                                                                                         |              |                 |                   |             |                    |
| Details                                                                                                                                                                       | Year 2023/24 | Year 2024/25    |                   |             |                    |
|                                                                                                                                                                               | Actual       | Original Budget | Adjustment Budget | Actual      | Variance to Budget |
| <b>Total Operational Revenue</b>                                                                                                                                              |              |                 |                   |             |                    |
| Expenditure:                                                                                                                                                                  |              |                 |                   |             |                    |
| Employees                                                                                                                                                                     | 6062         |                 |                   |             | 100%               |
| Repairs and Maintenance                                                                                                                                                       | 31943        | 10              | 35000             | 8488        | -107%              |
| Other                                                                                                                                                                         |              | 853             | 305               | 412         | 90%                |
| <b>Total Operational Expenditure</b>                                                                                                                                          | <b>38005</b> | <b>863</b>      | <b>35305</b>      | <b>8900</b> | <b>90%</b>         |
| <b>Net Operational Expenditure</b>                                                                                                                                            | <b>38005</b> | <b>863</b>      | <b>35305</b>      | <b>8900</b> | <b>90%</b>         |
| Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. |              |                 |                   |             |                    |
| T 3.28.5                                                                                                                                                                      |              |                 |                   |             |                    |



# Chapter 3

## COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

This component includes: Annual Performance Scorecard Report for the current year.

Organisational Scorecard included as Annexure B of this Annual Report

# Chapter 4

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

### INTRODUCTION

The Merafong City Council resolved a strategic planning session, to review its organisational structure to address the organisational needs as determined in the IDP. The organisational structure was therefore approved by the Council on 28 November 2024 and was subsequently submitted to the MEC of Local Government for comment.

The unit after the approval of the organisational structure developed standard job description with the support of SALGA Task job evaluation template which was also approved by the Council. The evaluation of all jobs is an essential ingredient to implement the long outstanding wage curve. It is anticipated that this process will also be finalised in the 2025/26 FY. Each employee is performing duties and responsibilities in terms of a proper job description that is linked to the SDBIP.

The development of the job descriptions has prompted the unit to do skills audit to ensure that the employees are capacitated to perform their duties. The municipality developed WSP to address the skills gap for all employees. Training intervention that was done was the allocation of bursaries, provision of learnership programs and short skills programs.

The municipality has developed a plan to cascade performance management to lower levels which will be initiated in the year 2025/26 for Managers.

All related policies and workshops with the Local Labour Forum were conducted and submitted to Section 80 and waiting for the Council approval.

*T 4.0.1*

# Chapter 4

## COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

### 4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

| Description                        | Employees            |                           |                      |                      |                |
|------------------------------------|----------------------|---------------------------|----------------------|----------------------|----------------|
|                                    | 23/24                | 24/25                     |                      |                      |                |
|                                    | Employee<br>s<br>No. | Approve<br>d Posts<br>No. | Employee<br>s<br>No. | Vacancie<br>s<br>No. | Vacancies<br>% |
| Political Support Services         | 28                   | 75                        | 28                   | 47                   | 37%            |
| Office of the Municipal<br>Manager | 30                   | 46                        | 31                   | 15                   | 67%            |
| Chief Operationing Officer         | 86                   | 227                       | 87                   | 140                  | 38%            |
| Finance                            | 51                   | 146                       | 56                   | 90                   | 38%            |
| Corporate and Shared<br>Services   | 37                   | 116                       | 39                   | 77                   | 34%            |
| Technical Services                 | 163                  | 305                       | 168                  | 137                  | 55%            |
| Economic Development               | 21                   | 80                        | 22                   | 58                   | 28%            |
| Energy and Planning                | 160                  | 310                       | 166                  | 144                  | 53%            |
| Community Services                 | 52                   | 236                       | 52                   | 184                  | 22%            |
| Public Safety                      | 91                   | 173                       | 94                   | 79                   | 54%            |
| <b>Totals</b>                      | <b>719</b>           | <b>1714</b>               | <b>743</b>           | <b>971</b>           | <b>43%</b>     |
| T 4.1.1                            |                      |                           |                      |                      |                |

# Chapter 4

| 2024/2025                                                       |                                        |                                                                                                  |                                                                                      |
|-----------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Designations                                                    | *Total<br>Approved<br>Posts<br><br>No. | *Vacancies<br>(Total time<br>that<br>vacancies<br>exist using<br>fulltime<br>equivalents)<br>No. | *Vacancies<br>(as a<br>proportion of<br>total posts in<br>each<br>category)<br><br>% |
| Municipal Manager                                               | 1                                      | 0                                                                                                | 0%                                                                                   |
| CFO                                                             | 1                                      | 0                                                                                                | 0%                                                                                   |
| Other S57 Managers (excluding Finance Posts) Directors          | 8                                      | 1                                                                                                | 80%                                                                                  |
| Other S57 Managers (Finance posts) Deputy CFO                   | 1                                      | 0                                                                                                | 0%                                                                                   |
| Traffic Officer                                                 | 34                                     | 0                                                                                                | 0%                                                                                   |
| Senior management: Levels 1 nance Posts)                        | 35                                     | 9                                                                                                | 26%                                                                                  |
| Senior management: Levels 1 (Finance posts)                     | 5                                      | 1                                                                                                | 20%                                                                                  |
| Highly skilled supervision: levels4-5 (excluding Finance posts) | 96                                     | 52                                                                                               | 54%                                                                                  |
| Highly skilled supervision: levels 4-5 (Finance posts)          | 12                                     | 5                                                                                                | 42%                                                                                  |
| <b>Total</b>                                                    | <b>193</b>                             | <b>68</b>                                                                                        | <b>35%</b>                                                                           |
| T 4.1.2                                                         |                                        |                                                                                                  |                                                                                      |

| Turn-over Rate |                                                            |                                           |                 |
|----------------|------------------------------------------------------------|-------------------------------------------|-----------------|
| Details        | Total Appointments<br>as of beginning of<br>Financial Year | Terminations during<br>the Financial Year | Turn-over Rate* |
|                | No.                                                        | No.                                       | %               |
| 22/23          | 1                                                          | 64                                        | 6%              |
| 23/24          | 12                                                         | 66                                        | 6%              |
| 24/25          | 5                                                          | 27                                        | 5%              |
|                |                                                            |                                           | T 4.1.3         |

## COMMENT ON VACANCIES AND TURNOVER:

The Municipality has appointed key senior management positions, including the Chief Financial Officer, Executive Director: Corporate and Shared Services, Chief Operations Officer, Executive Manager: Energy, Executive Manager: Technical Services, Executive Manager: Public Safety, and the Deputy Chief Financial Officer. Subsequent to these appointments, the Executive Director: Corporate and Shared Services has resigned.

T 4.1.4



# Chapter 4

## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

### INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

During the year under review, workforce management focused on strengthening institutional capacity, ensuring legislative compliance, and supporting service delivery. Key areas included recruitment of critical skills, performance management, labour relations, employee wellness, skills development, and employment equity.

Progress was made in appointing key senior and middle management positions and in the review and development of workforce-related policies. Despite these improvements.

**T 4.2.0**

# Chapter 4

## 4.2 POLICIES

| HR Policies and Plans |                                             |           |          |                                                                                     |
|-----------------------|---------------------------------------------|-----------|----------|-------------------------------------------------------------------------------------|
|                       | Name of Policy                              | Completed | Reviewed | Date adopted by council or comment on failure to adopt                              |
| 1                     | Affirmative Action                          | YES       |          |                                                                                     |
| 2                     | Attraction and Retention                    | YES       | 80       |                                                                                     |
| 3                     | Code of Conduct for employees               |           |          | Waiting for Councillors Workshop for Review, Approved 20 March 2013                 |
| 4                     | Delegations, Authorisation & Responsibility | YES       | 80       |                                                                                     |
| 5                     | Disciplinary Code and Procedures            | YES       | 100      | Waiting for Councillors workshop for review                                         |
| 6                     | Essential Services                          | YES       | 80       |                                                                                     |
| 7                     | Employee Assistance / Wellness              | YES       | 100      | Waiting for Councillors workshop for review                                         |
| 8                     | Employment Equity                           | YES       | 100      | Amended draft Feb 2023                                                              |
| 9                     | Exit Management                             | YES       |          | Await Workshop for review, Amended Draft Feb 2023                                   |
| 10                    | Grievance Procedures                        | YES       | 80       |                                                                                     |
| 11                    | HIV/Aids                                    | YES       | 100      | Waiting for Councillors workshop for review                                         |
| 12                    | Human Resource and Development              | YES       |          | Approved 20 November 2023                                                           |
| 13                    | Information Technology                      | YES       | 80       |                                                                                     |
| 14                    | Job Evaluation                              | YES       | 80       | Waiting for Councillors workshop for review                                         |
| 15                    | Leave                                       | YES       | 100      | Waiting for Councillors workshop for review, Approved 20 March 2023, Draft Feb 2023 |
| 16                    | Occupational Health and Safety              | YES       | 80       | 12 November 2012 draft amended Feb 2023                                             |
| 17                    | Official Housing                            | YES       |          | Waiting for Councillors workshop for review, amended draft Feb 2023                 |
| 18                    | Official Journeys                           | YES       |          |                                                                                     |
| 19                    | Official transport to attend Funerals       | YES       | 100      |                                                                                     |
| 20                    | Official Working Hours and Overtime         | YES       | 1        | Approved 20 March 2013                                                              |
| 21                    | Organisational Rights                       | YES       |          | Waiting for Councillors workshop for review, Approved 20 March 2013 Draft Feb 2023  |
| 22                    | Payroll Deductions                          | YES       |          |                                                                                     |

# Chapter 4

|    |                                         |     |     |                                                  |
|----|-----------------------------------------|-----|-----|--------------------------------------------------|
| 23 | Performance Management and Development  | YES | 80  |                                                  |
| 24 | Recruitment, Selection and Appointments | YES | 80  | Waiting for Councillors workshop for review      |
| 25 | Remuneration Scales and Allowances      | YES | 80  | Waiting for Councillors workshop for review      |
| 26 | Resettlement                            | YES |     | Waiting for Councillors workshop for review      |
| 27 | Sexual Harassment                       | YES | 80  |                                                  |
| 28 | Skills Development                      | YES |     | Waiting for Councillors workshop for review      |
| 29 | Smoking                                 | YES | 100 |                                                  |
| 30 | Special Skills                          | YES |     | Approved 7 December 2010, Draft amended Feb 2023 |
| 31 | Work Organisation                       |     |     |                                                  |
| 32 | Uniforms and Protective Clothing        | YES | 80  |                                                  |
|    |                                         |     |     | <b>T 4.2.1</b>                                   |

## COMMENT ON WORKFORCE POLICY DEVELOPMENT:

Human Capital Policies, Wellness Occupational Health and Safety Policies, Records Management Policies, Fleet Management Policies and Information Technology Policies were identified which required to be updated and developed. Through the Local Labour Forum, the following draft Policies have been discussed and developed and are ready to be submitted to Council for discussion and approval.

- Cellular Phone Policy
- Travel and Subsistence Policy
- Fleet Policy
- Migration and Placement Policy
- Task job evaluation Policy
- Learnership Policy
- Study Assistance policy for employees
- Capacity building policy for councillors
- Records management policy
- Gifts and rewards policy
- Career and succession Policy
- Civic Funeral Policy
- Overtime Policy
- Standby Shift Policy
- Labour Relations Policy
- Employment Equity Policy
- Acting Allowance Policy

# Chapter 4

- Fleet Management Policy
- Occupational Health and Safety Policy
- Job Evaluation Policy
- Staff Establishment Policy
- Recruitment Selection and Appointment Policy
- Patch Management Policy
- ICT Governance Policy Framework
- Server Room Policy
- Incident Management Policy
- ICT Firewall Policy
- Internet usage Policy
- ICT Change Management Policy
- ICT Back up Policy
- ICT Security Policy
- ICT User Access Management Policy
- ICT Back up Policy

The undermentioned draft Human Capital Policies were distributed to the members of the Local Labour Forum and were to be discussed in the Local Labour Forum meeting.

- Sexual Harassment Policy
- Staff Retention Policy
- Scarce Skills and Retention Policy
- Language Policy
- Medical Examination Policy

**T 4.2.1.1**

# Chapter 4

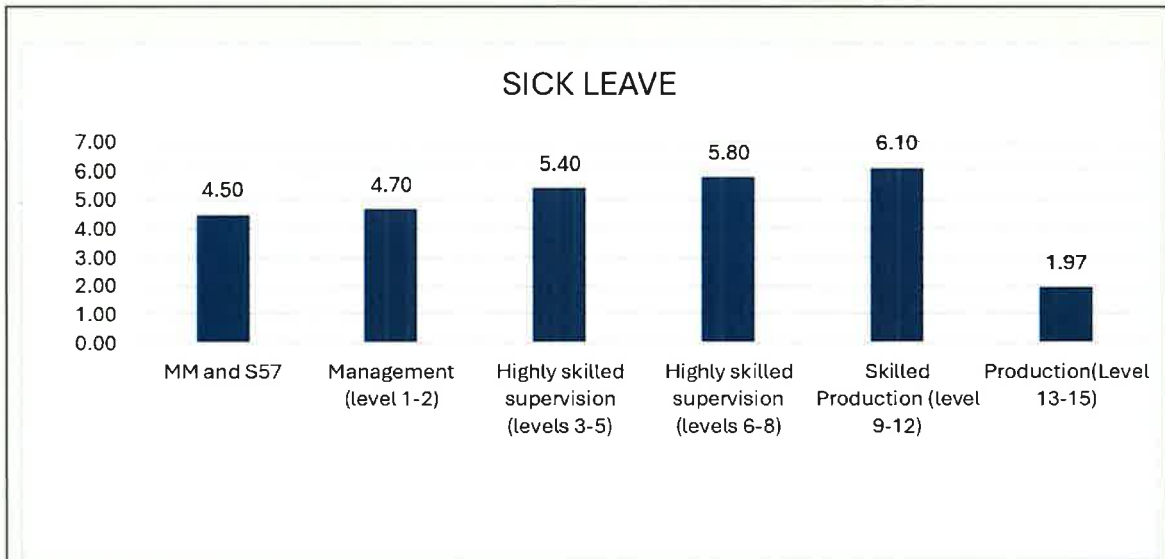
## 4.3 INJURIES, SICKNESS AND SUSPENSIONS

| Number and Cost of Injuries on Duty   |                            |                                     |                                            |                                           |                               |
|---------------------------------------|----------------------------|-------------------------------------|--------------------------------------------|-------------------------------------------|-------------------------------|
| Type of injury                        | Injury Leave Taken<br>Days | Employees using injury leave<br>No. | Proportion employees using sick leave<br>% | Average Injury Leave per employee<br>Days | Total Estimated Cost<br>R'000 |
| Required basic medical attention only | 26                         | 11                                  | 42%                                        | 5                                         | 24820                         |
| Temporary total disablement           | 60                         | 3                                   | 5%                                         | 12                                        | 53700                         |
| Permanent disablement                 | 0                          | 0                                   | 0%                                         | 0                                         | 0                             |
| Fatal                                 | 0                          | 0                                   | 0%                                         | 0                                         | 0                             |
| Total                                 | 86                         | 14                                  | 47%                                        | 17                                        | 78520                         |
| T 4.3.1                               |                            |                                     |                                            |                                           |                               |

| Salary band                                                                                                                                                    | Total sick leave<br>Days | Proportion of sick leave without medical certification<br>% | Employees using sick leave<br>No. | Total employees in post*<br>No. | *Average sick leave per Employees<br>Days | Estimated cost<br>R' 000 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------------------------------|-----------------------------------|---------------------------------|-------------------------------------------|--------------------------|
| MM and S57                                                                                                                                                     | 9                        | 0.1%                                                        | 1                                 | 2                               | 4.5 %                                     |                          |
| Management (level 1-2)                                                                                                                                         | 75                       | 0.15%                                                       | 11                                | 16                              | 4.69 %                                    |                          |
| Highly skilled supervision (levels 3-5)                                                                                                                        | 238                      | 0.14%                                                       | 30                                | 44                              | 5.41 %                                    |                          |
| Highly skilled supervision (levels 6-8)                                                                                                                        | 1039                     | 0.19%                                                       | 109                               | 179                             | 5.80 %                                    |                          |
| Skilled Production (level 9-12)                                                                                                                                | 1287                     | 0.14 %                                                      | 122                               | 211                             | 6.10 %                                    |                          |
| Production(Level 13-15)                                                                                                                                        | 770                      | 0.10 %                                                      | 135                               | 797                             | 0.97 %                                    |                          |
| Total                                                                                                                                                          | 3418                     | 0.15 %                                                      | 408                               | 1249                            | 2.74 %                                    |                          |
| * - Number of employees in post at the beginning of the year<br>*Average is calculated by taking sick leave in column 2 divided by total employees in column 5 |                          |                                                             |                                   |                                 |                                           | T 4.3.2                  |



# Chapter 4



**T 4.3.3**

## COMMENT ON INJURY AND SICK LEAVE:

Special sick leave is taken in the case of injury on duty. An Occupational Health and Safety (OHS) Policy is in place and displayed at all workplaces. All departments are required to follow the OHS regulation. Regular OHS inspections and safety audits are carried out during the year to identify any new health and safety risks. Departments were advised in terms of handling OHS matters. Training was done on a regular basis (e.g. first aid and safety representative).

Accidents and injuries on duty were investigated in terms of relevant legislation. Sick leave was monitored by HODs, and proper record was kept of all leave and sick leave taken. Where necessary, officials may be sent to medical practitioners appointed by Council for second opinion in cases of extended sick leave.

**T 4.3.4**

# Chapter 4

| Position                       |                                                                                            | Date of Suspension | Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised                                                             | Date Finalised |
|--------------------------------|--------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Clerk Grade 1                  | Use of municipal vehicle for private reasons                                               | 09-Jan-24          | Matter is ongoing                                                                                                                                | pending        |
| Manager Spatial Planning       | Unauthorised issuing of section 53 certificate                                             | 09-Jan-24          | Disciplinary hearing is concluded. Sanction is dismissal                                                                                         | 25-Sep-24      |
| Manager ICT                    | Gross negligence                                                                           | 22-Feb-24          | Disciplinary hearing concluded . Ruling is issued . Matter postponed for sentencing.                                                             | pending        |
| Manager Electrical engineering | Procurement of a service provider without following internal processes and SCM Policies.   | 30-Jan-24          | Matter has been finalised, employee has been demoted 1 level below as per 2008 organisational structure and given 6 months final written warning | 30-Oct-24      |
| Manager Expenditure            | Irregular authorisation of salaries and failure to execute lawful instructions.            | 20-Dec-23          | Matter has been finalised, Employee has been demoted to level 3, and given 6 months final written warning                                        | 16-Sep-24      |
| Electricians                   | Failing to carry out lawful and reasonable instruction to return to work (unlawful strike) | 29-Jan-24          | Matter has been finalised, employees were given 12 months final written warning.                                                                 | 05-Sep-24      |
| Senior stock controller        | Insubordination and abuse of sick leave                                                    | 09-May-25          | The matter is on going                                                                                                                           | pending        |
| Senior engineering technician  | Giving unauthorised instructions                                                           | 13-Aug-24          | The matter has been finalised, awaiting chairpersons ruling                                                                                      | pending        |
|                                |                                                                                            |                    |                                                                                                                                                  | <b>T 4.3.5</b> |

## Disciplinary Action Taken on Cases of Financial Misconduct

During the year, the Municipality didn't deal with cases of Financial Misconduct

**T 4.3.6**

# Chapter 4

## 4.4 PERFORMANCE REWARDS

| Performance Rewards By Gender                                                        |                     |                                    |                         |                                            |                                            |
|--------------------------------------------------------------------------------------|---------------------|------------------------------------|-------------------------|--------------------------------------------|--------------------------------------------|
| Designations                                                                         | Beneficiary profile |                                    |                         |                                            |                                            |
|                                                                                      | Gender              | Total number of employees in group | Number of beneficiaries | Expenditure on rewards Year 2023/24 R' 000 | Proportion of beneficiaries within group % |
| Lower skilled (Levels 1-2)                                                           | Female              | 0                                  |                         |                                            |                                            |
|                                                                                      | Male                | 0                                  |                         |                                            |                                            |
| Skilled (Levels 3-5)                                                                 | Female              | 0                                  |                         |                                            |                                            |
|                                                                                      | Male                | 0                                  |                         |                                            |                                            |
| Highly skilled production (levels 6-8)                                               | Female              | 0                                  |                         |                                            |                                            |
|                                                                                      | Male                | 0                                  |                         |                                            |                                            |
| Highly skilled supervision (levels 9-12)                                             | Female              | 0                                  |                         |                                            |                                            |
|                                                                                      | Male                | 0                                  |                         |                                            |                                            |
| Senior management (Levels 13-15)                                                     | Female              | 0                                  |                         |                                            |                                            |
|                                                                                      | Male                | 0                                  |                         |                                            |                                            |
| MM and S57                                                                           | Female              | 3                                  | 3                       | 0                                          | 0%                                         |
|                                                                                      | Male                | 4                                  | 4                       | 0                                          | 0%                                         |
| Total                                                                                |                     | 7                                  | 7                       | 0                                          |                                            |
| Has the statutory municipal calculator been used as part of the evaluation process ? |                     |                                    |                         |                                            | Yes/No                                     |
|                                                                                      |                     |                                    |                         |                                            | <b>T 4.4.1</b>                             |

### COMMENT ON PERFORMANCE REWARDS:

No performance rewards in the current financial year.

**T 4.4.1.1**

# Chapter 4

## COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

### INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

#### INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

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

Merafong City Local Municipality continues the journey and commitment to capacitate its Officials, Councillors and Unemployed Youth to be effective, efficient and accountable.

#### WORKPLACE SKILLS PLAN (WSP) & ANNUAL TRAINING REPORT (ATR) 2024/2025

Merafong City Local Municipality was able to compile and submit Workplace Skills Plan (WSP) and Annual Training Report (ATR) 2024 / 2025 on the submission date of the 30th April 2024.

#### TRAINING COMMITTEE

Training Committee is functional and agreed to sit twice in a quarter and special meetings will be called as and when the need arises to discuss and conclude on pressing issues.

Members of the committee has been appointed according to COGTA Municipal Staff Regulation.

#### WORKFORCE CAPACITY DEVELOPMENT

Merafong City Local Municipality continues the journey and commitment to capacitate its Officials, Councillors and Unemployed Youth to be effective, efficient and accountable.

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#### TRAINING COMMITTEE

Training Committee is functional and agreed to sit twice in a quarter and special meetings will be called as and when the need arises to discuss and conclude on pressing issues.

Members of the committee has been appointed according to COGTA Municipal Staff Regulation.

# Chapter 4

## DISCRETIONARY GRANTS

Municipality has been able to develop its workforce through partnerships with funders from different sectors. The partnerships have been created with the following institutions: -

- COGTA
- SALGA
- Treasury
- MISA
- Local Government SETA
- Construction CETA SETA
- PSETA
- W&R SETA
- ETDPA SETA
- WESTCOL
- South-West College

The aim is to create more partnerships to increase the scope of funders to benefit the municipality. Merafong were able to train employees under the following programmes in Financial Year 2023/2024: -

- Skills Development Programmes
- Learnerships
- Apprenticeship
- Internships (Placement of WILL Student)
- Internships

## MANDATORY GRANTS - STUDY ASSISTANCE

Municipality has also been able to advertise and award Study Assistance to municipal employees for 2023/2024 for and for 2024/2025 for employees. Study Assistance has been implemented sourcing funding from Mandatory grants received from LGSETA from 2022/2023 and 2023/2024 for different studies.

The municipality is intending to open applications for Study Assistance from hence forth for every beginning of each semester to give employees to upgrade their qualifications and increase their knowledge.

## DECLARATION OF INTENT

Municipality is intending to apply for more discretionary grants for different programmes on up coming open windows of different SETAs for financial year 2024/2025.



# Chapter 4

## PANEL OF TRAINING PROVIDERS

The Municipality is aiming to advertise for extension of Panel of Training Providers to augment on the three that is appointed to make them readily available as and when needed. The three year contracts expires October 2025.

## CHALLENGES

- 1% of our Annual Gross Salary is still a challenge as we are unable to utilize because municipality is unable to collect enough revenue.
- Construction CETA allocated three (3) Programmes, Short Skills Programme, Apprenticeship and Learnership that amounted to R10 025 800.00 for unemployed youth. Two Short Skills for 100 learners and Learnership for 20 unemployed, LGSETA and Municipality also implemented a Short Skills training for hygiene and Cleaning and Cleaning 200 unemployed.
- The Municipality required documents in time (e.g. tax clearance certificate, COIDA Letter of Good Standing, Safety Compliance Certificate) and qualified Mentors in place.
- Approval of the organizational structure by Council during November 2024."

**T 4.5.0**

# Chapter 4

## 4.5 SKILLS DEVELOPMENT AND TRAINING

| Skills Matrix                                            |        |                                        |                                                                      |                             |                     |                                         |                             |                             |                             |                             |                     |                             |                             |                  |       |
|----------------------------------------------------------|--------|----------------------------------------|----------------------------------------------------------------------|-----------------------------|---------------------|-----------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------|-----------------------------|-----------------------------|------------------|-------|
| Management level                                         | Gender | Employees in post as at 30 June Year 0 | Number of skilled employees required and actual as at 30 June Year 0 |                             |                     |                                         |                             |                             |                             |                             |                     |                             |                             |                  |       |
|                                                          |        |                                        | Learnerships                                                         |                             |                     | Skills programmes & other short courses |                             |                             | Other forms of training     |                             |                     |                             |                             |                  | Total |
|                                                          |        |                                        | Actual: End of Year 2023/24                                          | Actual: End of Year 2024/25 | Year 2024/25 Target | Target: End of Year 2023/24             | Target: End of Year 2024/25 | Actual: Year 2024/25 Target | Actual: End of Year 2023/24 | Actual: End of Year 2024/25 | Year 2024/25 Target | Actual: End of Year 2023/24 | Actual: End of Year 2024/25 |                  |       |
|                                                          |        | No.                                    |                                                                      |                             |                     |                                         |                             |                             |                             |                             |                     |                             |                             | Y 2024/25 Target |       |
| MM and s57                                               | Female | 5                                      |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 0                   | 1                           |                             |                  | 1     |
|                                                          | Male   | 5                                      |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 1                   | 2                           |                             | 1                | 2     |
| Councillors, senior officials and managers               | Female | 2                                      |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 3                   | 3                           |                             | 3                | 3     |
|                                                          | Male   | 3                                      |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 4                   | 4                           |                             | 4                | 4     |
| Technicians and associate professionals*                 | Female | 4                                      |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 2                   | 2                           |                             | 2                | 2     |
|                                                          | Male   | 8                                      |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 8                   | 9                           |                             | 8                | 9     |
| Professionals                                            | Female | 8                                      |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 6                   | 6                           |                             | 6                | 6     |
|                                                          | Male   | 6                                      |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 2                   | 2                           |                             | 2                | 2     |
| Sub total                                                | Female | 19                                     |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 11                  | 12                          |                             | 11               | 12    |
|                                                          | Male   | 22                                     |                                                                      |                             |                     |                                         |                             |                             |                             |                             | 15                  | 17                          |                             | 15               | 17    |
| Total                                                    |        | 82                                     | 0                                                                    | 0                           | 0                   | 0                                       | 0                           | 0                           | 0                           | 0                           | 52                  | 58                          | 0                           | 52               | 58    |
| *Registered with professional Associate Body e.g CA (SA) |        |                                        |                                                                      |                             |                     |                                         |                             |                             |                             |                             |                     |                             |                             |                  |       |

# Chapter 4

| Financial Competency Development: Progress Report*                                                                                                                |                                                                                                                |                                                                                                                         |                                      |                                                                                                               |                                                                                                                                                    |                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Description                                                                                                                                                       | A.<br>Total<br>number of<br>officials<br>employed<br>by<br>municipality<br>(Regulation<br>14(4)(a)<br>and (c)) | B.<br>Total<br>number of<br>officials<br>employed<br>by<br>municipal<br>entities<br>(Regulation<br>14(4)(a)<br>and (c)) | Consolidated:<br>Total of A<br>and B | Consolidated:<br>Competency<br>assessments<br>completed for<br>A and B<br>(Regulation<br>14(4)(b) and<br>(d)) | Consolidated:<br>Total number<br>of officials<br>whose<br>performance<br>agreements<br>comply with<br>Regulation<br>16<br>(Regulation<br>14(4)(f)) | Consolidated:<br>Total number<br>of officials<br>that meet<br>prescribed<br>competency<br>levels<br>(Regulation<br>14(4)(e)) |
| <b>Financial<br/>Officials</b>                                                                                                                                    |                                                                                                                |                                                                                                                         |                                      |                                                                                                               |                                                                                                                                                    |                                                                                                                              |
| <i>Accounting<br/>officer</i>                                                                                                                                     | 1                                                                                                              | 0                                                                                                                       | 1                                    | 1                                                                                                             | 1                                                                                                                                                  | 1                                                                                                                            |
| <i>Chief<br/>financial<br/>officer</i>                                                                                                                            | 1                                                                                                              | 0                                                                                                                       | 1                                    | 1                                                                                                             | 1                                                                                                                                                  | 0                                                                                                                            |
| <i>Senior<br/>managers</i>                                                                                                                                        | 7                                                                                                              | 0                                                                                                                       | 7                                    | 7                                                                                                             | 7                                                                                                                                                  | 0                                                                                                                            |
| <i>Any other<br/>financial<br/>officials</i>                                                                                                                      | 5                                                                                                              | 0                                                                                                                       | 5                                    | 5                                                                                                             | 0                                                                                                                                                  | 0                                                                                                                            |
| <b>Supply<br/>Chain<br/>Management<br/>Officials</b>                                                                                                              | 5                                                                                                              | 0                                                                                                                       | 5                                    | 5                                                                                                             | 0                                                                                                                                                  | 5                                                                                                                            |
| <i>Heads of<br/>supply chain<br/>management<br/>units</i>                                                                                                         | 1                                                                                                              | 0                                                                                                                       | 1                                    | 1                                                                                                             | 0                                                                                                                                                  | 0                                                                                                                            |
| <i>Supply chain<br/>management<br/>senior<br/>managers</i>                                                                                                        | 0                                                                                                              | 0                                                                                                                       | 0                                    | 0                                                                                                             | 0                                                                                                                                                  |                                                                                                                              |
| <b>TOTAL</b>                                                                                                                                                      | <b>20</b>                                                                                                      | <b>0</b>                                                                                                                | <b>20</b>                            | <b>20</b>                                                                                                     | <b>9</b>                                                                                                                                           | <b>6</b>                                                                                                                     |
| * This is a statutory report under the National Treasury: Local Government: MFMA<br>Competency Regulations (June 2007) <span style="float: right;">T 4.5.2</span> |                                                                                                                |                                                                                                                         |                                      |                                                                                                               |                                                                                                                                                    |                                                                                                                              |

# Chapter 4

| Skills Development Expenditure                                                               |        |                                                     |                                                                           |        |                                         |        |                         |        |                 |        |
|----------------------------------------------------------------------------------------------|--------|-----------------------------------------------------|---------------------------------------------------------------------------|--------|-----------------------------------------|--------|-------------------------|--------|-----------------|--------|
| Management level                                                                             | Gender | Employees as at the beginning of the financial year | Original Budget and Actual Expenditure on skills development Year 2025/26 |        |                                         |        |                         |        |                 |        |
|                                                                                              |        |                                                     | Learnerships                                                              |        | Skills programmes & other short courses |        | Other forms of training |        | Total           |        |
|                                                                                              |        | No.                                                 | Original Budget                                                           | Actual | Original Budget                         | Actual | Original Budget         | Actual | Original Budget | Actual |
| MM and S57                                                                                   | Female | 3                                                   |                                                                           |        |                                         |        |                         |        |                 |        |
|                                                                                              | Male   | 4                                                   |                                                                           |        |                                         |        |                         |        |                 |        |
| Legislators, senior officials and managers                                                   | Female | 22                                                  |                                                                           |        |                                         |        |                         |        |                 |        |
|                                                                                              | Male   | 14                                                  |                                                                           |        |                                         |        |                         |        |                 |        |
| Professionals                                                                                | Female | 28                                                  |                                                                           |        |                                         |        |                         |        |                 |        |
|                                                                                              | Male   | 35                                                  |                                                                           |        |                                         |        |                         |        |                 |        |
| Technicians and associate professionals                                                      | Female | 102                                                 |                                                                           |        |                                         |        |                         |        |                 |        |
|                                                                                              | Male   | 208                                                 |                                                                           |        |                                         |        |                         |        |                 |        |
| Clerks                                                                                       | Female | 8                                                   |                                                                           |        |                                         |        |                         |        |                 |        |
|                                                                                              | Male   | 18                                                  |                                                                           |        |                                         |        |                         |        |                 |        |
| Service and sales workers                                                                    | Female | 8                                                   |                                                                           |        |                                         |        |                         |        |                 |        |
|                                                                                              | Male   | 8                                                   |                                                                           |        |                                         |        |                         |        |                 |        |
| Plant and machine operators and assemblers                                                   | Female | 6                                                   |                                                                           |        |                                         |        |                         |        |                 |        |
|                                                                                              | Male   | 20                                                  |                                                                           |        |                                         |        |                         |        |                 |        |
| Elementary occupations                                                                       | Female | 26                                                  |                                                                           |        |                                         |        |                         |        |                 |        |
|                                                                                              | Male   | 230                                                 |                                                                           |        |                                         |        |                         |        |                 |        |
| Sub total                                                                                    | Female | 203                                                 |                                                                           |        |                                         |        |                         |        |                 |        |
|                                                                                              | Male   | 537                                                 |                                                                           |        |                                         |        |                         |        |                 |        |
| Total                                                                                        |        | 740                                                 | 0                                                                         | 0      | 0                                       | 0      | 0                       | 0      |                 |        |
| *% and *R value of municipal salaries (original budget) allocated for workplace skills plan. |        |                                                     |                                                                           |        |                                         |        |                         |        | %*              | *R     |
| T4                                                                                           |        |                                                     |                                                                           |        |                                         |        |                         |        |                 |        |



# Chapter 4

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

The Municipality has an approved Workplace Skills Plan aimed at addressing skills gaps and ensuring compliance with legislative requirements. The training plan is generally adequate; however, implementation during the year was partially achieved due to operational demands and budget constraints.

Variances between budgeted and actual training expenditure resulted mainly from postponed training programmes, staff availability challenges, and the use of cost-effective in-house training. The current level of funding is sufficient for compliance-related training, and the Municipality intends to maintain this level of expenditure in future financial years, subject to affordability. The value of training is assessed through attendance records, post-training evaluations, and improved compliance and performance.

**T 4.5.4**

## COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

### INTRODUCTION TO WORKFORCE EXPENDITURE

Merafong had an increase in the workforce expenditure and employee related cost as this was as a result of critical positions that were filled to address the finding of the Auditor General on the inadequacy of the control environment

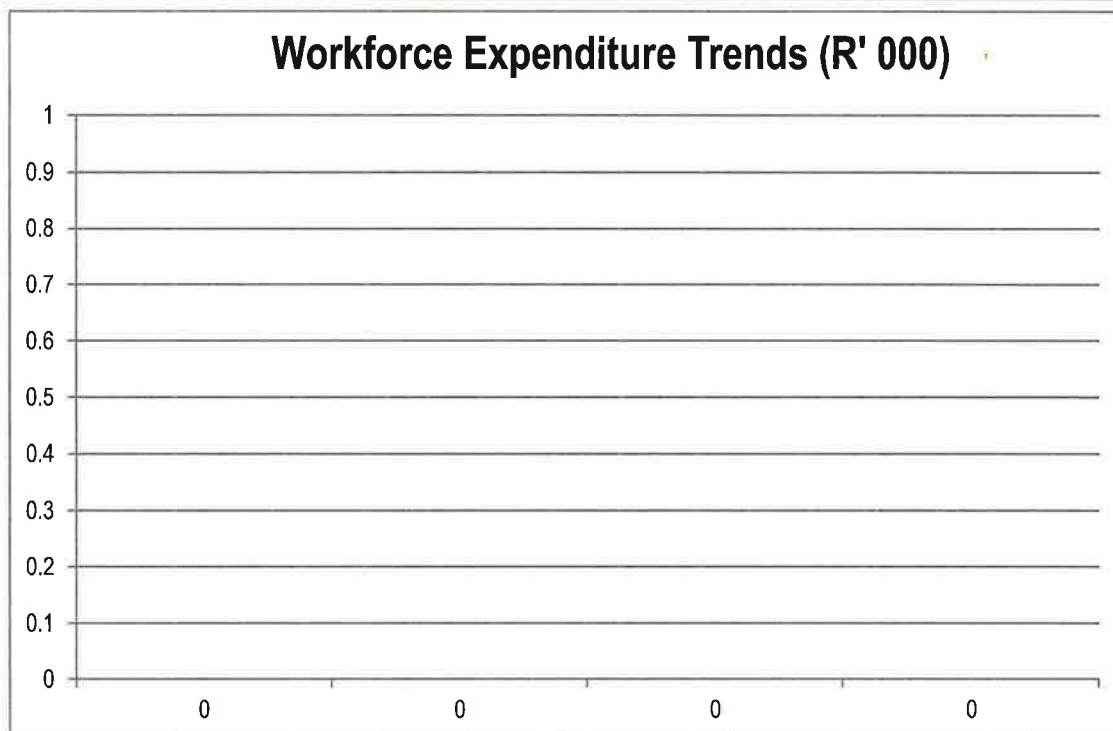
The process of filling critical position will continue with the expected improvement in the control environment and operational efficiencies

**T 4.6.0**



# Chapter 4

## 4.6 EMPLOYEE EXPENDITURE



Source: MBRR SA22

T 4.6.1

### COMMENT ON WORKFORCE EXPENDITURE:

Employee costs in Merafong City Local Municipality have shown a steady increase over the past three years, rising from R 367 065 000 in 2021/22 to R 412 317 000 in 2023/24, while councillor remuneration also increased modestly over the same period. The 2025/26 budget continues to prioritise workforce costs within overall operational expenditure. Employee costs currently account for approximately 17 % of the operating budget, reflecting a high workforce ratio that limits flexibility for other service delivery and capital projects.

The increase in expenditure is driven by annual salary adjustments, the filling of key managerial positions, temporary overtime to cover vacancies, and ongoing training and development initiatives, as well as pressures from budget constraints and irregular expenditure. Careful workforce planning remains essential to ensure that personnel costs are balanced with operational efficiency and service delivery priorities.

T 4.6.1.1

# Chapter 4

| Number Of Employees Whose Salaries Were Increased Due To Their Positions Being Upgraded                                                                                          |        |       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|
| Beneficiaries                                                                                                                                                                    | Gender | Total |
| Lower skilled (Levels 1-2)                                                                                                                                                       | Female | 1     |
|                                                                                                                                                                                  | Male   | 1     |
| Skilled (Levels 3-5)                                                                                                                                                             | Female | 0     |
|                                                                                                                                                                                  | Male   | 0     |
| Highly skilled production (Levels 6-8)                                                                                                                                           | Female | 0     |
|                                                                                                                                                                                  | Male   | 0     |
| Highly skilled supervision (Levels 9-12)                                                                                                                                         | Female | 2     |
|                                                                                                                                                                                  | Male   | 2     |
| Senior management (Levels 13-16)                                                                                                                                                 | Female | 0     |
|                                                                                                                                                                                  | Male   | 0     |
| MM and S 57                                                                                                                                                                      | Female | 0     |
|                                                                                                                                                                                  | Male   | 0     |
| Total                                                                                                                                                                            |        | 6     |
| Those with disability are shown in brackets '(x)' in the 'Number of beneficiaries' column as well as in the numbers at the right hand side of the column (as illustrated above). |        |       |

T 4.6.2

| Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation |                     |           |                    |                      |
|-----------------------------------------------------------------------------|---------------------|-----------|--------------------|----------------------|
| Occupation                                                                  | Number of employees | Job level | Remuneration level | Reason for deviation |
| 0                                                                           | 0                   | 0         | 0                  | N/A                  |
| 0                                                                           | 0                   | 0         | 0                  |                      |
| 0                                                                           | 0                   | 0         | 0                  |                      |
| 0                                                                           | 0                   | 0         | 0                  |                      |
| 0                                                                           | 0                   | 0         | 0                  |                      |
|                                                                             |                     |           |                    | T 4.6.3              |

| Employees appointed to posts not approved |       |                     |               |                                                       |
|-------------------------------------------|-------|---------------------|---------------|-------------------------------------------------------|
| Department                                | Level | Date of appointment | No. appointed | Reason for appointment when no established post exist |
| 0                                         | 0     | 0                   | 0             |                                                       |
| 0                                         | 0     | 0                   | 0             |                                                       |
| 0                                         | 0     | 0                   | 0             |                                                       |
| 0                                         | 0     | 0                   | 0             |                                                       |
| 0                                         | 0     | 0                   | 0             |                                                       |
|                                           |       |                     |               | T 4.6.4                                               |

# Chapter 4

## DISCLOSURES OF FINANCIAL INTERESTS

During this financial year, Disclosures of interest was coordinated through the Ethics Office of the Municipality. Councillor, Ward Committees, and Management made declarations. Information is detailed in **Appendix J**.

**T 4.6.6**

# Chapter 5

## CHAPTER 5 – FINANCIAL PERFORMANCE

### INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

T 5.0.1

### COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

#### INTRODUCTION TO FINANCIAL STATEMENTS

Merafong City realized a deficit of R1 135 146 170 (2024: R632 290 205). The deficit is attributable to incurrance of high water and electricity distribution losses which averaged 42% and 55% respectively as well as high impairment of debtors which stood at 95.7% of debtors. Another major contributor to the deficit is that the municipality continues to incur high maintenance costs on ageing infrastructure and incurs significant finance costs due to inadequate cashflows to pay Randwater and Eskom historical debt.

The municipality through council is, putting up measures to ensure there is improvement in financial health in the near future. Primarily, Merafong City is under Financial Recovery Plan and is currently implementing strategies outlined in the FRP to ensure return to profitability.

Merafong City has entered into a distribution agency agreement (DAA) with Eskom which the council believes will help improve the collection rate, reduce distribution losses as well as reduce interest rates as the municipality is anticipating having positive cashflows emanating from the electricity business as soon as the DAA is implemented. The municipality has also agreed on payment arrangements with Randwater which will result in the freezing of interest arising from old debt.

Debt collection remains a significant challenge within the municipality. The low collection rate averaging 50% during the year pauses as a significant threat to the financial health of the municipality. The municipality continues to engage the mines through the VAR board and hopes a determination will be made soon so the municipality will be able to bill and collect 100% of the rates billed to the mines. Since the municipality cannot cut electricity in townships in order to force customers to pay for other services like property rates, as this service is supplied by Eskom, the municipality will continue to make use of Debt Collectors as part of implementing stringent credit control policies. With the implementation of revenue enhancement strategy and also exercising very stringent credit control policies.

Table 5.1 below illustrates the financial performance of the municipality during 2024/25 financial year

T 5.1.0



# Chapter 5

## 5.1 STATEMENTS OF FINANCIAL PERFORMANCE

| Description                                                          | Year 2025        |                                                    |                          |                                           |                                          |                  |                  |                          |               |                                     |                                        |
|----------------------------------------------------------------------|------------------|----------------------------------------------------|--------------------------|-------------------------------------------|------------------------------------------|------------------|------------------|--------------------------|---------------|-------------------------------------|----------------------------------------|
|                                                                      | Original Budget  | Budget Adjustments (i.to. s28 and s31 of the MFMA) | Final adjustments budget | Shifting of funds (i.to. s31 of the MFMA) | Virement (i.to. Council approved policy) | Final Budget     | Actual Outcome   | Unauthorised expenditure | Variance      | Actual Outcome as % of Final Budget | Actual Outcome as % of Original Budget |
| R thousands                                                          | 1                | 2                                                  | 3                        | 4                                         | 5                                        | 6                | 7                | 8                        | 9             | 10                                  | 11                                     |
| <b>Financial Performance</b>                                         |                  |                                                    |                          |                                           |                                          |                  |                  |                          |               |                                     |                                        |
| Property rates                                                       | 737 199          | (187 000)                                          | 550 199                  |                                           |                                          | 550 199          | 527 857          |                          | 22 341        |                                     |                                        |
| Service charges                                                      | 1 085 754        | 46 437                                             | 1 132 191                |                                           |                                          | 1 132 191        | 858 150          |                          | 274 041       |                                     |                                        |
| Investment revenue                                                   | 15 000           | 15 000                                             | 30 000                   |                                           |                                          | 30 000           | 11 231           |                          | 18 769        |                                     |                                        |
| Transfers recognised - operational                                   | 337 435          | 4 772                                              | 342 207                  |                                           |                                          | 342 207          | 343 527          |                          | (1 320)       |                                     |                                        |
| Other own revenue                                                    | 578 945          | (169 324)                                          | 409 621                  |                                           |                                          | 409 621          | 258 951          |                          | 150 680       |                                     |                                        |
| <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>2 754 332</b> | <b>(290 115)</b>                                   | <b>2 464 217</b>         |                                           |                                          | <b>2 464 217</b> | <b>2 464 217</b> |                          | -             |                                     |                                        |
| Employee costs                                                       | 539 316          | (102 966)                                          | 436 350                  |                                           |                                          | 436 350          | 434 012          |                          | 2 338         |                                     |                                        |
| Remuneration of councillors                                          | 28 517           | (3 365)                                            | 25 151                   |                                           |                                          | 25 151           | 27 103           |                          | (1 951)       |                                     |                                        |
| Debt impairment                                                      | 805 859          | (567 231)                                          | 238 628                  |                                           |                                          | 238 628          | 238 628          |                          | 238 628       |                                     |                                        |
| Depreciation & asset impairment                                      | 171 600          | (5 617)                                            | 165 983                  |                                           |                                          | 165 983          | 144 447          |                          | 21 536        |                                     |                                        |
| Finance charges                                                      | 153 118          | 13 071                                             | 166 190                  |                                           |                                          | 166 190          | 266 520          |                          | (100 331)     |                                     |                                        |
| Materials and bulk purchases                                         | 652 964          | 215 333                                            | 868 297                  |                                           |                                          | 868 297          | 800 170          |                          | 68 127        |                                     |                                        |
| Transfers and grants                                                 | 1 102            | (540)                                              | 562                      |                                           |                                          | 562              | 513              |                          | 50            |                                     |                                        |
| Other expenditure                                                    | 360 888          | 503 563                                            | 864 451                  |                                           |                                          | 864 451          | 555 285          |                          | 299 166       |                                     |                                        |
| <b>Total Expenditure</b>                                             | <b>2 713 364</b> | <b>52 248</b>                                      | <b>2 765 612</b>         |                                           |                                          | <b>2 765 612</b> | <b>2 765 612</b> |                          | -             |                                     |                                        |
| <b>Surplus/(Deficit)</b>                                             | <b>40 968</b>    | <b>(342 363)</b>                                   | <b>11 280</b>            |                                           |                                          | <b>11 280</b>    | <b>11 280</b>    |                          | -             |                                     |                                        |
| Transfers recognised - capital                                       | 170 430          | (10 136)                                           | 160 294                  |                                           |                                          | 160 294          | 115 538          |                          | 44 756        |                                     |                                        |
| Contributions recognised - capital & contributed assets              |                  |                                                    |                          |                                           |                                          |                  |                  |                          | -             |                                     |                                        |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b> | <b>211 398</b>   | <b>(352 499)</b>                                   | <b>171 574</b>           |                                           |                                          | <b>171 574</b>   | <b>126 818</b>   |                          | <b>44 756</b> |                                     |                                        |
| Share of surplus/ (deficit) of associate                             |                  |                                                    |                          |                                           |                                          |                  |                  |                          | -             |                                     |                                        |
| <b>Surplus/(Deficit) for the year</b>                                | <b>211 398</b>   | <b>(352 499)</b>                                   | <b>171 574</b>           |                                           |                                          | <b>171 574</b>   | <b>126 818</b>   |                          | <b>44 756</b> |                                     |                                        |
| <b>Capital expenditure &amp; funds source</b>                        |                  |                                                    |                          |                                           |                                          |                  |                  |                          |               |                                     |                                        |
| <b>Capital expenditure</b>                                           |                  |                                                    |                          |                                           |                                          |                  |                  |                          |               |                                     |                                        |
| Transfers recognised - capital                                       | 3 100            | 188 768                                            | 191 868                  |                                           |                                          | 191 868          | 119 891          |                          | (119 891)     |                                     |                                        |
| Public contributions & donations                                     | 600              | 162 428                                            | 163 028                  |                                           |                                          | 163 028          | 142 077          |                          | 49 791        |                                     |                                        |
| Borrowing                                                            |                  |                                                    |                          |                                           |                                          |                  |                  |                          | 163 028       |                                     |                                        |
| Internally generated funds                                           | 2 500            | 26 340                                             | 28 840                   |                                           |                                          | 28 840           | (22 186)         |                          | 51 026        |                                     |                                        |
| <b>Total sources of capital funds</b>                                |                  |                                                    |                          |                                           |                                          |                  |                  |                          |               |                                     |                                        |
| <b>Cash flows</b>                                                    |                  |                                                    |                          |                                           |                                          |                  |                  |                          |               |                                     |                                        |
| Net cash from (used) operating                                       | 845 473          | (67 952)                                           | 777 521                  |                                           |                                          | 777 521          | 1 395 523        |                          | (618 002)     |                                     |                                        |
| Net cash from (used) investing                                       | (209 470)        | (416 904)                                          | (626 374)                |                                           |                                          | (626 374)        | (150 850)        |                          | (475 524)     |                                     |                                        |
| Net cash from (used) financing                                       |                  |                                                    |                          |                                           |                                          |                  |                  |                          | -             |                                     |                                        |
| <b>Cash/cash equivalents at the year end</b>                         |                  |                                                    |                          |                                           |                                          |                  |                  |                          |               |                                     |                                        |



# Chapter 5

| Financial Performance of Operational Services                                                                                                                                                                                                                                                                                     |                |                 |                    |                |                    |                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------|--------------------|----------------|--------------------|--------------------|
| Description                                                                                                                                                                                                                                                                                                                       | Year 2024      | Year 2025       |                    |                | Year 2025 Variance |                    |
|                                                                                                                                                                                                                                                                                                                                   | Actual         | Original Budget | Adjustments Budget | Actual         | Original Budget    | Adjustments Budget |
| <b>Operating Cost</b>                                                                                                                                                                                                                                                                                                             |                |                 |                    |                |                    |                    |
| Water                                                                                                                                                                                                                                                                                                                             | 26 485         | 23 572          | 28 075             | 23 042         | -2.30%             | -21.84%            |
| Waste Water (Sanitation)                                                                                                                                                                                                                                                                                                          | 8 541          | 8 285           | 9 054              | 8 456          | 2.02%              | -7.07%             |
| Electricity                                                                                                                                                                                                                                                                                                                       | 12 355         | 10 254          | 12 478             | 13 219         | 22.43%             | 5.61%              |
| Waste Management                                                                                                                                                                                                                                                                                                                  | 14 232         | 13 235          | 13 662             | 12 097         | -9.41%             | -12.94%            |
| Housing                                                                                                                                                                                                                                                                                                                           | 6 542          | 5 496           | 5 954              | 6 346          | 13.40%             | 6.19%              |
| Component A: sub-total                                                                                                                                                                                                                                                                                                            | 68 155         | 60 842          | 69 222             | 63 161         | 3.67%              | -9.60%             |
| Waste Water (Stormwater Drainage)                                                                                                                                                                                                                                                                                                 | 5 643          | 5 530           | 5 925              | 5 304          | -4.26%             | -11.70%            |
| Roads                                                                                                                                                                                                                                                                                                                             | 5 643          | 5 530           | 5 925              | 5 304          | -4.26%             | -11.70%            |
| Transport                                                                                                                                                                                                                                                                                                                         | 5 322          | 4 470           | 5 747              | 4 630          | 3.45%              | -24.14%            |
| Component B: sub-total                                                                                                                                                                                                                                                                                                            | 16 607         | 8 455           | 8 624              | 9 554          | 11.50%             | 9.73%              |
| Planning                                                                                                                                                                                                                                                                                                                          | 1 254          | 1 003           | 1 191              | 1 354          | 25.93%             | 12.04%             |
| Local Economic Development                                                                                                                                                                                                                                                                                                        | 2 516          | 2 063           | 2 264              | 2 340          | 11.83%             | 3.23%              |
| Component B: sub-total                                                                                                                                                                                                                                                                                                            | 3 769          | 3 066           | 3 455              | 3 693          | 17.00%             | 6.46%              |
| Planning (Strategic & Regulatory)                                                                                                                                                                                                                                                                                                 | 12 546         | 10 413          | 11 793             | 11 542         | 9.78%              | -2.17%             |
| Local Economic Development                                                                                                                                                                                                                                                                                                        | 2 355          | 2 190           | 2 425              | 2 402          | 8.82%              | -0.98%             |
| Component C: sub-total                                                                                                                                                                                                                                                                                                            | 14 900         | 12 603          | 14 218             | 13 944         | 9.62%              | -1.97%             |
| Community & Social Services                                                                                                                                                                                                                                                                                                       | 4 565          | 3 698           | 4 337              | 4 291          | 13.83%             | -1.06%             |
| Environmental Protection                                                                                                                                                                                                                                                                                                          | 5 649          | 4 971           | 6 157              | 4 971          | 0.00%              | -23.86%            |
| Health                                                                                                                                                                                                                                                                                                                            | 5 649          | 4 971           | 6 157              | 4 971          | 0.00%              | -23.86%            |
| Security and Safety                                                                                                                                                                                                                                                                                                               | 5 649          | 4 971           | 6 157              | 4 971          | 0.00%              | -23.86%            |
| Sport and Recreation                                                                                                                                                                                                                                                                                                              | 5 649          | 4 971           | 6 157              | 4 971          | 0.00%              | -23.86%            |
| Corporate Policy Offices and Other                                                                                                                                                                                                                                                                                                | 5 649          | 4 971           | 6 157              | 4 971          | 0.00%              | -23.86%            |
| Component D: sub-total                                                                                                                                                                                                                                                                                                            | 32 808         | 28 552          | 35 122             | 29 145         | 2.04%              | -20.51%            |
| <b>Total Expenditure</b>                                                                                                                                                                                                                                                                                                          | <b>136 240</b> | <b>113 518</b>  | <b>130 642</b>     | <b>119 497</b> | <b>5.00%</b>       | <b>-9.33%</b>      |
| In this table operational income is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. |                |                 |                    |                |                    |                    |

T 5.1.2

## COMMENT ON FINANCIAL PERFORMANCE:

Revenue for the year was recorded at average 50% of the Adjustments Budget. The growth in revenue over the previous year was averages 6% in in line with inflation adjustment. Operating expenditure increased marginally in line with inflation projections over the previous year. The year closed with a surplus of R84 m which is a significant increase from R171 m in the previous year as recorded in the Annual Financial Statement.

As the municipality collection rate was at average 50% and there is a serious need to implement the revenue enhancement strategy in order to maximise collection. The municipality has been diagnosed to have significant challenges in revenue collection and there are significant amounts of money owed to the municipality by customers especially from the townships.

# Chapter 5

The amount has accumulated over a period of time due to lack of effective controls in revenue collection. Since the municipality cannot cut electricity in townships in order to force customers to pay for other services like property rates, as this service is supplied by Eskom, the municipality will continue to make use of Debt Collectors as part of implementing stringent credit control policies. With the implementation of revenue enhancement strategy and also exercising very stringent credit control policies.

It has unfortunately become a reality that the rate of unemployment contributes to a low level of collecting debtors which are presently at 50 percent. This is due to increasing unemployment figures, most of the community members cannot afford to pay for services. However, one has to consider the fact that there has already been provided for the less fortunate consumers by means of the indigent policy and the provision of free basic services (6kl free water and 50Kwh free electricity in the 2025/2026 financial year) to indigent consumers. Strict credit control will have to be implemented and maintained to achieve a payment percentage of 60% or more. Consumers who can afford to pay for services will be pursued to service their municipal accounts.

**T5.1.3**

# Chapter 5

## 5.2 GRANTS

| Grant Performance                                                                                  |              |              |                    |                       |                     |                        |
|----------------------------------------------------------------------------------------------------|--------------|--------------|--------------------|-----------------------|---------------------|------------------------|
| Description                                                                                        | Year 2023/24 | Year 2024/25 |                    | Year 2024/25 Variance |                     |                        |
|                                                                                                    | Actual       | Budget       | Adjustments Budget | Actual                | Original Budget (%) | Adjustments Budget (%) |
| <b>Operating Transfers and Grants</b>                                                              |              |              |                    |                       |                     |                        |
| <b>National Government:</b>                                                                        | 111 083      | 437 976      | 437 597            | 433 382               | 99%                 | 99%                    |
| Equitable share                                                                                    |              | 305 514      | 305 514            | 305 514               | 100.00%             | 100%                   |
| Municipal Systems Improvement                                                                      |              |              |                    |                       |                     |                        |
| Department of Water Affairs                                                                        | 8 454        | 33 342       | 33 342             | 29 127                | 87.36%              | 87%                    |
| Levy replacement                                                                                   |              |              |                    |                       |                     |                        |
| EPWP                                                                                               | 1 034        | 1 232        | 1 232              | 1 232                 | 100.00%             | 100%                   |
| Other Transfers/Grants                                                                             |              |              |                    |                       |                     |                        |
| Municipal Infrastructure grants                                                                    | 73 795       | 77 320       | 76 941             | 76 941                | 99.51%              | 100%                   |
| Integrated National Electrification Grants                                                         | 25 000       | 17 768       | 17 768             | 17 768                | 100.00%             | 100%                   |
| Finance Management Grants                                                                          | 2 800        | 2 800        | 2 800              | 2 800                 | 100.00%             | 100%                   |
| <b>Provincial Government</b>                                                                       | 65 182       | 65 254       | 28 814             | 28 195                | 43.21%              | 98%                    |
| Health subsidy                                                                                     |              |              |                    |                       |                     |                        |
| Housing                                                                                            | 50 305       | 42 000       |                    |                       |                     |                        |
| Ambulance subsidy                                                                                  |              |              |                    |                       |                     |                        |
| Sports and Recreation                                                                              |              |              |                    |                       |                     |                        |
| Other transfers/grants [insert description]                                                        |              |              |                    |                       |                     |                        |
| Library Grants                                                                                     | 14 877       | 23 254       | 28 814             | 28 195                | 121.25%             | 121%                   |
| <b>District Municipality:</b>                                                                      | 2 320        | 2 791        | 2 791              | 2 387                 | 86%                 | 86%                    |
| HIV & AIDS                                                                                         | 2 320        | 2 791        | 2 791              | 2 387                 | 86%                 | 86%                    |
| <b>Other grant providers:</b>                                                                      | 450          | 500          | 500                | 500                   | 100%                | 100%                   |
| EPWP Cogta                                                                                         | 450          | 500          | 500                | 500                   | 100%                | 1                      |
| <b>Total Operating Transfers and Grants</b>                                                        | 179 035      | 506 521      | 469 702            | 464 464               | 92%                 | 99%                    |
| Variances are calculated by dividing the difference between actual and original/adjustments budget |              |              |                    |                       |                     |                        |
| T 5.2.1                                                                                            |              |              |                    |                       |                     |                        |

# Chapter 5

## COMMENT ON OPERATING TRANSFERS AND GRANTS:

As Part of the DORA Act, the Municipality receives the Conditional and Unconditional Grants, these Grants are ring fenced for a specific division and purpose and they cannot be used for Operational Expenditure incurred

MIG: R77 320 and actual amounts to R76 941 with 99,51% performance

WSIG: R33 342 000 and actual amounts to R29 127 000 with 87,36% performance

INEP: R17 768 and actual amount to R17 768 with 100% performance

HSDG: R42 000 000

T 5.2.2

## 5.3 ASSET MANAGEMENT

### INTRODUCTION TO ASSET MANAGEMENT

Asset management is crucial for the sustainability of the Municipality as it is not possible to render any services without properly maintained assets. From the capital budget, it can be noted that the objective is to upgrade and maintain assets on a continuous basis. The condition of the assets is still such that a good level of services is rendered, but this is not a sustainable trend.

Increased investment in infrastructure, particularly sanitation infrastructure will be required in the next few years. The repairs and maintenance budget of the municipality is also not in line with the National Treasury norm of 8% of the asset value.

The protection of the municipality's asset base is regarded as a high priority, as it is both the base of the service delivery mandate as well as the revenue base.

The Asset Management Unit consists of 4 officials, as per the approved organogram. Officials are well capacitated to perform their tasks and are receiving training on an ongoing basis. With the growth in assets over the years, the department needs to be further capacitated

T 5.3.1



# Chapter 5

| TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 2024-25 |                                         |         |         |               |
|-------------------------------------------------------------|-----------------------------------------|---------|---------|---------------|
| Asset 1                                                     |                                         |         |         |               |
| Name                                                        | P765                                    |         |         |               |
| Description                                                 | 2 x 40 MVA 132/11 kV Plover Substation  |         |         |               |
| Asset Type                                                  | Sub-Station                             |         |         |               |
| Key Staff Involved                                          | Contractor                              |         |         |               |
| Staff Responsibilities                                      |                                         |         |         |               |
|                                                             | 2021/22                                 | 2022/23 | 2023/24 | 2024-25       |
| Asset Value                                                 |                                         |         |         | 11 590 400.00 |
| Capital Implications                                        | Government Funding                      |         |         |               |
| Future Purpose of Asset                                     | Supply Electricity                      |         |         |               |
| Describe Key Issues                                         |                                         |         |         |               |
| Policies in Place to Manage Asset                           | Asset Management Policy                 |         |         |               |
| Asset 2                                                     |                                         |         |         |               |
| Name                                                        | P769/ Ph8A                              |         |         |               |
| Description                                                 | Khutsong Roads and Stormwater (Phase 8) |         |         |               |
| Asset Type                                                  |                                         |         |         |               |
| Key Staff Involved                                          |                                         |         |         |               |
| Staff Responsibilities                                      |                                         |         |         |               |
|                                                             | 2021/22                                 | 2022/23 | 2023/24 | 2024-25       |
| Asset Value                                                 |                                         |         |         | 10 000 000.00 |
| Capital Implications                                        | Government Funding                      |         |         |               |
| Future Purpose of Asset                                     | Roads and Stormwater                    |         |         |               |
| Describe Key Issues                                         |                                         |         |         |               |
| Policies in Place to Manage Asset                           | Asset Management Policy                 |         |         |               |
| Asset 3                                                     |                                         |         |         |               |
| Name                                                        | P771 Ph 8A                              |         |         |               |
| Description                                                 | Kokosi Roads and Stormwater (Phase 8)   |         |         |               |
| Asset Type                                                  |                                         |         |         |               |
| Key Staff Involved                                          | Roads and Stormwater                    |         |         |               |
| Staff Responsibilities                                      |                                         |         |         |               |
|                                                             | 2024/22                                 | 2022/23 | 2023/24 | 2024/25       |
| Asset Value                                                 |                                         |         |         | 10 853 046.82 |
| Capital Implications                                        | Government Funding                      |         |         |               |
| Future Purpose of Asset                                     | Supply Electricity                      |         |         |               |
| Describe Key Issues                                         |                                         |         |         |               |
| Policies in Place to Manage Asset                           | Asset Management Policy                 |         |         |               |
| T 5.3.2                                                     |                                         |         |         |               |



# Chapter 5

## COMMENT ON ASSET MANAGEMENT:

Asset Management is done in line with the requirements of GRAP 17 and best practices as per National Treasury Asset Management Guidelines. Various assets were impaired, as required by GRAP, based on the asset condition assessments performed. The increased maintenance spending in future years should lead to reduced asset impairments in the coming years.

T 5.3.3

## Repair and Maintenance Expenditure: Year 2024/25

|                                     |                 |                   |        | R' 000          |
|-------------------------------------|-----------------|-------------------|--------|-----------------|
|                                     | Original Budget | Adjustment Budget | Actual | Budget variance |
| Repairs and Maintenance Expenditure | 125             | 129               | 128    | -2%             |

T 5.3.4

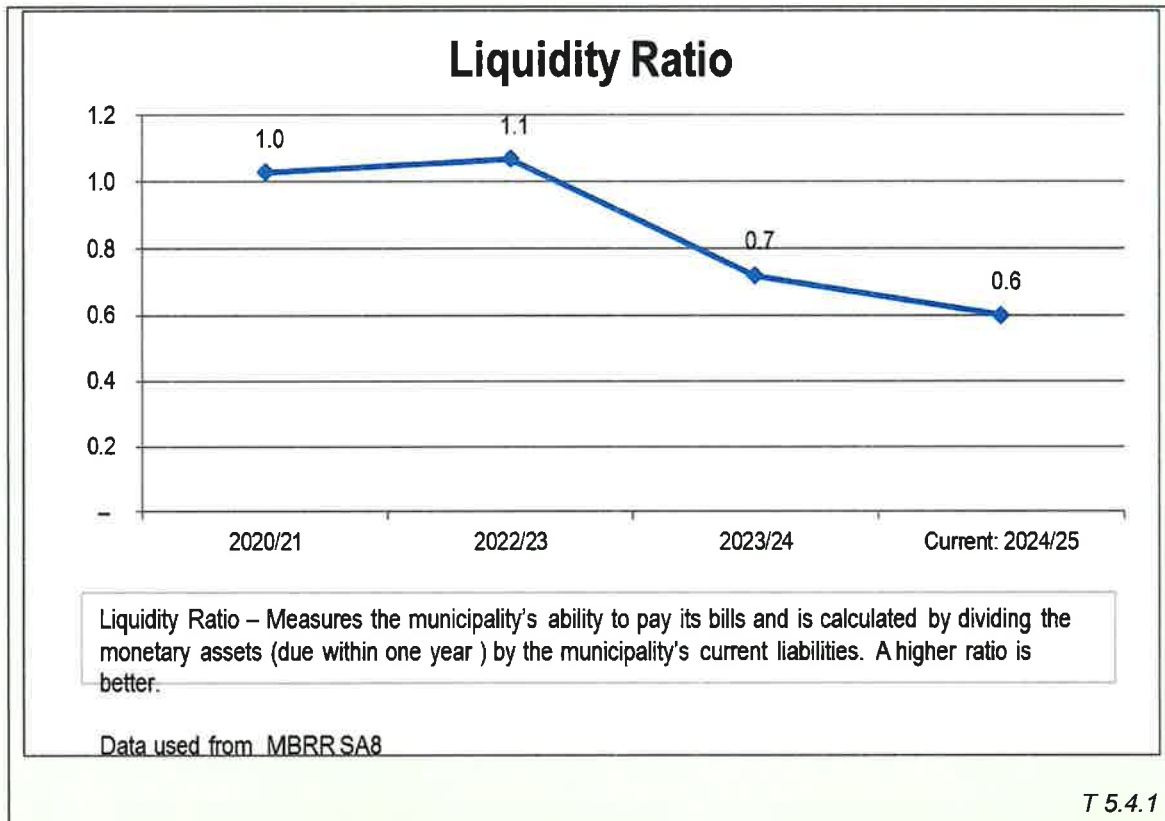
## COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

The repairs and maintenance budget of Merafong City is lower than the National Treasury norm of 8% of the asset value. This is being addressed through higher tariff increases with corresponding increases in the maintenance cost. The protection of the municipality's asset base is regarded as a high priority, as it is both the base of the service delivery mandate, as well as the revenue base.

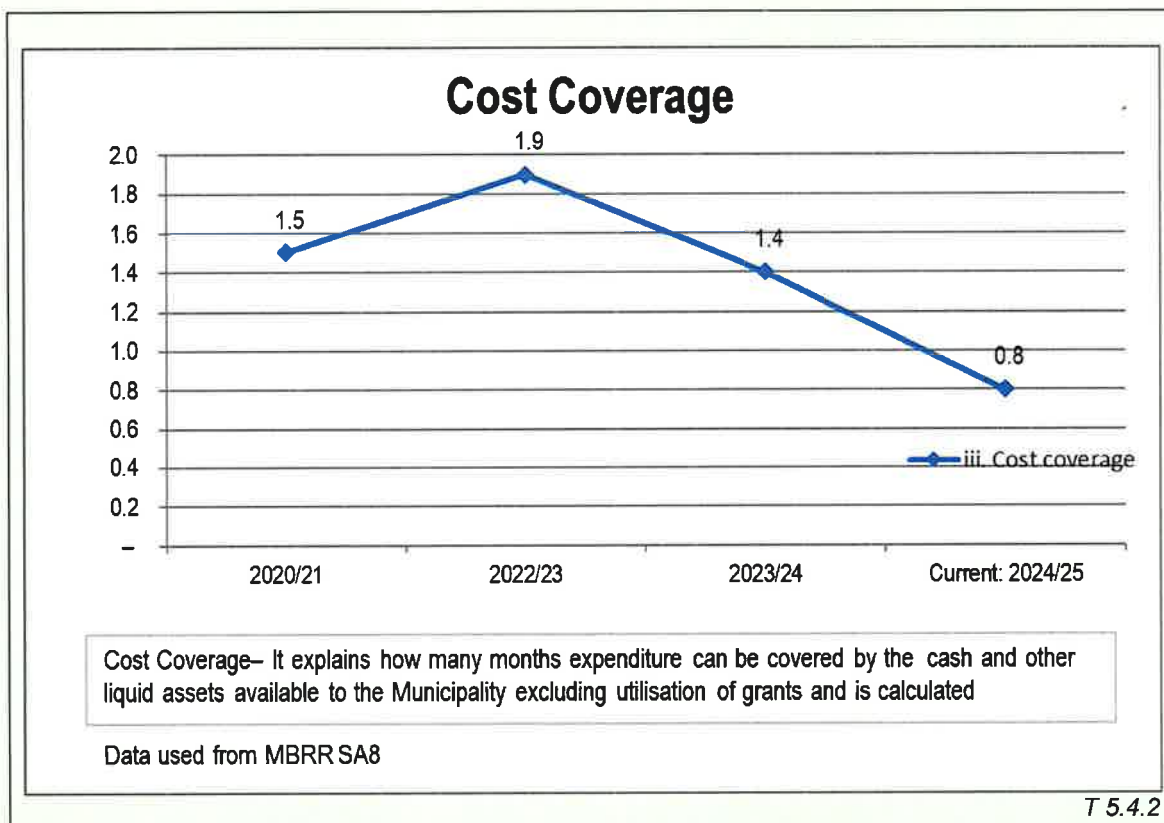
T 5.3.4.1

# Chapter 5

## 5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

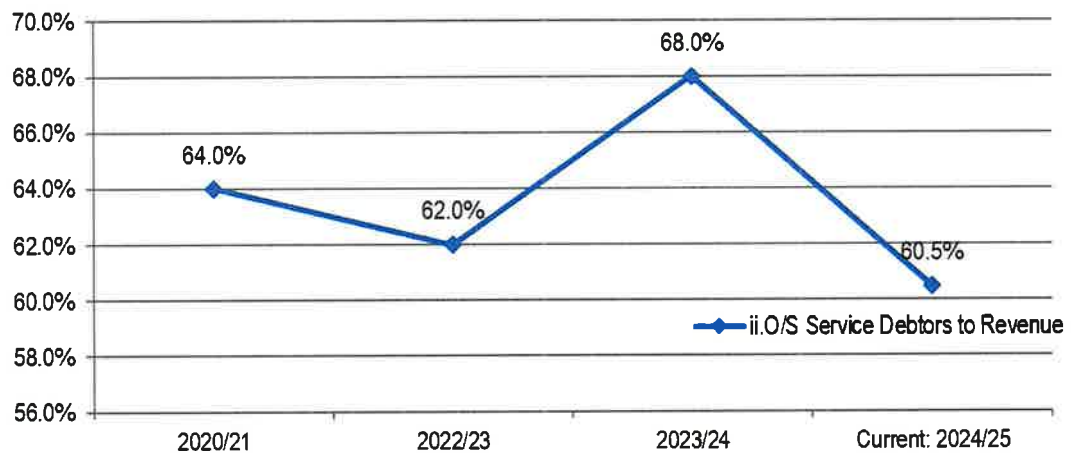


# Chapter 5



# Chapter 5

## Total Outstanding Service Debtors



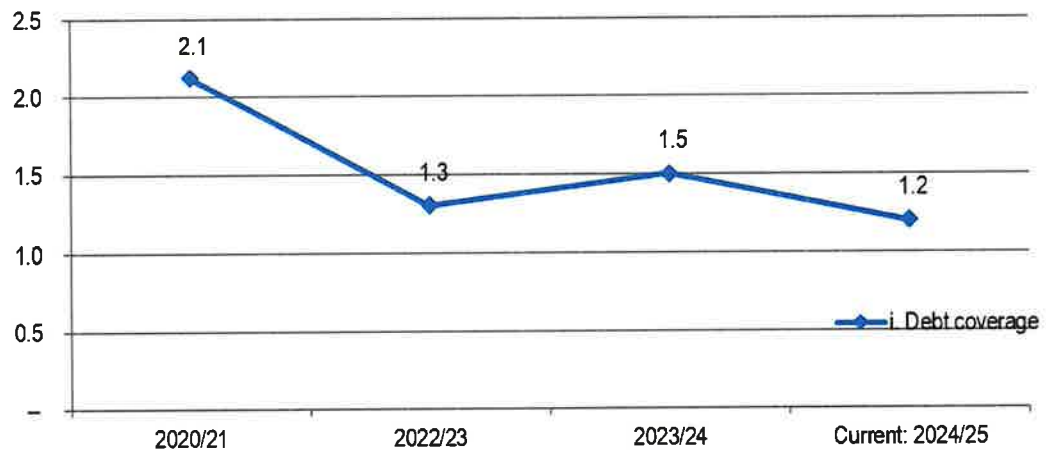
Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower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

T 5.4.3



# Chapter 5

## Debt Coverage



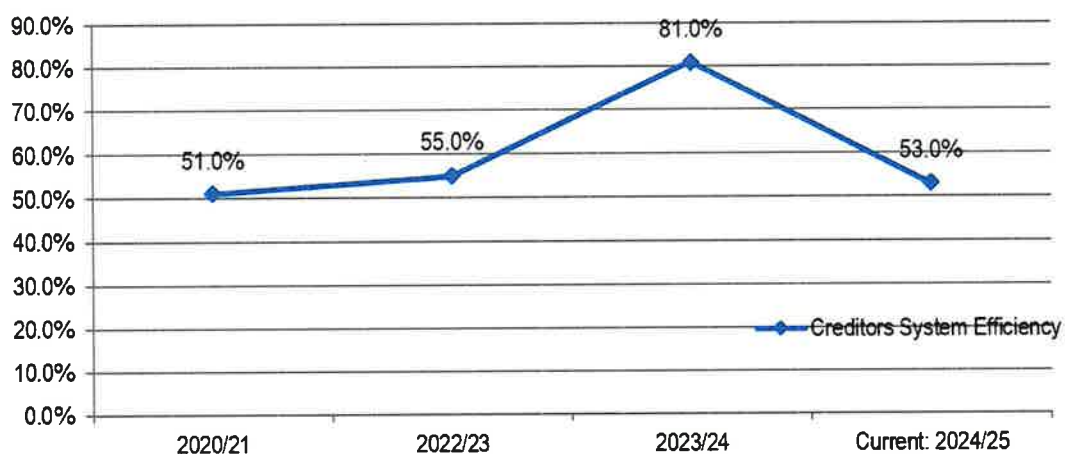
Debt Coverage– The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SA8

T 5.4.4

# Chapter 5

## Creditors System Efficiency



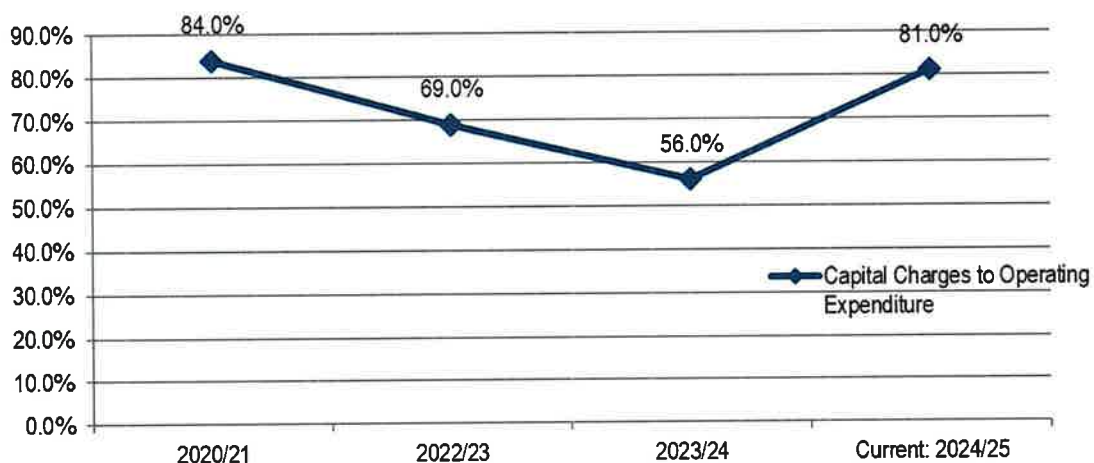
Creditor System Efficiency – The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8

T 5.4.5

# Chapter 5

## Capital Charges to Operating Expenditure



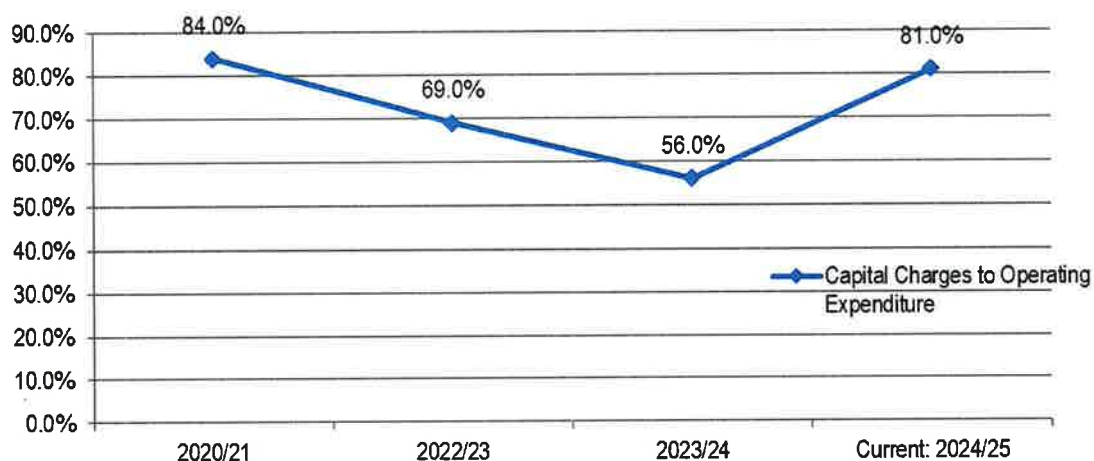
Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

T 5.4.6

# Chapter 5

## Capital Charges to Operating Expenditure



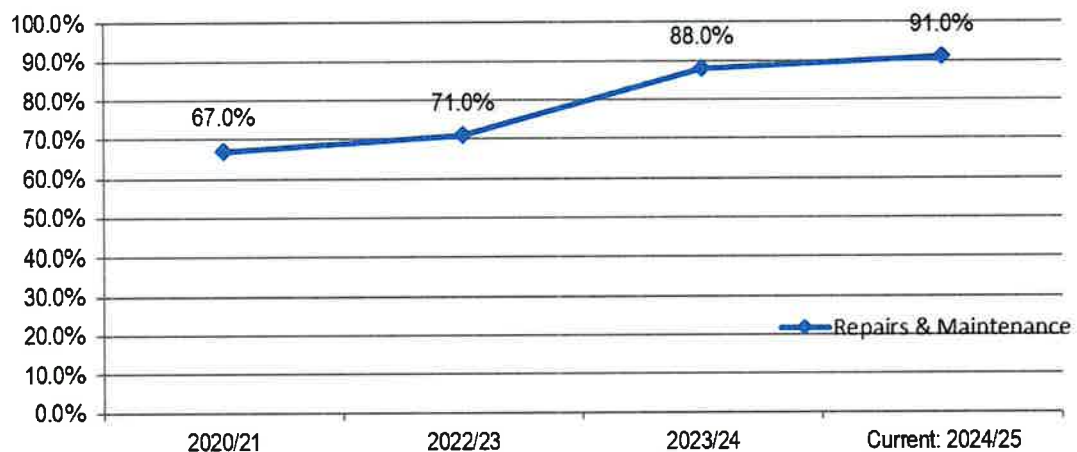
Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

T 5.4.7

# Chapter 5

## Repairs & Maintenance



Repairs and Maintenance – This represents the proportion of operating expenditure spent and is calculated by dividing the total repairs and maintenance.

Data used from MBRR SA8

T 5.4.8

### COMMENT ON FINANCIAL RATIOS:

The liquidity ratio is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately. Ideally the municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1.

This needs to be considered a pertinent risk for the municipality as any under collection of revenue will translate into serious financial challenges for the City. As part of the longer term financial planning objectives this ratio will have to be set at a minimum of 1.

Liquidity Ratio – Measures the municipality's ability to pay its bills and is calculated by dividing the monetary assets (due within one year ) by the municipality's current liabilities. A higher ratio is better

T 5.4.9



# Chapter 5

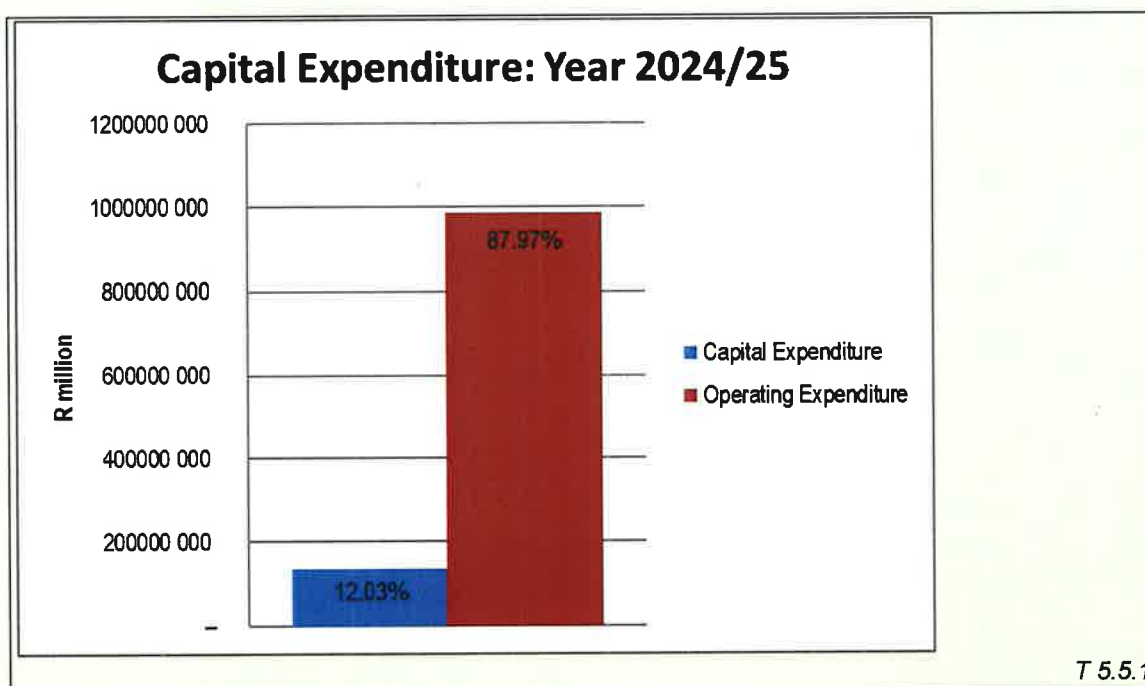
## COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

### INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

The municipality achieved an 87.97% spending level on the capital budget. The departments are now implementing their projects in a most cost-effective manner as opposed to spending just for the sake of chasing a 100% spending level. Projects not completed at financial year-end have been carried forward to the 2024/2025-financial year for completion.

**T 5.5.0**

### 5.5 CAPITAL EXPENDITURE



# Chapter 5

## 5.6 SOURCES OF FINANCE

| Capital Expenditure - Funding Sources: Year 2022/24 to Year 2024/25 |              |                      |                   |              |                               |                           |
|---------------------------------------------------------------------|--------------|----------------------|-------------------|--------------|-------------------------------|---------------------------|
| R' 000                                                              |              |                      |                   |              |                               |                           |
| Details                                                             | Year 2023/24 | Year 2024/25         |                   |              |                               |                           |
|                                                                     | Actual       | Original Budget (OB) | Adjustment Budget | Actual       | Adjustment to OB Variance (%) | Actual to OB Variance (%) |
| <b>Source of finance</b>                                            |              |                      |                   |              |                               |                           |
| External loans                                                      | 3542         | 5500                 | 5520              | 5511         | 0.36%                         | 0.20%                     |
| Public contributions and donations                                  | 248          | 300                  | 390               | 421          | 30.00%                        | 40.33%                    |
| Grants and subsidies                                                | 3451         | 3700                 | 3700              | 3856         | 0.00%                         | 4.22%                     |
| Other                                                               | 2451         | 4500                 | 4600              | 4565         | 2.22%                         | 1.44%                     |
| <b>Total</b>                                                        | <b>9692</b>  | <b>14000</b>         | <b>14210</b>      | <b>14353</b> | <b>32.59%</b>                 | <b>46.19%</b>             |
| <b>Percentage of finance</b>                                        |              |                      |                   |              |                               |                           |
| External loans                                                      | 36.5%        | 39.3%                | 38.8%             | 38.4%        | 1.1%                          | 0.4%                      |
| Public contributions and donations                                  | 2.6%         | 2.1%                 | 2.7%              | 2.9%         | 92.1%                         | 87.3%                     |
| Grants and subsidies                                                | 35.6%        | 26.4%                | 26.0%             | 26.9%        | 0.0%                          | 9.1%                      |
| Other                                                               | 25.3%        | 32.1%                | 32.4%             | 31.8%        | 6.8%                          | 3.1%                      |
| <b>Capital expenditure</b>                                          |              |                      |                   |              |                               |                           |
| Water and sanitation                                                | 1845         | 4300                 | 4250              | 4256         | -1.16%                        | -1.02%                    |
| Electricity                                                         | 1562         | 2400                 | 2480              | 2453         | 3.33%                         | 2.21%                     |
| Housing                                                             | 1243         | 2700                 | 2800              | 2685         | 3.70%                         | -0.56%                    |
| Roads and storm water                                               | 1352         | 1500                 | 1400              | 1486         | -6.67%                        | -0.93%                    |
| Other                                                               | 3690         | 3500                 | 3450              | 3473         | -1.43%                        | -0.77%                    |
| <b>Total</b>                                                        | <b>9692</b>  | <b>14400</b>         | <b>14380</b>      | <b>14353</b> | <b>-2.22%</b>                 | <b>-1.08%</b>             |
| <b>Percentage of expenditure</b>                                    |              |                      |                   |              |                               |                           |
| Water and sanitation                                                | 19.0%        | 29.9%                | 29.6%             | 29.7%        | 52.4%                         | 95.2%                     |
| Electricity                                                         | 16.1%        | 16.7%                | 17.2%             | 17.1%        | -150.1%                       | -205.4%                   |
| Housing                                                             | 12.8%        | 18.8%                | 19.5%             | 18.7%        | -166.8%                       | 51.7%                     |
| Roads and storm water                                               | 13.9%        | 10.4%                | 9.7%              | 10.4%        | 300.2%                        | 86.8%                     |
| Other                                                               | 38.1%        | 24.3%                | 24.0%             | 24.2%        | 64.3%                         | 71.7%                     |
| T 5.6.1                                                             |              |                      |                   |              |                               |                           |

### COMMENT ON SOURCES OF FUNDING:

The municipality is dependent on government grants for the implementation of capital projects.

T 5.6.1.1

# Chapter 5

## 5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

| CAPITAL SPENDING ON VEAROSET PROJECTS                           |                                                                                              |                   |                    |                                | R' 000                  |  |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------|--------------------|--------------------------------|-------------------------|--|
| Name of Project                                                 | Current: Year 2024/25                                                                        |                   |                    | Variance: Current Year 2024/25 |                         |  |
|                                                                 | Original Budget                                                                              | Adjustment Budget | Actual Expenditure | Original Variance (%)          | Adjustment variance (%) |  |
| Khutsong Roads and Stormwater (Phase 8)                         | 10 000 000                                                                                   | -681 863          | 10 681 863         | -7%                            | 107%                    |  |
| Kokosi Roads and Stormwater (Phase 8)                           | 10 853 047                                                                                   | 667 644           | 10 185 403         | 6%                             | 94%                     |  |
| 2 x 40 MVA 132/11 kV Plover Substation                          | 11 590 400                                                                                   | 2 831 857         | 8 758 543          | 24%                            | 76%                     |  |
| Refurbishment Khutsong WWTW                                     | 10 000 000                                                                                   | 188 153           | 9 811 847          | 2%                             | 98%                     |  |
| Upgrading & Rehabilitation of Wedela WWTW (Phase 2)             | 10 000 000                                                                                   | 1 528 385         | 8 471 615          | 15%                            | 85%                     |  |
| * Projects with the highest capital expenditure in Year 2024/25 |                                                                                              |                   |                    |                                |                         |  |
| Khutsong Roads and Stormwater (Phase 8)                         |                                                                                              |                   |                    |                                |                         |  |
| Objective of Project                                            | to provide a Level of Service Road to the residents for the safe passage of travellers       |                   |                    |                                |                         |  |
| Delays                                                          | Adverse weather conditions                                                                   |                   |                    |                                |                         |  |
| Future Challenges                                               | Adverse weather conditions                                                                   |                   |                    |                                |                         |  |
| Anticipated citizen benefits                                    | 50000                                                                                        |                   |                    |                                |                         |  |
| Kokosi Roads and Stormwater (Phase 8)                           |                                                                                              |                   |                    |                                |                         |  |
| Objective of Project                                            | to provide a Level of Service Road to the residents for the safe passage of travellers       |                   |                    |                                |                         |  |
| Delays                                                          | Adverse weather conditions                                                                   |                   |                    |                                |                         |  |
| Future Challenges                                               | Adverse weather conditions                                                                   |                   |                    |                                |                         |  |
| Anticipated citizen benefits                                    | 15000                                                                                        |                   |                    |                                |                         |  |
| 2 x 40 MVA 132/11 kV Plover Substation                          |                                                                                              |                   |                    |                                |                         |  |
| Objective of Project                                            | to procure long lead items for the installation of the 2 x 40 MVA Substations                |                   |                    |                                |                         |  |
| Delays                                                          | None                                                                                         |                   |                    |                                |                         |  |
| Future Challenges                                               | None                                                                                         |                   |                    |                                |                         |  |
| Anticipated citizen benefits                                    | 50000                                                                                        |                   |                    |                                |                         |  |
| Refurbishment Khutsong WWTW                                     |                                                                                              |                   |                    |                                |                         |  |
| Objective of Project                                            | To ensure raw water is not discharged into the stream and uphold DWS compliance requirements |                   |                    |                                |                         |  |
| Delays                                                          | Community unrest, Poor financial management from the Contractor                              |                   |                    |                                |                         |  |
| Future Challenges                                               | Community unrest, Adverser weather conditions, Procurement of long lead items                |                   |                    |                                |                         |  |
| Anticipated citizen benefits                                    | 50000                                                                                        |                   |                    |                                |                         |  |
| Upgrading & Rehabilitation of Wedela WWTW (Phase 2)             |                                                                                              |                   |                    |                                |                         |  |
| Objective of Project                                            | To ensure raw water is not discharged into the stream and uphold DWS compliance requirements |                   |                    |                                |                         |  |
| Delays                                                          | Community unrest, Poor financial management from the Contractor                              |                   |                    |                                |                         |  |
| Future Challenges                                               | Community unrest, Adverser weather conditions, Procurement of long lead items                |                   |                    |                                |                         |  |
| Anticipated citizen benefits                                    | 50000                                                                                        |                   |                    |                                |                         |  |
| T 5.7.1                                                         |                                                                                              |                   |                    |                                |                         |  |

# Chapter 5

## 5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

### INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

Refuse removal service in informal settlement is only been done in Mphahlwa village using of 6m<sup>3</sup> Containers.

Kokosi Ext 6 and Khutsong Ext 5 have the shortage of 240l bins and the distribution is still outstanding due to shortage of 240l bins.

Refuse removal strategy in informal settlement was developed and approved but not been implemented due to the municipal financial status.

**T 5.8.1**

| Service Backlogs as at 30 June Year 2024      |                                                                           |  | Households (HHs) |
|-----------------------------------------------|---------------------------------------------------------------------------|--|------------------|
| *Service level below minimum standard         |                                                                           |  |                  |
|                                               | No. HHs                                                                   |  | % HHs            |
| <b>Waste management</b>                       |                                                                           |  |                  |
| Formal Households                             | 12, 22                                                                    |  | 7%               |
| Informal Households                           | 1,2,3,4,5,6,8,9,10,13,14,15,21,22,23,24,27,28                             |  | 71%              |
| <b>Housing</b>                                |                                                                           |  |                  |
| Formal Households                             | 1,2,3,4,5,6,7,8,8,9,10,11,12,13,14,15,16,17,18,20,21,22,23,24,25,26,27,28 |  | 100%             |
| Own Source: Community Priorities (IDP Office) |                                                                           |  | <b>T 5.8.2</b>   |



# Chapter 5

| Municipal Infrastructure Grant (MIG)* Expenditure Year 2024/25 on Service backlogs |               |                       |               |          |                        | R' 000                                                                   |
|------------------------------------------------------------------------------------|---------------|-----------------------|---------------|----------|------------------------|--------------------------------------------------------------------------|
| Details                                                                            | Budget        | Adjustments<br>Budget | Actual        | Variance |                        | Major conditions<br>applied by donor<br>(continue below if<br>necessary) |
|                                                                                    |               |                       |               | Budget   | Adjust-ments<br>Budget |                                                                          |
| <b>Infrastructure - Road transport</b>                                             |               |                       |               | %        | %                      |                                                                          |
| Roads, Pavements & Bridges                                                         | 51 616 711.00 | 1 554 733.23          | 50 061 977.77 | 67%      | 2%                     |                                                                          |
| Storm water                                                                        |               |                       |               | %        | %                      |                                                                          |
| <b>Infrastructure - Electricity</b>                                                |               |                       |               | %        | %                      |                                                                          |
| Generation                                                                         |               |                       |               | %        | %                      |                                                                          |
| Transmission & Reticulation                                                        |               |                       |               | %        | %                      |                                                                          |
| Street Lighting                                                                    | 3 764 795.98  | 2 137.98              | 3 762 658.00  | 5%       | 0%                     |                                                                          |
| <b>Infrastructure - Water</b>                                                      |               |                       |               | %        | %                      |                                                                          |
| Dams & Reservoirs                                                                  | 2 000 000.00  | -550 000.20           | 2 550 000.20  | 3%       | -1%                    |                                                                          |
| Water purification                                                                 |               |                       |               | %        | %                      |                                                                          |
| Reticulation                                                                       |               |                       |               | %        | %                      |                                                                          |
| <b>Infrastructure - Sanitation</b>                                                 |               |                       |               | %        | %                      |                                                                          |
| Reticulation                                                                       | 7 075 737.74  | 1.63                  | 7 075 736.11  | 9%       | 0%                     |                                                                          |
| Sewerage purification                                                              |               |                       |               | %        | %                      |                                                                          |
| <b>Infrastructure - Other</b>                                                      |               |                       |               | %        | %                      |                                                                          |
| Waste Management                                                                   |               |                       |               | %        | %                      |                                                                          |
| Transportation                                                                     |               |                       |               | %        | %                      |                                                                          |
| Gas                                                                                |               |                       |               | %        | %                      |                                                                          |
| <b>Other Specify: Facilities</b>                                                   | 8 617 755.28  | -1 006 872.64         | 9 624 627.92  | 11%      | -1%                    |                                                                          |
| PMU Operations                                                                     | 3 866 000.00  | 0.00                  | 3 866 000.00  | 5%       | 0%                     |                                                                          |
|                                                                                    |               |                       |               | %        | %                      |                                                                          |
|                                                                                    |               |                       |               | %        | %                      |                                                                          |
| <b>Total</b>                                                                       |               |                       |               | 100%     | 0%                     |                                                                          |

T 5.8.3

## COMMENT ON BACKLOGS:

MIG funds have been used in the 2024/2025-financial year to reduce the backlogs in basic services in particular tarring/paving of roads, sewer reticulation, as well as the construction of sports facilities. The figures above are exclusive of value added tax, to be aligned to the figures in the Annual Financial Statements

T 5.8.4



# Chapter 5

## COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

### INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The introduction of the strict cash management regime in the previous financial year was maintained, even after the cash balances improved, to ensure a culture of cost curtailment. The budget approved for the 2023/2024 – 2024/2025 years retained the focus on cash availability. The priority for the next year will be to continue to phase our offset depreciation so that additional cash will be generated from operations for utilisation on repairs and maintenance and asset renewals.

**T 5.9**

# Chapter 5

## 5.9 CASH FLOW

| R'000                                             |                    |                       |                  |                  |
|---------------------------------------------------|--------------------|-----------------------|------------------|------------------|
| Description                                       | Year 2023/24       | Current: Year 2024/25 |                  |                  |
|                                                   | Audited Outcome    | Original Budget       | Adjusted Budget  | Actual           |
| <b>CASH FLOW FROM OPERATING ACTIVITIES</b>        |                    |                       |                  |                  |
| <b>Receipts</b>                                   |                    |                       |                  |                  |
| Property rates                                    | (750 319)          | 526 258               | 385 274          | 65 063           |
| Service charges                                   | –                  | 694 462               | 1 124 389        | 242 419          |
| Other revenue                                     | –                  | 93 393                | 130 418          | 466 647          |
| Transfers and Subsidies - Operational             | –                  | 337 435               | 342 207          | 248 181          |
| Government - capital                              | –                  | 170 430               | 160 294          | 74 529           |
| Interest                                          | –                  | 549 738               | –                | 5 640            |
| Dividends                                         | –                  | –                     | –                | –                |
| <b>Payments</b>                                   |                    |                       |                  |                  |
| Suppliers and employees                           | (1 459 834)        | (1 387 021)           | (1 913 397)      | 293 044          |
| Finance charges                                   | –                  | (153 118)             | (314 232)        | –                |
| Transfers and Grants                              | –                  | (1 102)               | (563)            | –                |
| <b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>  | <b>(2 210 152)</b> | <b>830 473</b>        | <b>(85 611)</b>  | <b>1 395 523</b> |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>       |                    |                       |                  |                  |
| <b>Receipts</b>                                   |                    |                       |                  |                  |
| Proceeds on disposal of PPE                       |                    |                       |                  |                  |
| Decrease (Increase) in non-current debtors        |                    |                       |                  |                  |
| Decrease (increase) other non-current receivables |                    |                       |                  |                  |
| Decrease (increase) in non-current investments    |                    |                       |                  |                  |
| <b>Payments</b>                                   |                    |                       |                  |                  |
| Capital assets                                    | 223 275            | (209 470)             | (416 904)        | (150 850)        |
| <b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>  | <b>223 275</b>     | <b>(209 470)</b>      | <b>(416 904)</b> | <b>(150 850)</b> |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>       |                    |                       |                  |                  |
| <b>Receipts</b>                                   |                    |                       |                  |                  |
| Short term loans                                  |                    |                       |                  |                  |
| Borrowing long term/refinancing                   |                    |                       |                  |                  |
| Increase (decrease) in consumer deposits          |                    |                       |                  |                  |
| <b>Payments</b>                                   |                    |                       |                  |                  |
| Repayment of borrowing                            |                    |                       |                  |                  |
| <b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>  | <b>–</b>           | <b>–</b>              | <b>–</b>         | <b>–</b>         |
| <b>NET INCREASE/ (DECREASE) IN CASH HELD</b>      | <b>(1 986 878)</b> | <b>621 004</b>        | <b>(502 515)</b> | <b>1 244 673</b> |
| Cash/cash equivalents at the year begin:          | 202 026            | 158 032               | 158 032          | 158 032          |
| Cash/cash equivalents at the year end:            | (1 784 852)        | 779 036               | (344 483)        | 1 402 705        |
| Source: MBRR A7                                   |                    |                       |                  | T 5.9.1          |

# Chapter 5

## COMMENT ON CASH FLOW OUTCOMES:

The municipality generated a healthy cash balance from operations. No cash from external loans or capital transfer payments were utilised for the payment of salaries. Cash from investing activities reduced from negative R160 m to negative R156 m. The year closed with a cash balance of R84m.

**T 5.9.1.1**

## 5.10 BORROWING AND INVESTMENTS

### INTRODUCTION TO BORROWING AND INVESTMENTS

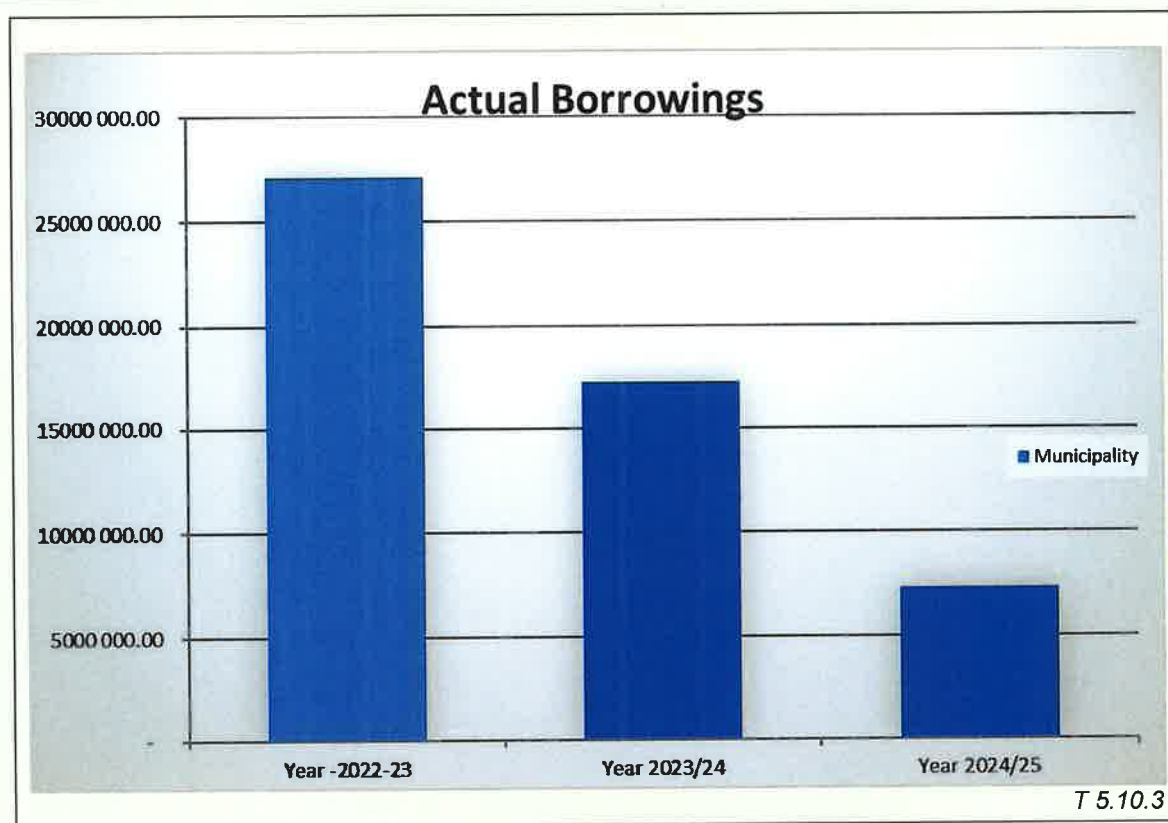
No borrowings increased during the year as all loans were taken up to fund infrastructure and vehicles were taken in previous years.

**T 5.10.1**

# Chapter 5

| Actual Borrowings: Year -2024/25           |               |               |              |
|--------------------------------------------|---------------|---------------|--------------|
|                                            | R' 000        |               |              |
| Instrument                                 | Year -2022-23 | Year 2023/24  | Year 2024/25 |
| <b>Municipality</b>                        | 27 116 155.00 | 17 268 371.00 | 7 323 099.00 |
| Long-Term Loans (annuity/reducing balance) |               |               |              |
| Long-Term Loans (non-annuity)              |               |               |              |
| Local registered stock                     |               |               |              |
| Instalment Credit                          |               |               |              |
| Financial Leases                           | 677 016.00    | 677 016.00    | 576 424.00   |
| PPP liabilities                            |               |               |              |
| Finance Granted By Cap Equipment Supplier  |               |               |              |
| Marketable Bonds                           |               |               |              |
| Non-Marketable Bonds                       |               |               |              |
| Bankers Acceptances                        |               |               |              |
| Financial derivatives                      |               |               |              |
| Other Securities                           |               |               |              |
| <b>Municipality Total</b>                  | 27 793 171    | 17 945 387    | 7 899 523    |
| <b>Municipal Entities</b>                  |               |               |              |
| Long-Term Loans (annuity/reducing balance) |               |               |              |
| Long-Term Loans (non-annuity)              |               |               |              |
| Local registered stock                     |               |               |              |
| Instalment Credit                          |               |               |              |
| Financial Leases                           |               |               |              |
| PPP liabilities                            |               |               |              |
| Finance Granted By Cap Equipment Supplier  |               |               |              |
| Marketable Bonds                           |               |               |              |
| Non-Marketable Bonds                       |               |               |              |
| Bankers Acceptances                        |               |               |              |
| Financial derivatives                      |               |               |              |
| Other Securities                           |               |               |              |
| <b>Entities Total</b>                      | 0             | 0             | 0            |
|                                            |               |               | T 5.10.2     |

# Chapter 5





# Chapter 5

## COMMENT ON BORROWING AND INVESTMENTS:

The municipality only has short term investments (Call accounts deposits). These investments are for periods of less than 3 months and as such are included in the cash and cash equivalents line item on the Statement of Financial Position

**T 5.10.5**

## COMPONENT D: OTHER FINANCIAL MATTERS

### 5.12 SUPPLY CHAIN MANAGEMENT

#### SUPPLY CHAIN MANAGEMENT

Merafong City Municipality has a supply chain policy which has been approved by Council. Templates to enforce compliance have been put in place to curb irregular expenditure.

Training of SCM Staff will be ongoing. The majority of SCM Staff have the competency levels set by Treasury. Where the Auditor General has highlighted issues that need remedial action, the Council of Merafong has convened to recommend that MPAC investigate irregular expenditure and implement remedial action including consequence management.

**T 5.12.**

### 5.13 GRAP COMPLIANCE

#### GRAP COMPLIANCE

A full GRAP-review was performed during the 2024/2025-financial year. The financial statements for the 2024/2025 -financial year are in accordance with the applicable GRAP standards, inclusive of the standards that became effective during the year under review

**T 5.13.1**

# Chapter 6

## CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

### INTRODUCTION

The Constitution, Section 188(1)(b), states that the functions of the Auditor-General include the auditing and reporting on the accounts, financial statements and financial management of all municipalities. The Municipal Systems Act, Section 45, states that the results of performance measurement must be audited annually by the Auditor-General. The Annual Financial Statements are set out in Volume II of the Annual Report. These statements have been audited by the Auditor-General and a qualified audit opinion was received. The Auditor-General's Report is also included in this Annual Report.

T 6.0.1

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

#### 6.1 AUDITOR GENERAL REPORTS 2023/24 (PREVIOUS YEAR)

| Auditor-General Report on Financial Performance: 2023/2024                                                                                                                                           |                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| <b>Audit Report Status</b>                                                                                                                                                                           |                                                                                        |
| <b>Non-Compliance Issues</b>                                                                                                                                                                         | <b>Remedial Action Taken</b>                                                           |
| SCM non-compliance - Irregular expenditure                                                                                                                                                           | Policy awareness and also DC's taken on employees who contravened laws and regulations |
| Electricity and water losses                                                                                                                                                                         | Projects to install smart meters for water and electricity                             |
| Non-compliance on payments within 30 days - Fruitless expenditure                                                                                                                                    | Strategies being implemented to improve cashflow                                       |
| HR policies reviewed but not approved in council and petty cash policy                                                                                                                               | Policies will go to council before 30 June 2025                                        |
| <i>Note: *The report status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse)</i> |                                                                                        |
| T 6.1.1                                                                                                                                                                                              |                                                                                        |
| Auditor-General Report on Service Delivery Performance: 2023/24                                                                                                                                      |                                                                                        |
| <b>Audit Report Status:</b>                                                                                                                                                                          | <b>Disclaimer of opinion</b>                                                           |
| <b>Non-Compliance Issues</b>                                                                                                                                                                         | <b>Remedial Action Taken</b>                                                           |
| SDBIP - POE not reliable against targets met                                                                                                                                                         | Revise SDBIP at mid-term to ensure compliance                                          |
|                                                                                                                                                                                                      |                                                                                        |
| T 6.1.2                                                                                                                                                                                              |                                                                                        |

# Chapter 6

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

### 6.2 AUDITOR GENERAL REPORT YEAR 2024/25

| Auditor-General Report on Financial Performance Year 2024/25                                                                                                                                                                 |                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| <b>Status of audit report:</b>                                                                                                                                                                                               |                                            |
| <b>Non-Compliance Issues</b>                                                                                                                                                                                                 | <b>Remedial Action Taken</b>               |
| Financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of Section 122(1) of MFMA. Material misstatements of assets, liabilities, revenue and expenditure | OPCA plan will be developed with specifics |
| T 6.2.1                                                                                                                                                                                                                      |                                            |

| Auditor-General Report on Service Delivery Performance: Year 2024/25                                                                                    |                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Status of audit report**:</b>                                                                                                                        |                                                                  |
| <b>Non-Compliance Issues</b>                                                                                                                            | <b>Remedial Action Taken</b>                                     |
| Performance of service providers was not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA.                                    | OPCA Plan to be developed to address specific findings by the AG |
| Contract performance and monitoring measures are not in place to ensure effective contract management as required by section 116(2) c (ii) of the MFMA. | OPCA Plan to be developed to address specific findings by the AG |
| ** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.                                                                         |                                                                  |
| T 6.2.2                                                                                                                                                 |                                                                  |

| AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS: YEAR 2024/25 |
|------------------------------------------------------------------|
| AG Report attached as Annexure C of this report                  |
| T 6.2.3                                                          |

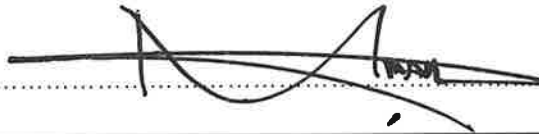
| COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 2024/25                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Merafong Municipality received a qualified audit opinion for 24/25 FY. The OPCA document will be developed to monitor remedial actions to address all findings. |
| T 6.2.4                                                                                                                                                             |

# Chapter 6

## COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer).....

 Dated

T 6.2.5



# GLOSSARY

## GLOSSARY

|                                          |                                                                                                                                                                                                                                                             |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Accessibility indicators</b>          | Explore whether the intended beneficiaries are able to access services or outputs.                                                                                                                                                                          |
| <b>Accountability documents</b>          | Documents used by executive authorities to give <i>"full and regular"</i> reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports. |
| <b>Activities</b>                        | The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe <i>"what we do"</i> .                                                                                           |
| <b>Adequacy indicators</b>               | The quantity of input or output relative to the need or demand.                                                                                                                                                                                             |
| <b>Annual Report</b>                     | A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.         |
| <b>Approved Budget</b>                   | The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.                                                                                                          |
| <b>Baseline</b>                          | Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.                                                        |
| <b>Basic municipal service</b>           | A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.                                      |
| <b>Budget year</b>                       | The financial year for which an annual budget is to be approved – means a year ending on 30 June.                                                                                                                                                           |
| <b>Cost indicators</b>                   | The overall cost or expenditure of producing a specified quantity of outputs.                                                                                                                                                                               |
| <b>Distribution indicators</b>           | The distribution of capacity to deliver services.                                                                                                                                                                                                           |
| <b>Financial Statements</b>              | Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.                                                                    |
| <b>General performance indicators</b>    | <b>Key</b><br>After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.                                                           |
| <b>Impact</b>                            | The results of achieving specific outcomes, such as reducing poverty and creating jobs.                                                                                                                                                                     |
| <b>Inputs</b>                            | All the resources that contribute to the production and delivery of outputs. Inputs are <i>"what we use to do the work"</i> . They include finances, personnel, equipment and buildings.                                                                    |
| <b>Integrated Development Plan (IDP)</b> | Set out municipal goals and development plans.                                                                                                                                                                                                              |
| <b>National</b>                          | <b>Key</b><br>• Service delivery & infrastructure                                                                                                                                                                                                           |



# GLOSSARY

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>performance areas</b>                           | <ul style="list-style-type: none"> <li>• Economic development</li> <li>• Municipal transformation and institutional development</li> <li>• Financial viability and management</li> <li>• Good governance and community participation</li> </ul>                                                                                                                                                                                                                                                                                  |
| <b>Outcomes</b>                                    | The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".                                                                                                                                                                                                                                                                       |
| <b>Outputs</b>                                     | The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.                                                                                                                                                                     |
| <b>Performance Indicator</b>                       | Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)                                                                                                                                                                                                                                          |
| <b>Performance Information</b>                     | Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Performance Standards:</b>                      | The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor. |
| <b>Performance Targets:</b>                        | The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.                                                                                                                                                                                                                                                                                    |
| <b>Service Delivery Budget Implementation Plan</b> | Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.                                                                                                                                                                                                                                          |
| <b>Vote:</b>                                       | <p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <p>a) one of the main segments into which a budget of a municipality is divided</p>                                                                                   |

# GLOSSARY

for the appropriation of money for the different departments or functional areas of the municipality; and  
b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

# APPENDICES

## APPENDICES

### APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

| Councillors, Committees Allocated And Council Attendance |                     |                                      |                                 |                                         |                                         |
|----------------------------------------------------------|---------------------|--------------------------------------|---------------------------------|-----------------------------------------|-----------------------------------------|
| Council Members                                          | Full Time/Part Time | Committees Allocated                 | *Ward and /or Party Represented | Percentage Council Meetings Attendances | Percentage Apologies for non-attendance |
|                                                          | FT/PT               |                                      |                                 | %                                       | %                                       |
|                                                          |                     |                                      |                                 |                                         |                                         |
| N BEST                                                   | FT                  | EXECUTIVE MAYOR                      | ANC                             | 100%                                    | 0%                                      |
| M CILIZA                                                 | PT                  | SPORT, RECREATION, ARTS & CULTURE    | AIC                             | 0%                                      | 0%                                      |
|                                                          |                     | MPAC MEMBER                          |                                 |                                         |                                         |
| WA FIHLA                                                 | PT                  | LED, TOURISM & COMMUNITY DEVELOPMENT | DA                              | 62%                                     | 38%                                     |
|                                                          |                     | MPAC MEMBER                          |                                 |                                         |                                         |
| NW GCWALANGOBHUTHI                                       | PT                  | PUBLIC SAFETY & TRANSPORT            | UDM                             | 85%                                     | 15%                                     |
|                                                          |                     | MPAC MEMBER                          |                                 |                                         |                                         |
| CY KGAKATSE                                              | PT                  | WATER, ELECTRICITY & GAS,            | DA                              | 69%                                     | 31%                                     |
|                                                          |                     | LED, TOURISM & COMMUNITY DEVELOPMENT |                                 |                                         |                                         |
|                                                          |                     | HEALTH & SOCIAL DEVELOPMENT          |                                 |                                         |                                         |
| PE PHALATSE                                              | PT                  | FINANCE                              | EFF                             | *****                                   | *****                                   |
| L LEGABE                                                 | PT                  | LED, TOURISM & COMMUNITY DEVELOPMENT | EFF                             | 92%                                     | 8%                                      |
|                                                          |                     | INTERGRATED ENVIRONMENTAL MANAGEMENT |                                 |                                         |                                         |
|                                                          |                     | MPAC MEMBER                          |                                 |                                         |                                         |

# APPENDICES

|              |    |                                           |     |      |     |
|--------------|----|-------------------------------------------|-----|------|-----|
| N LETLABIKA  | PT | HEALTH & SOCIAL DEVELOPMENT               | ANC | 85%  | 15% |
|              |    | LED, TOURISM & COMMUNITY DEVELOPMENT      |     |      |     |
|              |    | INTERGRATED ENVIRONMENTAL MANAGEMENT      |     |      |     |
|              |    | SPORTS RECREATION & CULTURE               |     |      |     |
| RG LUBBE     | PT | LED, TOURISM & COMMUNITY DEVELOPMENT      | VFP | 85%  | 15% |
|              |    | CORPORATE & SHARED SERVICES               |     |      |     |
|              |    | FINANCE                                   |     |      |     |
| LI MANGALISO | PT | MMC PUBLIC SAFETY                         | ANC | 100% | 0%  |
|              |    |                                           |     |      |     |
| L MARITZ     | PT | PUBLIC SAFETY & TRANSPORT                 | DA  | 62%  | 38% |
|              |    | SPORTS RECREATION & CULTURE               |     |      |     |
| TR MASIU     | PT | WATER, ELECTRICITY & GAS                  | ANC | 77%  | 23% |
|              |    | CORPORATE & SHARED SERVICES               |     |      |     |
|              |    | INTERGRATED ENVIRONMENTAL MANAGEMENT      |     |      |     |
|              |    | FINANCE                                   |     |      |     |
| J MATABANE   | PT | PUBLIC SAFETY & TRANSPORT                 | EFF | 62%  | 38% |
| GE MBALISO   | FT | MMC: LED, TOURISM & COMMUNITY DEVELOPMENT | ANC | 92%  | 8%  |
| SB MBECHENI  | PT | HEALTH & SOCIAL DEVELOPMENT               | EFF | 69%  | 31% |
| N MCETYWA    | FT | MMC: PUBLIC SAFETY & TRANSPORT            | ANC | 100% | 0%  |

# APPENDICES

|               |    |                                      |     |      |     |
|---------------|----|--------------------------------------|-----|------|-----|
| LA MGANU      | FT | MMC: WATER, ELECTRICITY & GAS        | ANC | 92%  | 8%  |
| DL MYILIBE    | PT | HEALTH & SOCIAL DEVELOPMENT          | ANC | 92%  | 8%  |
|               |    | CORPORATE & SHARED SERVICES          |     |      |     |
|               |    | SPORTS RECREATION & CULTURE          |     |      |     |
|               |    | ROADS, STORMWATER & PUBLIC WORKS     |     |      |     |
|               |    | HUMAN SETTLEMENT & LAND DEVELOPMENT  |     |      |     |
| TM MNQANDI    | PT | PUBLIC SAFETY & TRANSPORT            | ANC | 100% | 0%  |
|               |    | WATER, ELECTRICITY & GAS             |     |      |     |
|               |    | FINANCE                              |     |      |     |
|               |    | HEALTH & SOCIAL DEVELOPMENT          |     |      |     |
|               |    | HUMAN SETTLEMENT & LAND DEVELOPMENT  |     |      |     |
|               |    | MPAC MEMBER                          |     |      |     |
| T MOKUKE      | FT | CHIEF WHIP                           | ANC | 100% | 0%  |
| TD MOLATLHEGI | PT | WATER, ELECTRICITY & GAS             | ANC | 85%  | 15% |
|               |    | HUMAN SETTLEMENT & LAND DEVELOPMENT  |     |      |     |
|               |    | SPORTS RECREATION, ARTS & CULTURE    |     |      |     |
|               |    | LED, TOURISM & COMMUNITY DEVELOPMENT |     |      |     |
|               |    | PUBLIC SAFETY & TRANSPORT            |     |      |     |



# APPENDICES

|                |    |                                      |     |       |       |
|----------------|----|--------------------------------------|-----|-------|-------|
| ATR MOTSUMI    | PT | HEALTH & SOCIAL DEVELOPMENT          | ANC | 77%   | 23%   |
|                |    | SPORTS RECREATION, ARTS & CULTURE    |     |       |       |
|                |    | LED, TOURISM & COMMUNITY DEVELOPMENT |     |       |       |
|                |    | PUBLIC SAFETY & TRANSPORT            |     |       |       |
| M MOYENI       | FT | MMC FINANCE                          | ANC | 100%  | 0%    |
| TE MPHITHIKEZI | FT | SPEAKER OF COUINCIL                  | ANC | 100%  | 0%    |
| LM MPUPU       | PT | FINANCE                              | ANC | 100%  | 0%    |
|                |    | ROADS, STORMWATER & PUBLIC WORKS     |     |       |       |
|                |    | SPORTS RECREATION, ARTS & CULTURE    |     |       |       |
|                |    | INTERGRATED ENVIRONMENTAL MANAGEMENT |     |       |       |
| ET MTEMBU      | PT | CORPORATE & SHARED SERVICES          | EFF | 69%   | 31%   |
| Z MTETO        | PT | HEALTH & SOCIAL DEVEVELOPMENT        | DA  | 62%   | 32%   |
|                |    | HUMAN SETTLEMENT & LAND DEVELOPMENT  |     |       |       |
|                |    | PUBLIC SAFETY & TRANSPORT            |     |       |       |
|                |    | INTERGRATED ENVIRONMENTAL MANAGEMENT |     |       |       |
| VT MQOTHA      | PT | SPORTS RECREATION, ARTS & CULTURE    | EFF | ***** | ***** |
| M NAKI         | PT | ROADS, STORMWATER & PUBLIC WORKS     | ANC | 46%   | 54%   |
|                |    | HEALTH & SOCIAL DEVEVELOPMENT        |     |       |       |
|                |    | PUBLIC SAFETY & TRANSPORT            |     |       |       |
|                |    | CORPORATE & SHARED SERVICES          |     |       |       |
| M NGQELE       | PT | FINANCE                              | ANC | 92%   | 8%    |

# APPENDICES

|              |    |                                              |     |     |     |
|--------------|----|----------------------------------------------|-----|-----|-----|
|              |    | ROADS,<br>STORMWATER &<br>PUBLIC WORKS       |     |     |     |
|              |    | HUMAN<br>SETTLEMENT &<br>LAND<br>DEVELOPMENT |     |     |     |
|              |    | LED, TOURISM &<br>COMMUNITY<br>DEVELOPMENT   |     |     |     |
|              |    | CORPORATE &<br>SHARED<br>SERVICES            |     |     |     |
|              |    | WATER,<br>ELECTRICITY &<br>GAS               |     |     |     |
| MB NKABINDE  | PT | ROADS,<br>STORMWATER &<br>PUBLIC WORKS       | ANC | 92% | 8%  |
|              |    | LED, TOURISM &<br>COMMUNITY<br>DEVELOPMENT   |     |     |     |
|              |    | CORPORATE &<br>SHARED<br>SERVICES            |     |     |     |
|              |    | INTERGRATED<br>ENVIRONMENTAL<br>MANAGEMENT   |     |     |     |
| VB NKWANYANA | FT | SPORTS<br>RECREATION,<br>ARTS & CULTURE      | IFP | 59% | 41% |
| M NTABENI    | PT | ROADS,<br>STORMWATER &<br>PUBLIC WORKS       | MAC | 77% | 23% |
|              |    | HUMAN<br>SETTLEMENT &<br>LAND<br>DEVELOPMENT |     |     |     |
|              |    | SPORTS<br>RECREATION,<br>ARTS & CULTURE      |     |     |     |
|              |    | INTERGRATED<br>ENVIRONMENTAL<br>MANAGEMENT   |     |     |     |
|              |    | WATER,<br>ELECTRICITY &<br>GAS               |     |     |     |
| MA MANTILANE | PT | FINANCE                                      | MAC | 85% | 15% |
|              |    | HEALTH & SOCIAL<br>DEVELOPMENT               |     |     |     |

# APPENDICES

|              |    |                                          |     |       |       |
|--------------|----|------------------------------------------|-----|-------|-------|
|              |    | LED, TOURISM & COMMUNITY DEVELOPMENT     |     |       |       |
|              |    | PUBLIC SAFETY & TRANSPORT                |     |       |       |
|              |    | CORPORATE & SHARED SERVICES              |     |       |       |
|              |    | MPAC MEMBER                              |     |       |       |
| PEB O'RILEY  | PT | HEALTH & SOCIAL DEVELOPMENT              | MAC | 100%  | 0%    |
|              |    | HUMAN SETTLEMENT & LAND DEVELOPMENT      |     |       |       |
|              |    | SPORTS RECREATION, ARTS & CULTURE        |     |       |       |
|              |    | MPAC MEMBER                              |     |       |       |
| AM PHENDUKA  | FT | MPAC CHAIRPERSON                         | ANC | 85%   | 15%   |
| NC PITLELE   | PT | FINANCE                                  | ANC | 92%   | 8%    |
|              |    | HUMAN SETTLEMENT & LAND DEVELOPMENT      |     |       |       |
|              |    | PUBLIC SAFETY & TRANSPORT                |     |       |       |
|              |    | WATER, ELECTRICITY & GAS                 |     |       |       |
| CMD REBELO   | PT | FINANCE                                  | DA  | 77%   | 23%   |
|              |    | PUBLIC SAFETY & TRANSPORT                |     |       |       |
|              |    | WATER, ELECTRICITY & GAS                 |     |       |       |
| PN SEFAKO    | FT | MMC: HUMAN SETTLEMENT & LAND DEVELOPMENT | ANC | 85%   | 15%   |
| DM SEGAKWENG | FT | MMC: INTEGRATED ENVIRONMENTAL MANAGEMENT | ANC | 100%  | 0%    |
| GM SELLO     | FT | MMC: CORPORATE & SHARED SERVICES         | ANC | 100%  | 0%    |
| N LUQHIDE    | PT | WATER, ELECTRICITY &                     | EFF | ***** | ***** |

# APPENDICES

|               |    |                                       |     |      |     |
|---------------|----|---------------------------------------|-----|------|-----|
|               |    | GAS                                   |     |      |     |
| CS STEENKAMP  | PT | FINANCE                               | DA  | 62%  | 38% |
|               |    | ROADS, STORMWATER & PUBLIC WORKS      |     |      |     |
|               |    | CORPORATE & SHARED SERVICES           |     |      |     |
| DV TABANE     | FT | MMC: ROADS, STORMWATER & PUBLIC WORKS | ANC | 92%  | 8%  |
| SI TLHARIPE   | PT | HEALTH & SOCIAL DEVELOPMENT           | ANC | 100% | 0%  |
|               |    | LED, TOURISM & COMMUNITY DEVELOPMENT  |     |      |     |
|               |    | CORPORATE & SHARED SERVICES           |     |      |     |
|               |    | INTERGRATED ENVIRONMENTAL MANAGEMENT  |     |      |     |
|               |    | WATER, ELECTRICITY & GAS              |     |      |     |
|               |    | MPAC MEMBER                           |     |      |     |
| E TIBANE      | FT | MMC: HEALTH & SOCIAL DEVELOPMENT      | ANC | 100% | 10% |
| SJ TLHAPI     | PT | ROADS, STORMWATER & PUBLIC WORKS      | DA  | 23%  | 77% |
|               |    | HEALTH & SOCIAL DEVELOPMENT           |     |      |     |
|               |    | INTERGRATED ENVIRONMENTAL MANAGEMENT  |     |      |     |
| VM TYELINGANE | PT | HEALTH & SOCIAL DEVELOPMENT           | ANC | 92%  | 8%  |
|               |    | SPORTS RECREATION, ARTS & CULTURE     |     |      |     |
|               |    | PUBLIC SAFETY & TRANSPORT             |     |      |     |
|               |    | INTERGRATED ENVIRONMENTAL MANAGEMENT  |     |      |     |
|               |    | WATER,                                |     |      |     |

# APPENDICES

|                                                                                         |    |                                      |     |     |     |
|-----------------------------------------------------------------------------------------|----|--------------------------------------|-----|-----|-----|
|                                                                                         |    | ELECTRICITY & GAS                    |     |     |     |
| B VAN DER BERG                                                                          | PT | PUBLIC SAFETY & TRANSPORT            | VFP | 77% | 23% |
| DF VAN DER HOFF                                                                         | PT | ROADS, STORMWATER & PUBLIC WORKS     | VFP | 69% | 31% |
|                                                                                         |    | INTERGRATED ENVIRONMENTAL MANAGEMENT |     |     |     |
| NE WANA                                                                                 | PT | ROADS, STORMWATER & PUBLIC WORKS     | EFF | 62% | 38% |
| JDW ZWART                                                                               | PT | FINANCE                              | DA  | 85% | 15% |
| Note* Councillors appointed on a proportional basis do not have wards allocated to them |    |                                      |     |     | TA  |



# APPENDICES

## APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

| <b>Committees (other than Mayoral / Executive Committee) and Purposes of Committees</b>                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Municipal Committees</b>                                                                                                                         | <b>Purpose of Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Audit Committee</b><br>1. Mr. L Konar CA(SA) (Chairperson)<br>2. Mr. M Maseko<br>3. Ms. O Sehunelo<br>4. Mr. C Makgoba<br>5. Ms. K Mathatho      | Section 166(2) of the MFMA regulates the functions of the Audit Committee, its powers, composition and frequency of meetings, as it seeks to provide minimum requirements to be complied with. The Audit Committee is an independent advisory body to the municipal council, the political office-bearers, the Accounting Officer and the management and staff of the municipality, or board of directors, the accounting officer and the management staff of the municipal entity. It is primarily responsible for oversight over the organization's governance, legislative compliance, control and risk management processes. |
| <b>Performance Audit Committee</b><br>1. Mr. M Mongalo (Chairperson)<br>2. Mr. B Ahmed<br>3. Ms. J Masite<br>4. Mr. M Nondwangu<br>5. Ms. Z Mongalo | Regulation 14(2) (a) of the Municipal Planning and Performance Management Regulations, 2001 requires that each Municipality must annually appoint and budget for the Performance Audit Committee. Regulation 14(4) (a) of the Municipal Planning and Performance Management Regulations, 2001 states functions and responsibilities of the Performance Audit Committee. The primary objective of the Performance Audit Committee is to exercise oversight over the West Rand municipalities' performance and performance management processes.                                                                                   |
| <b>MPAC Committee – Section 79 Committee</b>                                                                                                        | Oversight of the role of the activities of Council as well as an oversight role in the Annual Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

T B

# APPENDICES

## APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

| DEPARTMENT/SECTION                                         | DETAILS OF MANAGER                    |
|------------------------------------------------------------|---------------------------------------|
| <b>POLITICAL SUPPORT</b>                                   |                                       |
| Office of the Mayor                                        | T Moloja Mr (Acting)                  |
| Office of the Speaker                                      | B Mjiwu Ms                            |
| Office of the Chief Whip                                   | D Mosolotsane Mr                      |
| <b>OFFICE OF THE MM</b>                                    |                                       |
| Internal Audit                                             | V Manthata Ms                         |
| Infrastructure Investment Project Unit/<br>Management Unit | S Molosi Ms (Acting)                  |
| Legal and Secretariat                                      | T Dassie Mr                           |
| <b>OFFICE OF THE COO</b>                                   |                                       |
| Risk Management                                            | E Segakweng-Diale Ms                  |
| Programme Management Office                                | E Ngamashe Ms                         |
| Parks and Cemeteries                                       | M Mngomezulu Ms                       |
| Corporate Marketing and Communications                     | T. Fezani Mr                          |
| <b>CORPORATE SUPPORT AND SHARED SERVICES</b>               |                                       |
| Industrial Relations                                       | SB Mazibuko Mr                        |
| Information Communications and Technology                  | S Segone Mr<br>L Selemela Mr (Acting) |
| Human Capital                                              | Vacant<br>B Lambert Ms (Acting)       |
| Labour                                                     | S Molokwane Mr                        |
| Occupational Health and Safety                             | S Tholwana Mr                         |
| <b>FINANCE</b>                                             |                                       |
| Budget and Treasury and Expenditure:                       | S Ngobese Mr                          |
| Revenue and Credit Control:                                | T Ramaru Mr                           |
| Supply Chain Management                                    | B Tsotso Ms                           |
| Expenditure                                                | L Maki                                |
| <b>COMMUNITY SERVICES</b>                                  |                                       |

# APPENDICES

|                                          |                               |
|------------------------------------------|-------------------------------|
| Social Development                       | BI Seatlholo Ms               |
| Public Safety                            | P Olivier Mr (Acting)         |
| SRACH & Lis                              | Vacant                        |
| Manager By-Laws                          | I Mahlatsi Mr (Acting)        |
| <b>ECONOMIC DEVELOPMENT AND PLANNING</b> |                               |
| Housing and Administration               | L Jofile Mr                   |
| Spatial Planning                         | Pheto Ms (Acting)             |
| Local Economic Development               | Y Mapasa Ms                   |
| <b>INFRASTRUCTURE DEVELOPMENT</b>        |                               |
| Electrical Services                      |                               |
| Water and Sanitation Services            | Vacant<br>S Molosi Ms(Acting) |
| Civil Engineering                        | Ms N Moyo Ms                  |
| <b>ENERGY</b>                            |                               |
| Waste Management                         | M Mavhutha Mr                 |

# APPENDICES

## APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

| Municipal / Entity Functions                                                                                                                                                                                    |                                                 |                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------|
| MUNICIPAL FUNCTIONS                                                                                                                                                                                             | Function Applicable to Municipality (Yes / No)* | Function Applicable to Entity (Yes / No) |
| <b>Constitution Schedule 4, Part B functions:</b>                                                                                                                                                               |                                                 |                                          |
| Air pollution                                                                                                                                                                                                   | Yes                                             | N/A                                      |
| Building regulations                                                                                                                                                                                            | Yes                                             | N/A                                      |
| Child care facilities                                                                                                                                                                                           | District                                        | N/A                                      |
| Electricity and gas reticulation                                                                                                                                                                                | District                                        | N/A                                      |
| Firefighting services                                                                                                                                                                                           | District                                        | N/A                                      |
| Local tourism                                                                                                                                                                                                   | Yes                                             | N/A                                      |
| Municipal airports                                                                                                                                                                                              | Province                                        | N/A                                      |
| Municipal planning                                                                                                                                                                                              | Yes                                             | N/A                                      |
| Municipal health services                                                                                                                                                                                       | District                                        | N/A                                      |
| Municipal public transport                                                                                                                                                                                      | District                                        | N/A                                      |
| Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law | Yes                                             | N/A                                      |
| Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto                                                                     | Province                                        | N/A                                      |
| Stormwater management systems in built-up areas                                                                                                                                                                 | Yes                                             | N/A                                      |
| Trading regulations                                                                                                                                                                                             | Yes                                             | N/A                                      |
| Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems                                                                                      | Yes                                             | N/A                                      |
| Beaches and amusement facilities                                                                                                                                                                                | N/A                                             | N/A                                      |
| Billboards and the display of advertisements in public places                                                                                                                                                   | Yes                                             | N/A                                      |
| Cemeteries, funeral parlours and crematoria                                                                                                                                                                     | Yes                                             | N/A                                      |
| Cleansing                                                                                                                                                                                                       | Yes                                             | N/A                                      |
| Control of public nuisances                                                                                                                                                                                     | District                                        | N/A                                      |
| Control of undertakings that sell liquor to the public                                                                                                                                                          | District                                        | N/A                                      |
| Facilities for the accommodation, care and burial of animals                                                                                                                                                    | District                                        | N/A                                      |
| Fencing and fences                                                                                                                                                                                              | Yes                                             | N/A                                      |
| Licensing of dogs                                                                                                                                                                                               | District                                        | N/A                                      |
| Licensing and control of undertakings that sell food to the public                                                                                                                                              | Yes                                             | N/A                                      |



# APPENDICES

|                                                                                     |          |            |
|-------------------------------------------------------------------------------------|----------|------------|
| Local amenities                                                                     | Yes      | N/A        |
| Local sport facilities                                                              | Yes      | N/A        |
| Markets                                                                             | Yes      | N/A        |
| Municipal abattoirs                                                                 | District | N/A        |
| Municipal parks and recreation                                                      | Yes      | N/A        |
| Municipal roads                                                                     | Yes      | N/A        |
| Noise pollution                                                                     | Yes      | N/A        |
| Pounds                                                                              | Yes      | N/A        |
| Public places                                                                       | Yes      | N/A        |
| Refuse removal, refuse dumps and solid waste disposal                               | Yes      | N/A        |
| Street trading                                                                      | Yes      | N/A        |
| Street lighting                                                                     | Yes      | N/A        |
| Traffic and parking                                                                 | Yes      | N/A        |
| <b>* If municipality: indicate (yes or No); * If entity: Provide name of entity</b> |          | <b>T D</b> |

## APPENDIX E – WARD REPORTING

| Wards | Name of a ward councillor and committee member 2022/2024                                                                                                                                                                    | Committee established | Number of committee meeting held during the year | Number of monthly reports submitted to the Speaker's office on time | Number of quarterly public ward meetings held during the year |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------|
| 1     | <b>Cllr A.T.R. MOTSUMI</b><br>Mankwe Maria<br>Legoete Tebogo<br>Mashapa Sydney<br>Magwaza Sello Petrus<br>Kula Johanne<br>Manyedi Mavis<br>Mashapa Lerato<br>Phatswane Rebecca<br>Veneck Reginah<br>Ntsane Madineo Albertin | YES                   | 12                                               | 12                                                                  | 3                                                             |
| 2     | <b>Cllr T.M. MNQANDI</b><br>Lefifi Elsie<br>Mohapi Lebohang<br>Senatla Kgomotso<br>Mbabaza Gloria<br>Mosiane Aradatana Dvid<br>Vas Zodwa<br>Sibanda Lebo David<br>Mosoche Maria<br>Gwala Sophie<br>Nkopane Portia           | YES                   | 12                                               | 12                                                                  | 4                                                             |
| 3     | <b>Cllr E. TIBANE</b><br>Sikhenjane Sabata Andries<br>Silimela Linah                                                                                                                                                        | YES                   | 12                                               | 12                                                                  | 3                                                             |



# APPENDICES

|   |                                                                                                                                                                                                                                            |     |    |    |   |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|   | Nghenabo Bridget<br>Moloko Nellie<br>Hlwili Nompumelelo<br>Ngesi Nomalizo<br>Molefe Gogo Maria<br>Masetle Lieketseng Angelina<br>Nthibane Lisebo Emily<br>Khoza Patrick Lebelekwana                                                        |     |    |    |   |
| 4 | <b>Cllr F.A. MOTLOUNG</b><br>Zanele Lwana<br>Rabanye Ntsoaki Patricia<br>Molefe Palesa<br>Ntuli Helen<br>Makoko Ntabeleng<br>Mtshengu Vuiswa Agnes<br>Ntshayang Thandiwe<br>Wasa Ncumisa<br>Makeleni Mavis<br>Mnyamana Amanda              | YES | 12 | 12 | 4 |
| 5 | <b>Cllr N. MCETYWA</b><br>Spamla Nontsikelelo<br>Metsing Bobatsi<br>Zembe Tabisa<br>Ndude Nosidima<br>Goshobe Nontsikelelo<br>Kanyiwe Zanele<br>Leduba Nthabeleng<br>Sitsile Queen<br>Sipele Phila<br>Gxala Nosisi                         | YES | 12 | 12 | 2 |
| 6 | <b>Cllr L.I. MANGALISO</b><br>Sangxu Ntombizanele<br>Monama Vuyelwa Siwa<br>Msiya Moeketsi Moses<br>Busakwe Precious<br>Talita Khalipha<br>Esak Meno<br>Ncwane Pual Stephane<br>Mgqubeni Noluvuyo Patricia<br>Kula Daniel<br>Ndabankulu CN | YES | 12 | 12 | 1 |
| 7 | <b>Cllr D.M. SEGAKWENG</b><br>Mogale Princess<br>Medupe Boitumelo<br>Ramantsi Mosetlha<br>Baas Oupa Joseph<br>Kgatitsoe Kelebogile<br>Kekana Itumeleng<br>Makhoba Thulani<br>Nkomane Sibusiso<br>Magwaza Nobuhle<br>Maseko Mathapelo       | YES | 12 | 12 | 4 |
| 8 | <b>Cllr M.B. NKABINDE</b><br>Mabitsa Ndleleni<br>Madikizela Yonela                                                                                                                                                                         | YES | 12 | 12 | 4 |

# APPENDICES

|    |                                                                                                                                                                                                                                                            |     |    |    |   |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|    | Coliath Nomakhosazana<br>Ziqotyana Nocawe<br>Tsotetsi Golden<br>Phiri Mmenyama Erestina<br>Foteng Kenneth<br>Mhlanga Nosipho<br>Tabane Elias<br>Kgobe Moti                                                                                                 |     |    |    |   |
| 9  | <b>Cllr N.C. PITLELE</b><br>Meletse Aletta Silli<br>Motlhaoleng Seabelo Andrew<br>Rabuthu Thabang Elisas<br>Myeni Elliot<br>Montsho Miriam M<br>Mokhahlane Pule<br>Mabote Hans<br>Seete Alinah Motlalepula<br>Mathebula Khensani S<br>Moya Aaron           | YES | 12 | 12 | 4 |
| 10 | <b>Cllr T.R. MASIU</b><br>Matabane Mathapelo<br>Rabele Tebogo<br>Marubyane Mponeng<br>Legoete Monosi Ephraim<br>Moremi Boitumelo<br>Mlotshwa Princess<br>Sambo Shane<br>Faxayi Thandiwe Joyce<br>Lecwamotse Gabriel Merriana<br>Digwamaje Dikeledi Rebecca | YES | 12 | 12 | 1 |
| 11 | <b>Cllr N. LETLABIKA</b><br>Modibane Obakeng<br>Siyengu Prester Delibango<br>Mazwi Sampson Tembisile<br>Gxulu Akhona<br>Cosa Zukhanye<br>Siniu Richard Mbulelo<br>Tungela Ncumisa<br>Mazwi Nonzukiso<br>Sivungu Nolubabalo<br>Gamthini Mthandazelwa        | YES | 12 | 12 | 3 |
| 12 | <b>Cllr T. MOKUKE</b><br>Ntori Mahao<br>Lebabo Martin Moeketsi<br>Ncana Given<br>Nake Nomsa Agnes<br>Ncebeni Elizabeth<br>Mdingi Zukiswa<br>Tekana Martha<br>Kgaje Lenah Makie<br>Mosiane Otsile Victor<br>Telile Thabo                                    | YES | 12 | 12 | 4 |
| 13 | <b>Cllr E.T. MTHEMBU</b><br>Ndamase Zukisiwa<br>Mbina Nontobeko                                                                                                                                                                                            | YES | 12 | 12 | 1 |

# APPENDICES

|    |                                                                                                                                                                                                                                                                |     |    |    |   |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|    | Fixane Mbuyiselo Ernest<br>Chola Xoliswa Slyvia<br>Saia Benjamin<br>Maluleka Gezani Thomas<br>Khetshana Nontobeko<br>Senteni Fundisile<br>Khonjwayo Malizo<br>Lutshetu Sinovuyo                                                                                |     |    |    |   |
| 14 | <b>Cllr L. MARITZ</b><br>Nieuwoudt Cwa<br>Hahingh Francois Arnoldus<br>Brits Abraham Jacobus<br>Van der Merwe Corn<br>Van Den Berg Jacob Petronella<br>van der Merve Jacobus Pieter<br>Matlala Simon<br>Hattingh Heidi<br>Bouwer Nadine<br>Van der Merwe Corne | YES | 12 | 12 | 1 |
| 15 | <b>L. MGANU</b><br>Sicwebu Zimasa<br>Mbuli Yoleka<br>Feni Zola<br>Ndamase Mxolisi<br>May Siyoyo<br>Manqokomelana Ntombentle<br>Mosebetsane Ntuseng<br>Marongo Funeka<br>Sotyingwa Amanda<br>Langa Zandiswa                                                     | YES | 12 | 12 | 4 |
| 16 | <b>Cllr D.H. HARMAN</b><br>Dlamini Florence<br>Qolo Gladys Nomvula<br>Hlalele Thapelo<br>Bruwer Georgina Diederick<br>Nogaga Siviwe<br>Wana Annah N<br>Lekhooa Kekeletso<br>Mohutsiwa Hilda<br>Tsholo Martha<br>Esterhuizen Jacobus                            | YES | 12 | 12 | 3 |
| 17 | <b>Cllr C.S. STEENKAMP</b><br>Botlholo Alfred<br>Matomela Nomfundo<br>Stuurman Aphiwe<br>Makgota Fannie<br>Molotsi Moelo<br>Mokgatsi Joseph<br>Letsie Motsabi Aletta<br>Ntsoabole Abusiswe<br>Matsepe Reginah                                                  | YES | 10 | 10 | 3 |
| 18 | <b>Cllr S.I. TLHARIPE</b><br>Van Rooyen Patricia<br>Mphahlele Blantina<br>Leoto Phamphillia Mamokhoo                                                                                                                                                           | YES | 12 | 12 | 3 |

# APPENDICES

|    |                                                                                                                                                                                                                                                         |     |    |    |   |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|    | Mokoto David<br>Nhlapo Veronica<br>Maile David<br>Mtimkulu Victoria<br>Zungu Thembi<br>Ramncwana Inganathi<br>Serekego Magudi Alina                                                                                                                     |     |    |    |   |
| 19 | <b>Cllr V.M. TYELINGANE</b><br>Mzukwa Liziwe<br>Ranana Xolani<br>Sixhanti Aphelele<br>Zozoyama Bongile<br>Mpanza Lungani<br>Phohlo Mampho<br>Deyi Zukiswa<br>Chakuua Poni<br>Cebani Noziphiwe<br>Maqutwa Nofezile                                       | YES | 12 | 12 | 4 |
| 20 | <b>Cllr M. NGQELE</b><br>Titi Ziyanda<br>Nqaba Zukelwa<br>Chabagae Maria Thuthubudu<br>Ntutu Babalwa<br>Mkhetsu Zanele<br>Zituta Lunga<br>Denti Nomthandazo<br>Mzomba Nomvula<br>Kama Phumla<br>Jobo Nonkanyiso Melba                                   | YES | 12 | 12 | 4 |
| 21 | <b>Cllr J.D.W. Zwart</b><br>Kwes Judith<br>Groenewald Elvis<br>Makhaya Tsidi<br>Peeeta Seiso<br>Willemse Mandu Pricilla<br>fourie mathapelo<br>Leboko Jabulani Philemon<br>Zwelibanzi bettie<br>Isaaks Abraham Jackson<br>Moerane Ephraim               | YES | 12 | 12 | 3 |
| 22 | <b>Cllr A.M. PHENDUKA</b><br>Ndlovu Buti Isaac<br>Letloenyane Abel Thabo<br>Mootsi Dora Masesi<br>Phajane John Moiletsi<br>Ndayi Elsie N<br>Okolo Lindela<br>Obos Nonhlupheko Peggy<br>Qekelana Fezeka<br>Menyatso Matlhomola<br>Molefe Siphso Johannes | YES | 12 | 12 | 3 |
| 23 | <b>Cllr L.M. MPUPU</b><br>Ngxabani Xoliswa<br>Mdingi Phumlani<br>Mvimbi Nomalungisa                                                                                                                                                                     | YES | 12 | 12 | 4 |

# APPENDICES

|    |                                                                                                                                                                                                                                                                 |     |    |    |   |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|    | Songwisi Mzimkhulu<br>Ntutha Nomthandazo<br>Sebakwe Iris<br>Pito Bukiwe<br>Nelicia Philiswa Mzolisa<br>Mohloboli Seeshe Simon<br>Zondo Siyabonga                                                                                                                |     |    |    |   |
| 24 | <b>Cllr T.D. MOLATLHEGI</b><br>Tihlooe Isaac Pappie<br>Mogale Gosalamang Ruth<br>Diale Mosiua Daniel<br>Motaung Lucas M<br>Mnqwazi Mandlana Edward<br>Misapitso Mary Motlalepule<br>Banda Sphiwe James<br>Kani Thobile<br>Konopi Majoro<br>Jonqo Thandi Alice   | YES | 12 | 12 | 2 |
| 25 | <b>Cllr D.L. MYILIBE</b><br>Ndzilane Ntobekhaya<br>Rakomane Moeder<br>Gundane Sisina<br>Rabotapi Buti Jacob<br>Booi Noluthando<br>Molefe Motlalepule<br>Moloko Alpheus Ngwanya<br>Ngwanya Saulina Deliwe<br>Koti Asanda Robert<br>Ndubata Nomvula               | YES | 12 | 12 | 3 |
| 26 | <b>Cllr G.E. MBALISO</b><br>Phenduka Lindiwe Lizzy<br>Shabalala Loyiso<br>Setona Palesa Rose<br>Kumalo Nonhlanhla Goodness<br>Mokoena Ntebaleng Emily<br>Thiko Nomvula<br>Mphumela Thomas<br>Malefane Noyozanele Alinah<br>Mpeke Matshepang<br>Phopoye Tshepiso | YES | 12 | 12 | 2 |
| 27 | <b>Cllr M. NAKI</b><br>Bungalipeli Mbulelo<br>Medichane Orapeleng<br>Seribe Kabelo<br>Landu Princess<br>Bhota Anelisa<br>Khohli Nozandisa<br>Mokone Moipone<br>Somdaka Babalwa<br>Mtshali Honjiswa<br>Sitshongaye Nomawethu                                     | YES | 12 | 12 | 1 |
| 28 | <b>Cllr C.MD. REBELLO</b><br>Leballo Tseliso<br>Zungu Constance<br>Mgqaliso Raymond                                                                                                                                                                             | YES | 12 | 12 | 2 |



# APPENDICES

|  |                                                                                                                                                             |  |  |  |  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
|  | Ngqasa Chuene Jane<br>Fanie Phuthuma Axole<br>Segau Molwanta Abraham<br>Mkonza Anna Mafulane<br>Templeton John<br>Ntsimane Maria<br>Jansen Van Vuuren Zelda |  |  |  |  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|

# APPENDICES

## APPENDIX F – WARD INFORMATION

| Ward Title: Ward Name (Number)                                              |       |                                                             |            |            |               |
|-----------------------------------------------------------------------------|-------|-------------------------------------------------------------|------------|------------|---------------|
| Capital Projects: Seven Largest in Year 2024/2025 (Full List at Appendix O) |       |                                                             |            |            |               |
| R' 000                                                                      |       |                                                             |            |            |               |
| No.                                                                         | Ward  | Project Name and detail                                     | Start Date | End Date   | Total Value   |
| P769/Ph8                                                                    | 1,2   | Khutsong Roads and Stormwater (Phase 8)                     | Multi year | Multi year | 10 000 000.00 |
| P771/Ph8                                                                    | 22,26 | Kokosi Roads and Stormwater (Phase 8)                       | Multi year | Multi year | 10 000 000.00 |
| P786                                                                        |       | 132KV -150M Loop in-loopout Overhead Line for Plover        | Multi year | Multi year | 10 000 000.00 |
| P789                                                                        |       | Refurbishment of Khutsong WWTW and associated works PHASE 1 | Multi year | Multi year | 10 000 000.00 |
| P790                                                                        |       | Khutsong Bulk Roads and Stormwater Phase 2                  | Multi year | Multi year | 30 000 000.00 |
| P778                                                                        |       | Khutsong Rehabilitation of Sinkholes                        | Multi year | Multi year | 12 000 000.00 |
| P772/Ph8                                                                    | 20,23 | Wedela Ext 3 Roads and Stormwater (Phase 8)                 | Multi year | Multi year | 8 500 000.00  |
| T F.1                                                                       |       |                                                             |            |            |               |

| Basic Service Provision                     |        |            |             |        |         |
|---------------------------------------------|--------|------------|-------------|--------|---------|
| Detail                                      | Water  | Sanitation | Electricity | Refuse | Housing |
| Households with minimum service delivery    | 98,60% | 99,30%     | 98,10%      | 91,10% |         |
| Households without minimum service delivery | 1,30%  | 0,30%      | 1,90%       | 8,80%  |         |
| Total Households (Formal Households)        | 77 599 | 77 599     | 77 599      | 77 599 |         |
| Houses completed in year                    |        |            |             |        |         |
| Shortfall in Housing units                  |        |            |             |        |         |
| Source: Statssa, Census 2022                |        |            |             |        |         |
| T.F.2                                       |        |            |             |        |         |

**ELECTED WARD MEMBERS (STATING NUMBER OF MEETING ATTENDED – MAXIMUM 12)**

| Wards | Name of a ward councillor and committee member 2022/2024                                                                                                                                                                                                        | Committee established | Number of committee meeting held during the year | Number of monthly reports submitted to the Speaker's office on time | Number of quarterly public ward meetings held during the year |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------|
| 1     | <b>Cllr A.T.R. MOTSUMI</b><br>Mankwe Maria<br>Legoete Tebogo<br>Mashapa Sydney<br>Magwaza Sello Petrus<br>Kula Johanne<br>Manyedi Mavis<br>Mashapa Lerato<br>Phatswane Rebecca<br>Veneck Reginah<br>Ntsane Madineo Albertin                                     | YES                   | 12                                               | 12                                                                  | 3                                                             |
| 2     | <b>Cllr T.M. MNQANDI</b><br>Lefifi Elsie<br>Mohapi Lebohang<br>Senatla Kgomotso<br>Mbabaza Gloria<br>Mosiane Aradatana Dvid<br>Vas Zodwa<br>Sibanda Lebo David<br>Mosoche Maria<br>Gwala Sophie<br>Nkopane Portia                                               | YES                   | 12                                               | 12                                                                  | 4                                                             |
| 3     | <b>Cllr E. TIBANE</b><br><br>Sikhenjane Sabata Andries<br>Silimela Linah<br>Nghenabo Bridget<br>Moloko Nellie<br>Hlwili Nompumelelo<br>Ngesi Nomalizo<br>Molefe Gogo Maria<br>Masetle Lieketseng Angelina<br>Nthibane Lisebo Emily<br>Khoza Patrick Lebelekwana | YES                   | 12                                               | 12                                                                  | 3                                                             |
| 4     | <b>Cllr F.A MOTLOUNG</b><br>Zanele Lwana<br>Rabanye Ntsoaki Patricia                                                                                                                                                                                            | YES                   | 12                                               | 12                                                                  | 4                                                             |

# APPENDICES

|   |                                                                                                                                                                                                                                            |     |    |    |   |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|   | Molefe Palesa<br>Ntuli Helen<br>Makoko Ntabeleng<br>Mtshengu Vuiswa Agnes<br>Ntsheyang Thandiwe<br>Wasa Ncumisa<br>Makeleni Mavis<br>Mnyamana Amanda                                                                                       |     |    |    |   |
| 5 | <b>CIlr N. MCETYWA</b><br>Spamla Nontsikelelo<br>Metsing Bobatsi<br>Zembe Tabisa<br>Ndude Nosidima<br>Goshobe Nontsikelelo<br>Kanyiwe Zanele<br>Leduba Nthabeleng<br>Sitsile Queen<br>Sipele Phila<br>Gxala Nosisi                         | YES | 12 | 12 | 2 |
| 6 | <b>CIlr L.I. MANGALISO</b><br>Sangxu Ntombizanele<br>Monama Vuyelwa Siwa<br>Msiya Moeketsi Moses<br>Busakwe Precious<br>Talita Khalipha<br>Esak Meno<br>Ncwane Pual Stephane<br>Mgqubeni Noluvuyo Patricia<br>Kula Daniel<br>Ndabankulu CN | YES | 12 | 12 | 1 |
| 7 | <b>CIlr D.M. SEGAKWENG</b><br>Mogale Princess<br>Medupe Boitumelo<br>Ramantsi Mosetlha<br>Baas Oupa Joseph<br>Kgatitsoe Kelebogile<br>Kekana Itumeleng<br>Makhoba Thulani<br>Nkomane Sibusiso<br>Magwaza Nobuhle<br>Maseko Mathapelo       | YES | 12 | 12 | 4 |
| 8 | <b>CIlr M.B. NKABINDE</b><br>Mabitsa Ndleleni<br>Madikizela Yonela<br>Coliath Nomakhosazana<br>Ziqotyana Nocawe<br>Tsetetsi Golden<br>Phiri Mmenyama Erestina                                                                              | YES | 12 | 12 | 4 |

# APPENDICES

|    |                                                                                                                                                                                                                                                            |     |    |    |   |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|    | Foteng Kenneth<br>Mhlanga Nosipho<br>Tabane Elias<br>Kgobe Moti                                                                                                                                                                                            |     |    |    |   |
| 9  | <b>Cllr N.C. PITLELE</b><br>Meletse Aletta Silli<br>Motlhaoleng Seabelo Andrew<br>Rabuthu Thabang Elisas<br>Myeni Elliot<br>Montsho Miriam M<br>Mokhahlane Pule<br>Mabote Hans<br>Seete Alinah Mottalepula<br>Mathebula Khensani S<br>Moya Aaron           | YES | 12 | 12 | 4 |
| 10 | <b>Cllr T.R. MASIU</b><br>Matabane Mathapelo<br>Rabele Tebogo<br>Marubyane Mponeng<br>Legoete Monosi Ephraim<br>Moremi Boitumelo<br>Mlotshwa Princess<br>Sambo Shane<br>Faxayi Thandiwe Joyce<br>Lecwamotse Gabriel Merriana<br>Digwamaje Dikeledi Rebecca | YES | 12 | 12 | 1 |
| 11 | <b>Cllr N. LETLABIKA</b><br>Modibane Obakeng<br>Siyengu Prester Delibango<br>Mazwi Sampson Tembisile<br>Gxulu Akhona<br>Cosa Zukhanye<br>Siniu Richard Mbulelo<br>Tungela Ncumisa<br>Mazwi Nonzukiso<br>Sivungu Nolubabalo<br>Gamthini Mthandazelwa        | YES | 12 | 12 | 3 |
| 12 | <b>Cllr T. MOKUKE</b><br>Ntori Mahao<br>Lebabo Martin Moeketsi<br>Ncana Given<br>Nake Nomsa Agnes<br>Ncebeni Elizabeth<br>Mdingi Zukiswa<br>Tekana Martha<br>Kgaje Lenah Makie<br>Mosiane Otsile Victor<br>Telile Thabo                                    | YES | 12 | 12 | 4 |



# APPENDICES

|    |                                                                                                                                                                                                                                                                |     |    |    |   |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
| 13 | <b>Cllr E.T. MTHEMBU</b><br>Ndamase Zukisiwa<br>Mbina Nontobeko<br>Fixane Mbuyiselo Ernest<br>Chola Xoliswa Slyvia<br>Saia Benjamin<br>Maluleka Gezani Thomas<br>Khetshana Nontobeko<br>Senteni Fundisile<br>Khonjwayo Malizo<br>Lutshetu Sinovuyo             | YES | 12 | 12 | 1 |
| 14 | <b>Cllr L. MARITZ</b><br>Nieuwoudt Cwa<br>Hahingh Francois Arnoldus<br>Brits Abraham Jacobus<br>Van der Merwe Corn<br>Van Den Berg Jacob Petronella<br>van der Merve Jacobus Pieter<br>Matlala Simon<br>Hattingh Heidi<br>Bouwer Nadine<br>Van der Merwe Corne | YES | 12 | 12 | 1 |
| 15 | <b>L. MGANU</b><br>Sicwebu Zimasa<br>Mbuli Yoleka<br>Feni Zola<br>Ndamase Mxolisi<br>May Siyoyo<br>Manqokomelana Ntombentle<br>Mosebetsane Ntuseng<br>Marongo Funeka<br>Sotyingwa Amanda<br>Langa Zandiswa                                                     | YES | 12 | 12 | 4 |
| 16 | <b>Cllr D.H. HARMAN</b><br>Dlamini Florence<br>Qolo Gladys Nomvula<br>Hlalele Thapelo<br>Bruwer Georgina Diederick<br>Nogaga Siviwe<br>Wana Annah N<br>Lekhooa Kekeletso<br>Mohutsiwa Hilda<br>Tsholo Martha<br>Esterhuizen Jacobus                            | YES | 12 | 12 | 3 |
| 17 | <b>Cllr C.S. STEENKAMP</b><br>Botlholo Alfred<br>Matomela Nomfundo<br>Stuurman Aphiwe                                                                                                                                                                          | YES | 10 | 10 | 3 |

# APPENDICES

|    |                                                                                                                                                                                                                                             |     |    |    |   |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|    | Makgota Fannie<br>Molotsi Moelo<br>Mokgatsi Joseph<br>Letsie Motsabi Aletta<br>Ntsoabole Abusiswe<br>Matsepe Reginah                                                                                                                        |     |    |    |   |
| 18 | <b>Cllr S.I. TLHARIPE</b><br>Van Rooyen Patricia<br>Mphahlele Blantina<br>Leoto Phamphillia Mamokhoo<br>Mokoto David<br>Nhlapo Veronica<br>Maile David<br>Mtimkulu Victoria<br>Zungu Thembi<br>Ramncwana Inganathi<br>Serekego Magudi Alina | YES | 12 | 12 | 3 |
| 19 | <b>Cllr V.M. TYELINGANE</b><br>Mzukwa Liziwe<br>Ranana Xolani<br>Sixhanti Aphelele<br>Zozoyama Bongile<br>Mpanza Lungani<br>Phohlo Mampho<br>Deyi Zukiswa<br>Chakuua Poni<br>Cebani Noziphiwe<br>Maqutwa Nofezile                           | YES | 12 | 12 | 4 |
| 20 | <b>Cllr M. NGQELE</b><br>Titi Ziyanda<br>Nqaba Zukelwa<br>Chabagae Maria Thuthubudu<br>Ntutu Babalwa<br>Mkhetsu Zanele<br>Zituta Lunga<br>Denti Nomthandazo<br>Mzomba Nomvula<br>Kama Phumla<br>Jobo Nonkanyiso Melba                       | YES | 12 | 12 | 4 |
| 21 | <b>Cllr J.D.W. Zwart</b><br>Kwes Judith<br>Groenewald Elvis<br>Makhaya Tsidi<br>Peeeta Seiso<br>Willemse Mandu Pricilla<br>fourie mathapelo<br>Leboko Jabulani Philemon<br>Zwelibanzi bettie                                                | YES | 12 | 12 | 3 |

# APPENDICES

|    |                                                                                                                                                                                                                                                                |     |    |    |   |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|    | Isaaks Abraham Jackson<br>Moerane Ephraim                                                                                                                                                                                                                      |     |    |    |   |
| 22 | <b>Cllr A.M. PHENDUKA</b><br>Ndlovu Buti Isaac<br>Letloenyane Abel Thabo<br>Mootsi Dora Masesi<br>Phajane John Moiletsi<br>Ndayi Elsie N<br>Okolo Lindela<br>Obos Nonhlupheko Peggy<br>Qekelana Fezeka<br>Menyatso Matlhomola<br>Molefe Siphio Johannes        | YES | 12 | 12 | 3 |
| 23 | <b>Cllr L.M. MPUPU</b><br>Ngxabani Xoliswa<br>Mdingi Phumlani<br>Mvimbi Nomalungisa<br>Songwiqui Mzimkhulu<br>Ntutha Nomthandazo<br>Sebakwe Iris<br>Pito Bukiwe<br>Nelicia Philiswa Mzolisa<br>Mohloboli Seeshe Simon<br>Zondo Siyabonga                       | YES | 12 | 12 | 4 |
| 24 | <b>Cllr T.D. MOLATLHEGI</b><br>Tiholoe Isaac Pappie<br>Mogale Gosalamang Ruth<br>Diale Mosiua Daniel<br>Motaung Lucas M<br>Mnqwazi Mandlana Edward<br>Misapitso Mary Motlalepule<br>Banda Siphile James<br>Kani Thobile<br>Konopi Majoro<br>Jonqo Thandi Alice | YES | 12 | 12 | 2 |
| 25 | <b>Cllr D.L. MYILIBE</b><br>Ndzilane Ntobekhaya<br>Rakomane Moeder<br>Gundane Sisina<br>Rabotapi Buti Jacob<br>Booi Noluthando<br>Molefe Motlalepule<br>Moloko Alpheus Ngwanya<br>Ngwanya Saulina Deliwe<br>Koti Asanda Robert<br>Ndubata Nomvula              | YES | 12 | 12 | 3 |
| 26 | <b>Cllr G.E. MBALISO</b><br>Phenduka Lindiwe Lizzy                                                                                                                                                                                                             | YES | 12 | 12 | 2 |

# APPENDICES

|             |                                                                                                                                                                                                                                                    |     |    |    |   |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|----|---|
|             | Shabalala Loyiso<br>Setona Palesa Rose<br>Kumalo Nonhlanhla Goodness<br>Mokoena Ntebaleng Emily<br>Thiko Nomvula<br>Mphumela Thomas<br>Malefane Noyozanele Alinah<br>Mpeke Matshepang<br>Phopoye Tshepiso                                          |     |    |    |   |
| 27          | <b>Cllr M. NAKI</b><br>Bungalipeli Mbulelo<br>Medichane Orapeleng<br>Seribe Kabelo<br>Landu Princess<br>Bhota Anelisa<br>Khohli Nozandisa<br>Mokone Moipone<br>Somdaka Babalwa<br>Mtshali Honjiswa<br>Sitshongaye Nomawethu                        | YES | 12 | 12 | 1 |
| 28          | <b>Cllr C.MD. REBELLO</b><br>Leballo Tseliso<br>Zungu Constance<br>Mgqaliso Raymond<br>Ngqasa Chuene Jane<br>Fanie Phuthuma Axole<br>Segau Molwanta Abraham<br>Mkonza Anna Mafulane<br>Templeton John<br>Ntsimane Maria<br>Jansen Van Vuuren Zelda | YES | 12 | 12 | 2 |
| <b>TF.3</b> |                                                                                                                                                                                                                                                    |     |    |    |   |

# APPENDICES

## APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 2024/25

| Municipal Audit Committee Recommendations |                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date of Committee                         | Committee recommendations during Year 2024/25                                                                                                                                                                                                       | Recommendations adopted (enter Yes) If not adopted (provide explanation)                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 08/02/2023                                | Internal Audit Unit to include information of hours budgeted for and the actual hours spent on audit projects.                                                                                                                                      | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                           | Management to start immediately to implement corrective measures to address findings on contract management. Feedback to be provided in the next Audit Committee on actions plans that are put in place to address findings on contract management. | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                           | Management to start immediately to implement corrective measures to address findings on supply chain. Feedback to be provided in the next Audit Committee on actions plans that are put in place to address findings on supply chain                | No:<br>Out of 3 Audit findings, 2 findings are implemented and 1 finding in progress (The Legal Department is in the process of drafting a stand-alone Contract Management Policy to be tabled to Council for approval. To ensure that the Municipality has a comprehensive Contract Register Legal Department is also in the process of compiling its own Contract Register which shall be compared with the register kept by Supply Chain Management. Departments are responsible for monitoring each contract. Legal also draws all SLAs. |
|                                           | The Acting Chief Financial Officer to investigate whether Mailtronic Direct Marketing CC is listed in the SCM database of the Municipality, feedback to be provided in the next meeting.                                                            | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 26/06/2023                                | The scope of the ICT Report is to be expanded to cover other key ICT governance areas as outlined in the DPSA ICT Framework.                                                                                                                        | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                           | The ICT Report also includes information on ICT projects and appraisal of the functionality of electronic systems used by the Municipality such as the automated performance management system and the CaseWare system.                             | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                           | The Human Resource Report includes discussions on Employee relations, Employee wellness as well as Skills Development and Training.                                                                                                                 | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                           | The Audit Committee Charter (2023/2024) reviewed and approved by the Committee                                                                                                                                                                      | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 23/08/2023                                | The approved Audit Committee Charter (2023/2024) to be tabled at the next Council meeting for adoption.                                                                                                                                             | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



# APPENDICES

| Municipal Audit Committee Recommendations |                                                                                                                                                                                                  |                                                                          |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Date of Committee                         | Committee recommendations during Year 2024/25                                                                                                                                                    | Recommendations adopted (enter Yes) If not adopted (provide explanation) |
|                                           | Internal Audit to develop timesheets to keep track of budget hour's v/s spent hours on all projects for 2023/2024 financial year.                                                                | Yes                                                                      |
|                                           | Internal Audit OPCA to be a standing agenda item at the EXCO & MANCO meetings.                                                                                                                   | Yes                                                                      |
|                                           | The Internal Audit Charter (2023/2024) reviewed and approved by the Audit Committee.                                                                                                             | Yes                                                                      |
|                                           | The Internal Audit Plan (2023/2024) and the Three-Year Rolling Plan for the years ending 30 June 2026 was approved by the Audit Committee.                                                       | Yes                                                                      |
|                                           | The letter received by the Municipality from Gauteng Provincial Treasury (GPT) confirms that the 2023/2024 budget is unfunded to be distributed to the Committee for information purposes.       | Yes                                                                      |
|                                           | The Quality Assurance Assessment Report is to be tabled in the next Audit Committee Meeting.                                                                                                     | Yes                                                                      |
|                                           | The Turn-Around Strategy to be tabled at the next Audit Committee Meeting.                                                                                                                       | Yes                                                                      |
|                                           | The proposed Payment Incentive Scheme to be tabled at the next Audit Committee Meeting.                                                                                                          | Yes                                                                      |
| 06/12/2023                                | Management to include timelines in all activities planned by the Section: Occupational Health & Safety.                                                                                          | Yes                                                                      |
|                                           | The minutes of the Joint Audit Committee and Performance Audit Committee held on the 29 August 2023 to be sent to members of both Committees to review and request round robin approval thereof. | Yes                                                                      |
|                                           | The minutes of the Joint Audit Committee and Performance Audit Committee held 31 August 2023 to be sent to members of both Committees to review and request round robin approval thereof.        | Yes                                                                      |
|                                           | The Internal Audit Methodology (2023/2024) was reviewed and approved by the Audit Committee.                                                                                                     | Yes                                                                      |
|                                           | The Chief Risk Officer to circulate the Fraud Prevention Plan and Anti-Corruption Strategy for the Audit Committee to assist with the review of the documents.                                   | Yes                                                                      |
|                                           | The ICT Report to be expanded to include AG findings for 2022/2023, ICT projects and a list of all approved ICT policies.                                                                        | Yes                                                                      |
| 04/07/2024                                | Management to submit a list of all policies and indicate whether they have been approved and when last they were updated.                                                                        | Yes                                                                      |
|                                           | Management to share project plan for all the ICT projects, which should indicate scope of work, and timeframes/deadlines for completion of project activities.                                   | Yes                                                                      |

# APPENDICES

| Municipal Audit Committee Recommendations |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                    |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date of Committee                         | Committee recommendations during Year 2024/25                                                                                                                                                                                                                           | Recommendations adopted (enter Yes) If not adopted (provide explanation)                                                                                                                                                                           |
| 12/09/2024                                | The Accounting Officer to present a detailed report on the current status of the ICT Infrastructure, both hardware and software issues.                                                                                                                                 | Yes                                                                                                                                                                                                                                                |
|                                           | Internal Audit to remove findings that have been resolved from the list on Internal Audit OPCA, and report only issues in-progress and outstanding findings.                                                                                                            | Yes                                                                                                                                                                                                                                                |
|                                           | The Internal Audit Plan (2024/2025) and the Three-Year Rolling Plan for the years ending 30 June 2027 was approved by the Audit Committee.                                                                                                                              | Yes                                                                                                                                                                                                                                                |
|                                           | Management to include timelines in all activities planned by the Section: Occupational Health & Safety.                                                                                                                                                                 | Yes                                                                                                                                                                                                                                                |
|                                           | Presentation on Vision 2035, Re-Imagining Merafong to be tabled in the next Audit Committee meeting.                                                                                                                                                                    | Yes                                                                                                                                                                                                                                                |
|                                           | The Progress Report on Payment Incentive Scheme to be tabled in the next Audit Committee Meeting.                                                                                                                                                                       | Yes                                                                                                                                                                                                                                                |
| 02/12/2024                                | The Municipality to contact SETA for assistance, as there is a possibility that they will provide and finance trainees. The Municipality can request that SETA send two or three trainees, one to serve in the Risk Management Unit and two in the Internal Audit Unit. | Yes                                                                                                                                                                                                                                                |
| 27/02/2025                                | Human Resource to update the Committee on the progress of recruitment in terms of filling positions in Risk Management Unit.                                                                                                                                            | No<br>Recruitment process started, and advert was closed on the 20 <sup>th</sup> of January 2025, however material errors were found which necessitated a re-advert which closed on the 20 <sup>th</sup> of June 2025. The process is in progress. |

# APPENDICES

## APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

### EVALUATION OF SERVICE PROVIDERS

In compliance with section 46 (1)(a) of the Municipal Systems Act, the following table reflects the performance of external service providers utilized during 2024/2025 financial year of the implementation of projects as approved in the IDP and adjustment budget.

| Proj<br>ect<br>No.                  | Project<br>Description                                                                                             | Appointed<br>Consultant                         | Average<br>Score | Appointed<br>Contractor                           | Average<br>Score | Comments                                                                                                                            |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------|---------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <b>Technical Department:</b>        |                                                                                                                    |                                                 |                  |                                                   |                  |                                                                                                                                     |
| <b>Water and Sanitation Section</b> |                                                                                                                    |                                                 |                  |                                                   |                  |                                                                                                                                     |
| P747                                | Khutsong South<br>Ext. 5 Outfall<br>Sewer                                                                          | Pro-Plan Consulting<br>Engineers (Pty) Ltd      | 4 - Very<br>Good | Turnkey: Reabusa<br>Construction &<br>Supplies CC | 4 - Very Good    | Project Completed                                                                                                                   |
| P787                                | Installation of<br>Zonal Meters and<br>PRV'S with Real<br>Time Scada<br>Monitoring for<br>Merafong<br>Municipality | Mayisane and<br>Associates (Pty) Ltd            | 3 - Good         | SEBCRA (Pty) Ltd                                  | 3 - Good         | A catch-up plan to be submitted to<br>Cater for the delays. Project to roll<br>over to the new financial year                       |
| P759                                | Khutsong North<br>Water & Sewer<br>Reticulation Stage<br>3                                                         | Metsweding<br>Consulting<br>Engineers (Pty) Ltd | 4 - Very<br>Good | Turnkey<br>Appointment: Gale<br>Consulting        | 4 - Very Good    | Project Completed                                                                                                                   |
| P763                                | Upgrading &<br>Rehabilitation of<br>Wedela WWTW                                                                    | TKQ Consulting (Pty)<br>Ltd                     | 4 - Very<br>Good | ZM and Nikiwenono<br>Construction                 | 4 - Very Good    | Monitor contractor against the<br>programme. Consultant to provide<br>information on dealing with<br>underground water in trenches. |

Municipality /

# Contents

| Project No. | Project Description                               | Appointed Consultant                 | Average Score | Appointed Contractor           | Average Score | Comments                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------|---------------------------------------------------|--------------------------------------|---------------|--------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| P764        | Structurer Rehabilitation of 007 Reservoir        | Morad Consulting Engineers (Pty) Ltd | 3 - Good      | JMS Projects (Pty) Ltd         | 3 - Good      | Delays in completion of the project was due to suspension of works emanated from non-compliance, poor performance and notice to terminate letters issued to contractor, contractor requested session due to cashflow challenges. The Consultant has recommended the termination of the contract with the Main Contractor as the later has abandoned site. Cession documentation submitted to MCLM, pending approval and signing. |
| P767        | Fochville Outfall Sewer                           | LPS Consulting (Pty) Ltd             | 3 - Good      | Kaneka Civil and Construction  | 3 - Good      | Monitor progress closely, contractor to issue catchup plan. Contractor to add resources for the hard rock section.                                                                                                                                                                                                                                                                                                               |
| P768        | Kokosi Ext 6 Sewer & Water Meters                 | JMS Projects                         | 3 - Good      | -                              | -             | Slow rate of progress, the contractor was issued with a penalty letter. The consultant is yet to finalise the review of the design of the pipe bridge. Chemical blasting of the 240m of pipe that is left is ongoing. The contractor is not making much progress on the pipe excavations due to hard rock.                                                                                                                       |
| P773        | Khutsong North Water & Sewer Reticulation Stage 4 | LSO Consulting Engineers (Pty) Ltd   | 4 - Very Good | Malindo Civil and Construction | 4 - Very Good | Project Completed                                                                                                                                                                                                                                                                                                                                                                                                                |



# Contents

| Proj<br>ect<br>No.           | Project<br>Description                                | Appointed<br>Consultant                | Average<br>Score | Appointed<br>Contractor                             | Average<br>Score | Comments                                                                                                                         |
|------------------------------|-------------------------------------------------------|----------------------------------------|------------------|-----------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------|
| P777                         | Foundation<br>Stabilization<br>of<br>Addata Reservoir | LPS Consulting (Pty)<br>Ltd            | 4 - Very<br>Good | VTR Construction<br>CC                              | 4 - Very Good    | Project Completed                                                                                                                |
| P779                         | Replacement of<br>Manhole Covers                      | JMS Projects                           | 4 - Very<br>Good | EPWP<br>Implementation                              | 4 - Very Good    | Project Completed                                                                                                                |
| P784                         | Merafong Water<br>and Sanitation<br>Maintenance       | -                                      | -                | Zacks Business<br>Enterprise JV OPM<br>Construction | 4 - Very Good    | Project Completed                                                                                                                |
| P789                         | Refurbishment of<br>Khutsong WWTW                     | TKQ Consulting (Pty)<br>Ltd            | 4 - Very<br>Good | ZM and Nikiwenono<br>Construction                   | 4 - Very Good    | Challenges are rocks in some<br>sections as well as pipes leading to<br>the WWTW                                                 |
| P791                         | Welverdiend<br>WWTW                                   | TKQ Consulting (Pty)<br>Ltd            | 4 - Very<br>Good | PK Financial<br>Consultants                         | 3 - Good V       | Delays in implementation of the<br>project are due to delays by the<br>contractor in submitting correct<br>contractual documents |
| <b>Roads and storm water</b> |                                                       |                                        |                  |                                                     |                  |                                                                                                                                  |
| P757                         | Kokosi Roads &<br>Stormwater<br>(Phase 7)             | Kutlo<br>Engineers (Pty) Ltd           | 4 - Very<br>Good | Turnkey:<br>Kgakanoko<br>Masaila                    | 4 - Very Good    | Project Completed within specified<br>time frame                                                                                 |
| P758                         | Wedela Ext. 3<br>Roads &<br>Stormwater<br>(Phase 7)   | TKQ Consulting (Pty)<br>Ltd            | 4 - Very<br>Good | ATT Global Group<br>(Pty) Ltd                       | 4 - Very Good    | Project Completed within specified<br>time frame.                                                                                |
| P769                         | Khutsong Roads<br>& Stormwater<br>(Phase 8)           | LSO Consulting<br>Engineers (Pty) Ltd  | 4 - Very<br>Good | Malindo Civil and<br>Construction                   | 4 - Very Good    | Project Implemented within the<br>specifications, delay incurred from<br>the rainy season.                                       |
| P770                         | Kokosi Roads &<br>Stormwater<br>(Phase 4)             | Kabe Consulting<br>Engineers (Pty) Ltd | 4 - Very<br>Good | Sivuthumlilo<br>Trading                             | 4 - Very Good    | Project Completed within specified<br>period.                                                                                    |
| P771                         | Kokosi Roads &<br>Stormwater                          | Kutlo Consulting                       | 4 - Very<br>Good | Nandzu Trade and                                    | 4 - Very Good    | Project Completed within the                                                                                                     |



# Contents

| Project No. | Project Description                                | Appointed Consultant                   | Average Score | Appointed Contractor                       | Average Score | Comments                                                                   |
|-------------|----------------------------------------------------|----------------------------------------|---------------|--------------------------------------------|---------------|----------------------------------------------------------------------------|
|             | Stormwater (Phase 8)                               | Engineers (Pty) Ltd                    | Good          | General Projects                           |               | specified period                                                           |
| P772        | Wedela Ext.3 Roads & Stormwater (Phase 8)          | Kago Environment Consultants (Pty) Ltd | 4 - Very Good | Situkulwane Lesisha Construction CC        | 4 Very Good   | Project completed within the specified time frame                          |
| P778        | Khutsong Rehabilitation of Sinkholes               | LPS Consulting (Pty) Ltd               | 3 - Good      | Jolinkomo Trading and Projects             | 3 - Good      | Project completed                                                          |
| P780        | Rehabilitation of Carletonville Cemetery Road      | Mayisane and Associates (Pty) Ltd      | 5 - Excellent | Rhuone Projects and Plant Hire             | 4 - Very Good | Project implemented accordingly, delays experienced from the rainy season. |
| P781        | Kokosi WWTW Access Road                            | Kutlo Consulting Engineers (Pty) Ltd   | 4 - Very Good | Implementation through Local Co-operatives | 4 - Very Good | Set milestones achieved at the specified time                              |
| P782        | Wedela WWTW Access Road                            | Kutlo Consulting Engineers (Pty) Ltd   | 4 - Very Good | Implementation through Local Co-operatives | 4 - Very Good | Set milestones achieved at the specified time                              |
| P783        | Merafong Roads and Stormwater Maintenance (Wedela) | -                                      | 4 - Very Good | Jolinkomo Trading and Projects (Pty) Ltd   | 3 - Good      | Project completed within the specified time frame                          |
| P790        | Khutsong Bulk Roads and Stormwater (Phase 2)       | Mayisane and Associates (Pty) Ltd      |               | Shwings Construction and Projects          |               | Due to Gazette Project has been put on hold                                |
| P757        |                                                    |                                        |               |                                            |               |                                                                            |
| P758        | Wedela Ext. 3 Roads & Stormwater                   | TKQ Consulting (Pty) Ltd               | 4 - Very Good | ATT Global Group (Pty) Ltd                 | 4 - Very Good | Project Completed within specified time frame.                             |

# Contents

| Project No.   | Project Description                                       | Appointed Consultant                 | Average Score | Appointed Contractor                | Average Score | Comments                                                                                                                                                                                               |
|---------------|-----------------------------------------------------------|--------------------------------------|---------------|-------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | (Phase 7)                                                 |                                      |               |                                     |               |                                                                                                                                                                                                        |
| P769          | Khutsong Roads & Stormwater (Phase 8)                     | LSO Consulting Engineers (Pty) Ltd   | 4 - Very Good | Malindo Civil and Construction      | 4 - Very Good | Project Implemented within the specifications, delay incurred from the rainy season.                                                                                                                   |
| <b>Energy</b> |                                                           |                                      |               |                                     |               |                                                                                                                                                                                                        |
| P766          | Khutsong Electricity (Frikkie Substation)                 | LSO Consulting Engineers (Pty) Ltd   | 4 - Very Good | Kunjalo Kunje Trading               | 3 - Good      | contractor has cashflow problems, session agreement has been requested from MCLM                                                                                                                       |
| P765          | 2 x 40 132 - 11kv Plover Substation                       | LSO Consulting Engineers (Pty) Ltd   | 3 - Good      | Kunjalo Kunje Trading               | 3 - Good      | Long lead items were procured                                                                                                                                                                          |
| P774          | Merafong Solar Highmast Lights & Solar Streetlights       | Motla Consulting Engineers (Pty) Ltd | 4 - Very Good | Oakantswe Construction and Projects | 4 - Very Good | Project completed, first half of retention to be released in June 2025                                                                                                                                 |
| P786          | 132kva - 150m Loop In - Loop Out Overhead Line for Plover | LSO Consulting Engineers (Pty) Ltd   | 4 - Very Good | Kunjalo Kunje Trading               | 3 - Good      | Due to the unavailability of the BOQ the funds for this project were transferred via change control to Plover and Electrification, since this project is dependent on the completion of the substation |
| P792          | Khutsong South Ext. 5, 6 Electrification Change Control   | TKQ Consulting Engineers (Pty) Ltd   | 3 - Good      | Kunjalo Kunje Trading               | 3 - Good      | Delays are due to late appointment of SMMEs and site location changes                                                                                                                                  |

# VOLUME II

## APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

| Disclosures of Financial Interests         |                             |                                                       |
|--------------------------------------------|-----------------------------|-------------------------------------------------------|
| Period 2024/25                             |                             |                                                       |
| Position                                   | Name                        | Description of Financial Interests* (Nil/ or Details) |
| <b>Executive Mayor</b>                     |                             |                                                       |
| <b>Member of Mayco</b>                     |                             |                                                       |
|                                            | Disebo Violet Tabane        | Property Carletonville Residential                    |
|                                            |                             |                                                       |
|                                            |                             |                                                       |
|                                            |                             |                                                       |
| <b>SPEAKER</b>                             | Thulani Elvis Mphithikezi   | Nil                                                   |
|                                            |                             |                                                       |
| <b>Councillors</b>                         |                             |                                                       |
| 1.                                         | Lomile Tsoloane             | Nil                                                   |
| 2.                                         | Portia Elsie Phalatse       | Nil                                                   |
| 3.                                         | Lungiloe Mpupu              | Nil                                                   |
| 4.                                         | David Henry Harman          | Dawies Menshairstresser & House residential           |
| 5.                                         | Betty Seganeleng Mbecheni   | Nil                                                   |
| 6.                                         | Vuyisile Mqotha             | Nil                                                   |
| 7.                                         | Josephine Matabane          | Nil                                                   |
| 8.                                         | Vusumuzi Nkwanyana          | Nil                                                   |
| 9.                                         | Mthuthuzeli Naki            | NUM &House residential                                |
| 10.                                        | Nthabeleng Letlabika        | Nil                                                   |
| 11.                                        | Nzima Erick Wana            | Nil                                                   |
| 12.                                        | Rudolph Gideon Lusse        | House                                                 |
| 13.                                        | Serebolo Isaac Thlaripe     | Nil                                                   |
| 14.                                        | Mzwadile Bennett Nkabinde   | House residential Khutsong                            |
| 15.                                        | Ngaka Cedrick Pittele       | Nil                                                   |
| 16.                                        | Mgijima Ciliza              | Nil                                                   |
| 17.                                        | Ndzuzo Lugitide             | Nil                                                   |
| 18.                                        | Terrence Mngandi            | Nil                                                   |
| 19.                                        | Carlos D Rebelo             | Video Shop                                            |
| <b>Municipal Manager</b>                   |                             |                                                       |
| <b>Chief Financial Officer</b>             |                             |                                                       |
|                                            | Mikateko Makhubela          | House residential                                     |
|                                            |                             |                                                       |
| <b>Deputy MM and (Executive) Directors</b> |                             |                                                       |
|                                            | Neo Molefe                  | Nil                                                   |
|                                            | Sekgatlane Ezekiel Mantjane | Private Company, and house residential                |
|                                            | Ntokozo Celimpilo Gubevu    | Farming, and house residential                        |
|                                            |                             |                                                       |
| <b>Managers</b>                            |                             |                                                       |
|                                            | B.I Seatlholo               | Nil                                                   |
|                                            | Leah Kenalemnag Maki        | House Residential                                     |
|                                            | Babalwa Tsotso              | Nil                                                   |

# Contents

|                                                                                                                             |                                  |                                                              |
|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------|
|                                                                                                                             | William Molotsi                  | House Residential                                            |
|                                                                                                                             | Boitumelo A. Lambert             | Nil                                                          |
|                                                                                                                             | Solomon Thamaga<br>Molokoane     | Nil                                                          |
|                                                                                                                             | Elsie Ngamashe                   | Nil                                                          |
|                                                                                                                             | Tshediso Dassie                  | Nil                                                          |
|                                                                                                                             | Trevor Ramaru                    | Property Orion Minerals, PTMM & House<br>Residential         |
|                                                                                                                             | Tembaletu Fezani                 | Nil                                                          |
|                                                                                                                             | Puleng Ishmael Mahlatsi          | Nil                                                          |
|                                                                                                                             | Mofokeng Lekopa Jacobs           | Nil                                                          |
|                                                                                                                             | Dikotsi Phillimon<br>Mosolotsane | Nil                                                          |
|                                                                                                                             | Modikwe Samuel Tholwana          | Nil                                                          |
|                                                                                                                             | Evelyn Segakweng-Diale           | House residential                                            |
|                                                                                                                             | Sibusiso Ngobese                 | BEE Shares, property investment,<br>Agriculture & Properties |
| FINANCE<br>OFFICIALS                                                                                                        |                                  |                                                              |
|                                                                                                                             | Petrus Johannes Powell           | Nil                                                          |
|                                                                                                                             | Angelique Henning                | Nil                                                          |
|                                                                                                                             | Kefilwe Maria Kharejane          | BIRCA Mining                                                 |
|                                                                                                                             | Joel Segakweng                   | House Residential Property Cville                            |
|                                                                                                                             | Keleabetswe Selemela             | Nil                                                          |
|                                                                                                                             | Mosetsana Agwu                   | Nil                                                          |
| <i>*Financial interests<br/>to be disclosed even<br/>if they incurred for<br/>only part of the year.<br/>See MBRR SA34A</i> |                                  |                                                              |
|                                                                                                                             |                                  |                                                              |



# Contents

## APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

### APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

| Revenue Collection Performance by Vote                                                                                                                   |                      |                       |                      |                      |                       |                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------|----------------------|----------------------|-----------------------|-----------------------|
| R' 000                                                                                                                                                   |                      |                       |                      |                      |                       |                       |
| Vote Description                                                                                                                                         | Year -<br>2023/24    | Current: Year 2024/25 |                      |                      | Year 2024/25 Variance |                       |
|                                                                                                                                                          | Actual               | Original<br>Budget    | Adjusted<br>Budget   | Actual               | Original<br>Budget    | Adjustments<br>Budget |
| Example 1 - Vote                                                                                                                                         |                      |                       |                      |                      |                       |                       |
| 1                                                                                                                                                        | 13 945 576           | 61 200                | 0                    | 4 546 034            |                       |                       |
| Example 2 - Vote                                                                                                                                         | 1 284 302            | 1 622 807             | 1 338 963            | 1 245 215            |                       |                       |
| 2                                                                                                                                                        | 812                  | 977                   | 587                  | 660                  | 77%                   | 93%                   |
| Example 3 - Vote                                                                                                                                         |                      |                       |                      |                      |                       |                       |
| 3                                                                                                                                                        | 15 770 125           | 23 306 750            | 29 650 809           | 23 979 662           | 103%                  | 81%                   |
| Example 4 - Vote                                                                                                                                         |                      |                       |                      |                      |                       |                       |
| 4                                                                                                                                                        | 6 642                | 14 999                | 43 634               | 15 331               | 102%                  | 35%                   |
| Example 5 - Vote                                                                                                                                         |                      |                       |                      |                      |                       |                       |
| 5                                                                                                                                                        | 0                    | 0                     | 0                    | 0                    |                       |                       |
| Example 6 - Vote                                                                                                                                         |                      |                       |                      |                      |                       |                       |
| 6                                                                                                                                                        | 0                    | 0                     | 0                    | 0                    |                       |                       |
| Example 7 - Vote                                                                                                                                         |                      |                       |                      |                      |                       |                       |
| 7                                                                                                                                                        | 0                    | 0                     | 0                    | 0                    |                       |                       |
| Example 8 - Vote                                                                                                                                         |                      |                       |                      |                      |                       |                       |
| 8                                                                                                                                                        | 53 212 491           | 43 537 778            | 35 759 160           | 29 449 160           | 68%                   | 82%                   |
| Example 9 - Vote                                                                                                                                         |                      |                       |                      |                      |                       |                       |
| 9                                                                                                                                                        | 0                    | 2 841 133             | 34 086 092           | -319 865             | -11%                  | -1%                   |
| Example 10 - Vote                                                                                                                                        |                      |                       |                      |                      |                       |                       |
| 10                                                                                                                                                       | 913 287 615          | 418 857 035           | 435 188 090          | 231 203 061          | 55%                   | 53%                   |
| Example 11 - Vote                                                                                                                                        |                      |                       |                      |                      |                       |                       |
| 11                                                                                                                                                       | 373 059 059          | 180 468 538           | 505 256 441          | 532 901 372          | 295%                  | 105%                  |
| Example 12 - Vote                                                                                                                                        |                      |                       |                      |                      |                       |                       |
| 12                                                                                                                                                       | 35 629 319           | 20 842 354            | 13 639 594           | 12 121 219           | 58%                   | 89%                   |
| Example 13 - Vote                                                                                                                                        |                      |                       |                      |                      |                       |                       |
| 13                                                                                                                                                       | 33 010 204           | 19 222 672            | -18 394 521          | 13 138 498           | 68%                   | -71%                  |
| Example 14 - Vote                                                                                                                                        |                      |                       |                      |                      |                       |                       |
| 14                                                                                                                                                       | 0                    | 0                     | 0                    | 0                    |                       |                       |
| Example 15 - Vote                                                                                                                                        |                      |                       |                      |                      |                       |                       |
| 15                                                                                                                                                       | 4 529 328            | -346 173<br>627       | -82 748 214          | 14 997 281           | -4%                   | -18%                  |
| <b>Total Revenue by<br/>Vote</b>                                                                                                                         | <b>2 726<br/>753</b> | <b>1 985<br/>787</b>  | <b>2 291<br/>445</b> | <b>2 107<br/>247</b> | <b>106%</b>           | <b>92%</b>            |
| Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3 |                      |                       |                      |                      |                       |                       |
| T K.1                                                                                                                                                    |                      |                       |                      |                      |                       |                       |



# Contents

## APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

| Revenue Collection Performance by Source                             |                  |                  |                    |                  |                       |                    |
|----------------------------------------------------------------------|------------------|------------------|--------------------|------------------|-----------------------|--------------------|
| Description                                                          | R '000           |                  |                    |                  |                       |                    |
|                                                                      | Year -2034/24    | Year 2024/25     |                    |                  | Year 2024/25 Variance |                    |
|                                                                      | Actual           | Original Budget  | Adjustments Budget | Actual           | Original Budget       | Adjustments Budget |
| Property rates                                                       | 765 344          | 737 199          | 550 199            | 527 857          | -40%                  | -4%                |
| Property rates - penalties & collection charges                      |                  |                  |                    |                  |                       |                    |
| Service Charges - electricity revenue                                | 364 311          | 425 282          | 357 339            | 246 965          | -72%                  | -45%               |
| Service Charges - water revenue                                      | 373 074          | 479 320          | 568 572            | 445 158          | -8%                   | -28%               |
| Service Charges - sanitation revenue                                 | 69 135           | 83 542           | 112 703            | 71 644           | -17%                  | -57%               |
| Service Charges - refuse revenue                                     | 80 791           | 97 635           | 93 603             | 94 383           | -3%                   | 1%                 |
| Service Charges - other                                              |                  |                  |                    |                  |                       |                    |
| Rentals of facilities and equipment                                  | 2 904            | 1 614            | 3 668              | 3 014            | 46%                   | -22%               |
| Interest earned - external investments                               |                  |                  |                    |                  |                       |                    |
| Interest earned - outstanding debtors                                | 310 770          | 239 231          | 197 161            | 95 178           | -151%                 | -107%              |
| Dividends received                                                   |                  |                  |                    |                  |                       |                    |
| Fines                                                                |                  |                  |                    |                  | -                     | -23780%            |
| Licences and permits                                                 | 1                | 13 568           | 1 008              | 4                | 321188 %              | -168%              |
| Agency services                                                      | 10 991           | -                | 18 500             | 6 911            | 100%                  | 0%                 |
| Transfers recognised - operational                                   | 325 561          | 337 435          | 342 207            | 343 527          | 2%                    | -33%               |
| Other revenue                                                        | 249 666          | 324 522          | 204 258            | 153 853          | -111%                 | -33%               |
| Gains on disposal of PPE                                             |                  |                  |                    |                  |                       |                    |
| Environmental Protection                                             |                  |                  |                    |                  |                       |                    |
| <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>2 552 548</b> | <b>2 739 348</b> | <b>2 449 218</b>   | <b>1 988 495</b> | <b>-37.76%</b>        | <b>-23.17%</b>     |

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

T K.2

# Contents

## APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

| Conditional Grants: excluding MIG                       |                  |                       |                  |          |                       | R' 000                                                                            |
|---------------------------------------------------------|------------------|-----------------------|------------------|----------|-----------------------|-----------------------------------------------------------------------------------|
| Details                                                 | Budget           | Adjustments<br>Budget | Actual           | Variance |                       | Major<br>conditions<br>applied by<br>donor<br>(continue<br>below if<br>necessary) |
|                                                         |                  |                       |                  | Budget   | Adjustments<br>Budget |                                                                                   |
| Neighbourhood<br>Development<br>Partnership Grant       | None             |                       |                  |          |                       |                                                                                   |
|                                                         |                  |                       |                  |          |                       |                                                                                   |
| Public Transport<br>Infrastructure and<br>Systems Grant | None             |                       |                  |          |                       |                                                                                   |
| <i>Other Specify:</i>                                   |                  |                       |                  |          |                       |                                                                                   |
| Water Services<br>Infrastructure Grant<br>(WSIG)        | 32 342<br>000.00 | 32 342<br>000.00      | 29 127<br>606.00 | 90%      | 90%                   |                                                                                   |
| Intergrated<br>Electrification<br>Program (INEP)        | 17 768<br>000.00 | 17 768<br>000.00      | 17 767<br>997.00 | 100%     | 100%                  |                                                                                   |
| Mining Town<br>Allocation                               | 32 242<br>886.00 | 34 242<br>886.00      | 32 019<br>794.00 | 99%      | 94%                   |                                                                                   |
| <b>Total</b>                                            |                  |                       |                  |          |                       |                                                                                   |
| *                                                       |                  |                       |                  |          |                       | TL                                                                                |

# Contents

## APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 2024/25

| Capital Project            | Original Budget | Adjustment Budget | Actual        | R' 000                 |                       |
|----------------------------|-----------------|-------------------|---------------|------------------------|-----------------------|
|                            |                 |                   |               | Variance (Act - Adj) % | Variance (Act - OB) % |
| <b>Water</b>               |                 |                   |               |                        |                       |
| P742/P763                  | 10 000 000.00   | 10 000 000.00     | 8 471 614.52  | 85%                    | 85%                   |
| P764                       | -               | -                 | -             |                        |                       |
| P779                       | -               | -                 | -             |                        |                       |
| P777                       | 5 000 000.00    | 5 000 000.00      | 5 628 731.08  | 113%                   | 113%                  |
| P791                       | 2 000 000.00    | 2 000 000.00      | 1 947 888.79  | 97%                    | 97%                   |
| P789                       | 10 000 000.00   | 10 000 000.00     | 9 811 846.72  | 98%                    | 98%                   |
| P787                       | 6 342 000.00    | 6 342 000.00      | 3 267 025.31  | 52%                    | 52%                   |
| P784                       |                 | 2 000 000.00      | 2 550 000.20  |                        |                       |
| <b>Sanitation/Sewerage</b> |                 |                   |               |                        |                       |
| P773 STAGE 4               | 7 000 000.00    | 7 000 000.00      | 6 999 998.38  | 100%                   | 100%                  |
| P759 STAGE 3               | 75 737.74       | 75 737.74         | 75 737.74     | 100%                   | 100%                  |
| P747                       | 150 887.68      | 150 887.68        | 150 887.68    | 100%                   | 100%                  |
| P767                       | 8 576 101.63    | 8 576 101.63      | 8 576 101.63  | 100%                   | 100%                  |
| P768                       | 6 979 857.65    | 6 979 857.65      | 6 979 857.65  | 100%                   | 100%                  |
| P773 STAGE 4               | 7 000 000.00    | 7 000 000.00      | 6 999 998.38  | 100%                   | 100%                  |
| <b>Electricity</b>         |                 |                   |               |                        |                       |
| P765                       | 11 590 400.00   | 11 590 400.00     | 11 590 400.00 | 100%                   | 100%                  |
| P786                       |                 |                   | -             |                        |                       |
| P774                       | 3 764 795.98    | 3 764 795.98      | 3 764 795.98  | 100%                   | 100%                  |
| P792                       | 6 177 600.00    | 6 177 600.00      | 6 177 600.00  | 100%                   | 100%                  |
| <b>Stormwater</b>          |                 |                   |               |                        |                       |
| P769/ Ph8A                 | 10 000 000.00   | 10 000 000.00     | 10 681 862.50 | 107%                   | 107%                  |
| P770/ Ph 4(2) A            | 6 000 000.00    | 6 000 000.00      | 5 625 924.38  | 94%                    | 94%                   |
| P757/ Ph 7                 | 310 561.00      | 310 561.00        | 310 560.95    | 100%                   | 100%                  |
| P771 Ph 8A                 | 10 853 046.82   | 10 853 046.82     | 10 185 402.69 | 94%                    | 94%                   |
| P758/ Ph 7                 | 4 767 953.18    | 4 767 953.18      | 5 075 294.02  | 106%                   | 106%                  |
| P772/ Ph 8A                | 8 500 000.00    | 8 500 000.00      | 8 758 543.13  | 103%                   | 103%                  |
| P781                       | 2 062 150.00    | 2 062 150.00      | 2 061 444.18  | 100%                   | 100%                  |
| P782                       | 1 500 000.00    | 1 500 000.00      | 1 449 567.04  | 97%                    | 97%                   |
| P783                       | 2 000 000.00    | 2 000 000.00      | 2 000 000.00  | 100%                   | 100%                  |
| P780                       | 5 623 000.00    | 5 623 000.00      | 3 913 378.88  | 70%                    | 70%                   |
| <b>T N</b>                 |                 |                   |               |                        |                       |

# Contents

## APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 2024/25

| Capital Programme by Project by Ward: Year 2025       |                  |                          | R' 000 |
|-------------------------------------------------------|------------------|--------------------------|--------|
| Capital Project                                       | Ward(s) affected | Works completed (Yes/No) |        |
| <b>Water</b>                                          |                  |                          |        |
| Khutsong North Water & Sewer Reticulation Stage 3     | 3,7              | Yes                      |        |
| Khutsong North Water & Sewer Reticulation Stage 4     | 3,7              | No                       |        |
| Merafong Water and Sanitation Maintenance             | 1-28             | Yes                      |        |
| Foundation Stabilisation of Addata Reservoir          | 18               | Yes                      |        |
| Installation of Zone Meters and PRV's                 | 1-28             | No                       |        |
| Structurer Rehabilitation of 007 Reservoir            | 18               | No                       |        |
| <b>Sanitation/Sewerage</b>                            |                  |                          |        |
| Khutsong South Ext. 5 Outfall Sewer                   | 1                | Yes                      |        |
| Fochville Outfall Sewer                               | 20               | Yes                      |        |
| Kokosi Ext 6 Sewer & Water Meters                     | 24,25,26         | No                       |        |
| Refurbishment Khutsong WWTW                           | 1-10             |                          |        |
| <b>Electricity</b>                                    |                  |                          |        |
| 2 x 40 MVA 132/11 kV Plover Substation                | 12               | No                       |        |
| 132KV - 150M Loop in-loopout Overhead Line for Plover | 12               | No                       |        |
| Khutsong South Ext 5,6 Electrification Change Control | 1,12             | No                       |        |
| Khutsong Electricity (Frikkie Substation)             | 1,12             | No                       |        |
| Merafong Solar Highmast Lights & Solar Streetlights   | 1-28             | No                       |        |
| <b>Stormwater</b>                                     |                  |                          |        |
| Kokosi Roads and Stormwater (Phase 4) (2)             | 24               | No                       |        |
| Kokosi Roads and Stormwater (Phase 7)                 | 22,26            | Yes                      |        |
| Kokosi Roads and Stormwater (Phase 8)                 | 22,26            | Yes                      |        |
| Wedela Ext 3 Roads and Stormwater (Ph 7)              | 20,23            | Yes                      |        |
| Wedela Roads and Stormwater (Phase 8)                 | 20,23            | No                       |        |
| Access Roads Kokosi WWTW                              | 22,24,25,26      | No                       |        |
| Access Roads Wedela WWTW                              | 11,20,23         | No                       |        |
| Merafong Roads and Stormwater Maintenance (Wedela)    |                  | No                       |        |
| Khutsong Bulk Roads and Stormwater Phase 2            |                  | No                       |        |
| Khutsong Roads and Stormwater (Phase 8)               | 1,2              | No                       |        |
| Replacement of Manhole Covers                         | 1-28             | No                       |        |
| Khutsong Rehabilitation of Sinkholes                  | 1-10             | Yes                      |        |
| <b>ICT and Other</b>                                  |                  |                          |        |
| Rehabilitation of Carletonville Cemetery Road         | 1-28             | No                       |        |
| Upgrading of Wedela Recreation Club                   | 11,20,23         | No                       |        |
| Refurbishing of Kokosi Stadium                        | 21,22,24,25,26   | No                       |        |



# Contents

**T O**

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

| <b>Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether or not act on agency basis)</b> |                          |                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------------------------------------------------|
| <b>Services and Locations</b>                                                                                                                                               | <b>Scale of backlogs</b> | <b>Impact of backlogs</b>                                          |
| <b>Clinics:</b>                                                                                                                                                             | 61% out of 28 wards      | Lack of access to a 24hrs clinic services.                         |
| <b>Housing:</b>                                                                                                                                                             | 100% of all 28 wards     | Lack of access to formal houses.                                   |
| <b>Public Safety:</b>                                                                                                                                                       | 85% out of 28 wards      | Lack of access to Police/Satellite Stations and Police visibility. |
| <b>Reservoirs (provision of bulk services)</b>                                                                                                                              | 96% out of 28 wards      | Inadequate supply of water to formal and Informal areas.           |
| <b>Schools (Primary and High):</b>                                                                                                                                          | 29% Primary Schools      | Lack of access to schools.                                         |
|                                                                                                                                                                             | 32% High Schools         |                                                                    |
| <b>Sports Fields:</b>                                                                                                                                                       | 68% out of 28 wards      | Lack of access to sports/recreation facilities.                    |
| <b>Social Integrated Facility</b>                                                                                                                                           | 32% out of 28 wards      | Lack of access to Disability Centres.                              |
| <b>ECD's</b>                                                                                                                                                                | 68% out of 28 wards      | Lack of access to Early Childhood Development Centres              |
|                                                                                                                                                                             |                          | <b>T Q</b>                                                         |



# VOLUME II

## VOLUME II: ANNUAL FINANCIAL STATEMENTS ANNEXURE A

Provide the Annual Financial Statements (AFS) to the respective financial year as submitted to the Auditor-General. The completed AFS is included in Volume II of the Annual Report as Annexure A

## VOLUME II: ANNUAL PERFORMANCE REPORT ANNEXURE A

## VOLUME II: AUDITOR GENERAL'S REPORT ANNEXURE C