

2024/25

RAND WEST CITY LOCAL MUNICIPALITY

FINAL

**ANNUAL
REPORT
Volume I**

FINANCIAL YEAR 2024/2025

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REVISED ANNUAL REPORT TEMPLATE

The purpose of this revised Annual Report template is to address the need expressed by several municipalities for assistance in the preparation and development of improved content and quality of Municipal Annual Reports. This template provides an update to the MFMA Circular No. 11, issued in January 2005.

This template gives effect to the legal framework requirement, concepts and principals espoused in the White Paper on Local Government and Improving Government Performance. It reflects the ethos of public accountability. The content gives effect to information required for better monitoring and evaluation of government programmes in support of policy decision making. The template provides an improved overview of municipal affairs by combining the performance report data required under Municipal Systems Act Section 46 with annual report data referred to in that Act and in the MFMA.

The revised template makes its contribution by forging linkages with the Integrated Development Plan, Service Delivery and Budget Implementation Plan, Budget Reforms, In-year Reports, Annual Financial Statements and Performance Management information in municipalities. This coverage and coherence are achieved using interlocking processes and formats.

The revised template relates to the Medium-Term Strategic Framework particularly through the IDP strategic objectives; cross cutting nature of services offered by different spheres of government, municipal service outcome indicators; and the contextual material as set out in Chapters 3, 4 & 5. It also provides information on good management practice in Chapter 4; risk management in Chapter 2; and Supply Chain Management in Chapter 5; and addresses the Auditor-General's Report, dealing with Financial and Performance Management arrangements in Chapter 6. This opens greater possibilities for financial and non-financial comparisons between municipalities and improved value for money.

The revised template provides information on probity, including anti-corruption strategies; disclosure of financial interests by officials and councillors; disclosure of grants by external parties, disclosure of loans and grants by municipalities. The appendices talk to greater detail including disaggregated information on municipal wards, among others. Notes are included throughout the format to assist the compiler to understand the various information requirements.

The financial years contained in this template are explained as follows:

- *Year -1: The previous financial year.*
- *Year 0: The financial year of reporting.*
- *Year 1: The following year, mostly requires future targets; and*
- *The other financial years will follow a similar sequence as explained above.*

We wish to express our gratitude to the members of the Annual Report Reference Group, consisting of national, provincial, and municipal officials for their inputs and support throughout the development of this document.

Chapter 1

ACRONYMS

ACRONYMS	
AH	Agri-Hub
AGSA	Auditor General of South Africa
AG	Auditor General
BNG	Breaking New Ground
CBO	Community Based Organization
CFO	Chief Financial Officer
CHC	Community Health Centre
CLLR	Councillor
COGTA	Department of Cooperative Government and Traditional Affairs
COJ	City of Joburg
COO	Chief Operations Officer
CPF	Community Policing Forum
DFFE	Department of Forestry, Fisheries, and the Environment
DLTC	Driving Licence Testing Centre
DORA	Division of Revenue Act
DMPT	District Municipal Tribunal
DMRE	Department of Minerals & Energy
DSM	Demand Side Management
ECDC	Early Childhood Development Centre
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Program
FLISP	Financial Linked Individual Subsidy
FPSU	Farmer Production Support Unit
GBN	Gauteng Broadband Network
GDARD	Gauteng Department of Agriculture & Rural Development
GDHuS	Gauteng Department of Human Settlements
GEP	Gauteng Enterprise Propeller
GRAP	Generally Recognised Accounting Systems
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IGR	Inter-governmental Relations
IOD	Injury on Duty
IPAP	Industrial Policy Action Plan
IT	Information Technology
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance indicator
LDAC	Local Drug Action Committee
LED	Local Economic Development
LGSETA	Local Government Sector Training Authority
MFMA	Municipal Finance Management Act
MFMG	Municipal Finance management Grant
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MMC	Member of the Mayoral Committee
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
MVRA	Motor Vehicle Registration Authority
NDOHS	National Department of Human Settlements
NDPG	Neighbourhood Development Partnership Grant
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
NUSP	National Upgrading Support Program

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OHS	<i>Occupational Health and Safety</i>
OOP	<i>Office of the Premier</i>
PHC	<i>Primary Health Care</i>
PITS	<i>Public Transport Infrastructure Systems</i>
PMS	<i>Performance Management System</i>
PMU	<i>Project Management Unit</i>
RUMC	<i>Rural Urban Market Centre</i>
RWCLM	<i>Rand West City Local Municipality</i>
SAPS	<i>South African Police Service</i>
SCM	<i>Supply Chain Management</i>
SDA	<i>Skills Development Act</i>
SDBIP	<i>Service Delivery Budget Implementation Plan</i>
SDF	<i>Spatial Development Framework</i>
SDLA	<i>Skills Development Levies Act</i>
SLP	<i>Social & Labour Plans</i>
SMME	<i>Small Medium Micro Enterprises</i>
SOP	<i>Standard Operating procedure</i>
SPLUMA	<i>Spatial Planning and Land Use Management Act</i>
SRAC	<i>Sports Recreation Arts and Culture</i>
STI	<i>Sexually Transmitted Infection</i>
TB	<i>Tuberculosis</i>
UISP	<i>Upgrading of Informal Settlements Program</i>
VTs	<i>Vehicle Testing Station</i>
WAN	<i>Wide Area Network</i>
WBV	<i>Ward Based Volunteers</i>
WCAG	<i>Web Contact Accessibility Guidelines</i>
WCDM	<i>Water Conservation and Demand Management</i>
WRDM	<i>West Rand District Municipality</i>
WSDP	<i>Water Services Development Plan</i>

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD



EXECUTIVE MAYOR’S FOREWORD

The Annual Report of Rand West City Local Municipality essentially outlines an overview of the municipality’s activities, programmes and status in relation of the 2024/2025 financial year.

Much appreciation is ascribed to the Deputy Executive Mayor, the Speaker of Council, the Council Whip, members of the Mayoral Committee, the Chairperson of MPAC and all municipal Councillors for the dedication towards constantly improving governance in the municipality and to provide basic municipal services to our local communities across Rand West City.

Importantly, the municipality has received an unqualified audit opinion from the Auditor-General South Africa (AGSA) for the 2024/2025 financial year. We however continue to work determinedly on addressing concerns raised by the AGSA in order to improve our audit rating.

Debt collection remains a major concern for the municipality, and we continue to implement plans to deal with this pervasive challenge. At a governance level, by means of our Performance Management System, we monitor and ensure timeous delivery on set strategic objectives and targets, whilst planned targets are tabulated in our management reports on a quarterly basis through its internal audit process.

The municipality’s audited expenditure as of 30 June 2024, was. to R 3,522 billion. The overall collected revenue for the said financial year amounts to R 3,197 billion against the adjusted budgeted amount of R 3, 023 billion. The expenditure of the institution still grew steadily whilst revenue collection was diminishing. It is therefore evident that our financial recovery plan must at all given times be credible to restore the financial health of the municipality.

It is further important to note that the Municipality adopted a fully funded, balanced and credible Annual Mid Term Revenue and Expenditure framework at a Special Council meeting held on the 29 May 2025.

A. VISION:

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As is evident from the nature of the activities, programmes and interventions embarked upon and as led by the Executive Mayor of Rand West City Local Municipality, our objective as a municipality is to gradually improve the quality of lives of all citizens of the city, particularly those in precarious circumstances, which interventions remains pivotal when evaluating the selection of priorities as highlighted in the Integrated Development Plan (IDP) of the institution.

The context of these initiatives are the pervasive challenges of poverty, unemployment, inequality affecting communities and the effects of the historical legacy, thus placing a responsibility on us to relentlessly work towards its eradication.

B. KEY POLICY DEVELOPMENTS:

As we formulate policy in our municipality, we involve our key stakeholders in line with our IDP priorities, which priorities are strategically aligned to the Provincial and National Strategies and priorities.

Our policy focus for 2024/2025 continued to be underpinned by the following areas:

- *Mayoral Grant in AID*
- *Mayoral Bursary Funding for the Year 2025*
- *Mayoral Bidding Hosting for Sports, Arts and Culture / Festival & Mice Events*
- *Responsive and Accountable administration.*
- *Driving local economic development and promoting investment*
- *Advancing employment growth with particular emphasis on youth.*
- *Protecting the vulnerable and the poor across our city*
- *Bringing integrated, caring government closer to the people*
- *Reduction of its deficit budget working towards a future positive budget balance*
- *Enhancing ethical, clean and good governance as well as end wastage.*
- *Radical economic transformation, rapid economic growth and job creation*
- *Rural development, land and agrarian reform and food security*
- *Ensuring access to adequate human settlements and quality basic municipal services*
- *Expanding access to education and training*
- *Ensuring quality health care and social security for all citizens*
- *Vehemently fighting corruption and crime*
- *Social cohesion and nation building.*
- *Contributing to a better Africa and a better world*

C. KEY SERVICE DELIVERY IMPROVEMENTS:

The basis of our service delivery objectives and targets to be embarked upon are Integrated Development Plan (IDP) and the Service Delivery and Budget Implementation Plan (SDBIP), whilst our performance plans inform our performance score-cards of the units within each department.

We have aligned our Budget with the following Key Performance Areas:

Basic Service Delivery -

- *Eradicating illegal dumping across the city, including improving our landfill sites*
- *Improving sanitation services, bulk sewer and water connections across our neighbourhoods, including at mega housing developments.*
- *Refurbishment of wastewater treatment plants and outfall sewers.*
- *Provision of water reticulation.*
- *The rehabilitation of roads across the municipal area.*
- *Improving its electrical infrastructure.*

D. PUBLIC PARTICIPATION:

Our public participation strategy is underscored by being interest an open, accountable process through which individuals and groups within local communities can exchange views, make inputs and influence municipal decision-making.

These interest groups or local communities is well-defined within the context of demarcated municipal wards, led by respective ward councillors with elected ward committees per ward. Ward committees in turn play an essential role in linking governance institutions with local communities across Rand West City, whilst other public participation forums strengthen these relations with local communities, such as stakeholder sessions, public meetings, Mayoral Imbizos, road shows, IDP's, information sharing sessions etc.

The municipality remains committed to its mandate as outlined in Sections 59, 72 and 118 the Constitution to promote public participation, accountability and oversight, and use various selected platforms to ensure effective participation by our local communities, stakeholders, interest groups and sectors. Thus, sectoral engagement through the Offices of the Executive Mayor, Speaker and Members of Mayoral Committee takes place through inter alia:

- *Public meetings*
- *IDP engagement with local communities.*
- *Mayoral Imbizo.*
- *Forging partnerships and hosting joint events with different stakeholders such as the religious sector, business, non-governmental organizations (NGO's) and Community Based Organizations (CBO), GEYODI as well as National and Provincial Departments such as CoGTA, Human Settlement, Sport, Art, Culture and Recreation, Economic Development, Social Development, Small Business Development, Education, Health, Office of the Premier and others.*

E. FUTURE ACTIONS:

As directed by the Premier of Gauteng, whatever we do, we must resolve the following Gauteng 13 Problems:

1. *Water*
2. *Cable theft and vandalism*
3. *Non-functional traffic lights*
4. *Potholes*
5. *Crime and lawlessness*
6. *Mushrooming of informal settlements*
7. *Electricity, in particular load shedding and load reduction in our communities*
8. *Increase in gender-based violence and femicide*
9. *Drug abuse*
10. *Service at our hospitals and clinics*
11. *Lack of schools*
12. *Failing infrastructure and CBDs*
13. *Unemployment*

Noting the aforesaid priorities, our municipality has strategically identified the following key service delivery areas for immediate intervention:

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- *Water – Focus will be on Eradicating Water leaks within the city; the water leaks are costing the city huge amount of money. Restoring our Reservoirs within the jurisdiction of the city for optimal operation so that Residents can have access to clean Water.*
- *Energy – Our focus area will be to explore other alternative Energy sources to assist the city in providing Electricity to our Residents (Solar Energy, and Nuclear Energy).*
- *Illegal Dumping – Our efforts of providing a clean and safe environment relies in us waging a relentless war on illegal Dumping in our Communities. We will conduct Civic Education and Workshops on Waste Management in our Communities*
- *Sewer – The City has noted ageing Infrastructure as one of the contributing factors in our defecting sewer network thus resulting in sewer spillages our area of focus will be to allocate resources to build our ageing sewer infrastructure within the city*
- *Potholes – Our city is faced with road network infrastructure that is dilapidating that requires intensive rehabilitation. Our focus area will be to refurbish our roads network by waging a war against potholes in the road infrastructure within the city.*

Rand West City Local Municipality's Financial Performance report continues to reflect unsatisfactory payment rates for services by local communities. Though the municipality sustains the level of provision of basic services, substantial improvement is required in respect of the quality-of-service delivery. In addition, we are continuously working on our internal procedures to ensure the attainment of targets as set out in the IDP, SDBIP and performance plans of the municipality.

Community engagement with the people of Rand West City Local Municipality, deepened stakeholder cooperation and our Intergovernmental relations initiatives will progressively continue to grow. As such, we need to give real meaning to our values of serving our constituencies with the utmost commitment to deliver on their needs.

F. AGREEMENTS / PARTNERSHIPS:

The municipality is fostering partnerships with strategic sectors to enable mutual benefit and local community development:

Catalytic projects:

- + *Development of a Private University in Partnership with China*
- + *Development of a New Council Chamber,*
- + *Refurbishment of the Ace Ntsoelengoe Stadium and the Partnership with Kaizer Chiefs FC*
- + *Refurbishment of Riebeeck Lake*
- + *Development of the Pelzvale Water Treatment Plant (Partnership programme in harnessing Brown Gold)*

The municipality further seeks to strengthen existing partnerships with:

- *Provincial and National Government Departments*
- *Business communities and mining companies towards local economic development.*
- *Forging close working partnerships with key stakeholders, including SAPS, CPF, City Power and local communities in all wards.*
- *Create good working relations with our local stakeholders NPO, NGO, FBO in dealing with Gender Based Violence and Femicide.*

G. CONCLUSION:

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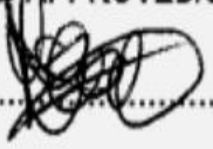
The Political and Administrative leadership of Rand West City Local Municipality remain committed in making a difference in the lives of its citizens and the delivery of basic services, such as clean water, regular refuse removal, clean accountable and ethical local government and deal with the challenges of poverty, crime, unemployment, inequality and underdevelopment in our city.

Noting the aforesaid, we remain steadfast to these commitments and make Rand West City the City of Choice.

#LeronaRebatho

THE EXECUTIVE MAYOR: CLLR WILLIAM MATHAFENG MATSHEKE

SUBMITTED AND APPROVED/SIGNED OFF

SIGNATURE:.....

DATE: 22 JANUARY 2026

T 1.0.1

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

MUNICIPAL MANAGER'S OVERVIEW



This Annual Report intends to provide a significant summation of the achievements by Rand West City Local Municipality in the delivery of basic services for the financial year 2024/2025 as required by Municipal Finance Management Act Circular 63 and section 127(2) of the Municipal Finance Management Act No. 56, 2003.

The financial and non-financial information outlines municipal performance in line with the adopted strategic goals of the municipality. The Annual Report is a way of showing commitment to transparency and accountability to municipal stakeholders regarding the attainment of the established strategic goals and objectives over a financial year.

Rand West City is a relatively small mining town with a population of just above 340000 and a declining economy due to the shutting down of mines with an unemployment rate of 64% and many households are dependent on government grants and struggle to make ends meet.

This has a negative impact on the financial viability of the municipality, because many households and businesses are struggling to keep their municipal accounts up to date. Theft and vandalism of municipal infrastructure continue to threaten the municipal revenue base. Providing security for the infrastructure is unaffordable as it requires huge financial investments so that the municipality does not have to secure municipal assets.

This challenge that municipalities face in South Africa prompts the need for government to perhaps consider declaring strategic municipal assets that cost multi-millions of rands to build and maintain as national key points and assigned security by National Defense Force.

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Distribution losses for water and electricity are posing a serious concern; however, management is implementing a revenue enhancement strategy that will greatly assist in improving revenue base. The strategy includes, among others, programmes to purchase and install water and electricity meters for households and businesses, and this

includes new installations, replacements, conversions and fixing of broken meters.

In 2024/2025 financial year, municipality committed resources to purchase vehicles for road traffic management. This initiative will help grow revenue from traffic fines, issuing of warrants pounding of vehicles, law enforcement and help restore a sense of strict road traffic management in Rand West City.

The implementation of the revenue enhancement strategy which incorporates cost containment measures helps address the growing distribution losses for water and electricity and address the management of ESKOM and Rand Water debts.

Despite the said challenges the municipality is implementing among others the following multi-year projects:

- *Resurfacing and beautification of R28 for R12 600 000,*
- *Upgrading of electrical networks at the agricultural holdings for R1 000 000,*
- *Construction of substation at Dan Tloome R18 000 000,*
- *Rehabilitation of water pump station for R22 662 000,*
- *Refurbishment of Hannes Van Niekerk Wastewater Treatment works for R112 000 000, and*
- *Storm water management for flooding in Toekomsrus for R10 000 000.*

All vacancies at senior management were filled in 2024/2025 financial year. The placement of staff was completed with a few disputes that were referred to by the designated dispute committee. The institutional performance for 2024/2025 financial year declined by 3% as compared to 82% in 2023/2024 financial year.

The decline is attributed to mainly financial constraints, and priority shifting resulting in rescheduling of approval process activities that are linked to certain performance targets.

Rand West City Local Municipality has once again received a SALGA award for effective implementation of document management system, all these indicating that the concerted management efforts are yielding positive results.

I would like to thank management, staff and political leadership of Rand West City Local Municipality for their hard work in the financial year 2024/2025. I also express my gratitude to the National and Provincial government as well as SALGA for the supportive efforts towards the municipality.

Chapter 1

It is only through joint efforts that we can achieve more and strive for the improvement of the quality of lives of the people of Rand West City.



Mr. T. C. Ndlovu
Municipal Manager: Rand West City Local Municipality

Thank You.

T 1.1.1

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA

1. WATER AND SANITATION

The Water and Sanitation Section has successfully achieved 100% of its service delivery targets, ensuring that all households received water and sanitation services above the minimum standard. Significant progress was made in the Bekkersdal Informal Settlement, where the reliance on communal standpipes was reduced through the installation of reticulated water infrastructure and individual standpipes. Meanwhile, other areas within the settlement continued to be serviced through tanker-based water supply. Two major capital projects were implemented during the reporting period:

Construction of a security fence at the Glen Harvie Pump Station and Reservoirs to safeguard municipal infrastructure against theft and vandalism. Bekkersdal Informal Settlement Water Reticulation, which included the installation of a 1,500m water pipeline. This project positioned Bekkersdal as one of fourteen informal settlements to receive permanent water infrastructure.

The section fully expended its operational and capital budgets, with no material variances recorded. The Infrastructure Department further affirms that the five-year IDP targets for water and sanitation remain achievable within the approved 2025/2026 budget. No funding shortfalls are anticipated; however, any unexpected challenges will be managed through reprioritization or alternative funding mechanisms. On a day-to-day basis, the section addresses a range of operational issues and community complaints, including:

Water meter leaks

Faulty meters

Burst water pipes

Sewer blockages

Maintenance of pressure reducing valves (PRVs)

Theft and vandalism of infrastructure

Insufficient resources, including budget constraints, staff shortages, and limited fleet availability

These operational responses are essential to maintaining reliable service delivery and upholding infrastructure integrity across the municipality.

Chapter 1

2. ELECTRICITY

The Electrical section within the Directorate Infrastructure is responsible for providing un-interrupted quality electricity supply to all customers. The functions of the electricity department is to implement electrification projects, upgrading dilapidated electricity infrastructure, reduction of electricity losses and improve quality of supply. The Electrical section has managed to 100% spend its allocated INEP grant and 97% operational budget whilst executing its mandate. All INEP projects were successfully completed.

The daily operations and maintenance activities of the department include but not limited to the following:

- Attending / responding to power outages (single & large areas),*
- Maintaining substations & switchgear,*
- Maintaining high-mast lights, streetlights & Traffic lights,*
- Replace faulty electricity meters,*
- Securing of electricity pillar boxes & substations,*
- Tree pruning under power lines,*

CHALLENGES:

- Eskom load shedding,*
- Network overloading challenges,*
- Capacity constraints at bulk intake substations,*
- Theft & vandalism,*
- Ageing electrical Infrastructure,*

3. ROADS AND STORMWATER

In the financial year 2024/2025 the Roads and Storm water section spent its R37 million budget whilst fulfilling its constitutional mandate. Even with the never-ending resources (human, fleet and budget) the section has managed to fulfil its Constitutional mandate of providing services with what is available.

Amongst others the section has done the following activities:

*Patching of potholes
Cleaning and repairs of stormwater infrastructure.
Cleaning of vegetation of roads edges
Installation of subsoil drainage systems
Resurfacing of roads etc*

CHALLENGES:

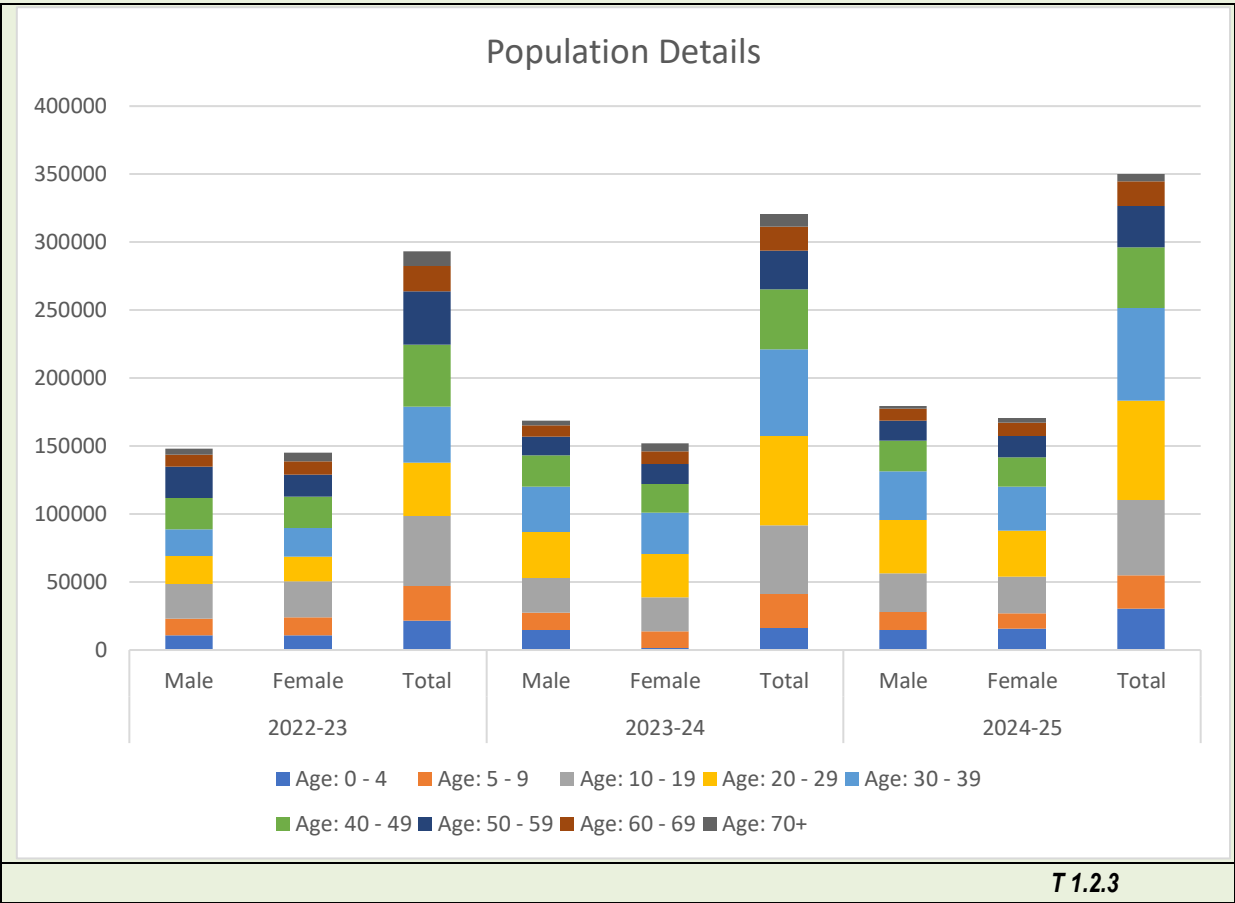
*Aging roads infrastructure
Theft and vandalism
Not enough resources (Budget, human and fleet)*

T.1.2.1

Population Details – 2024/2025			
			Population '000
Age	2022-23	2023-24	2024-25

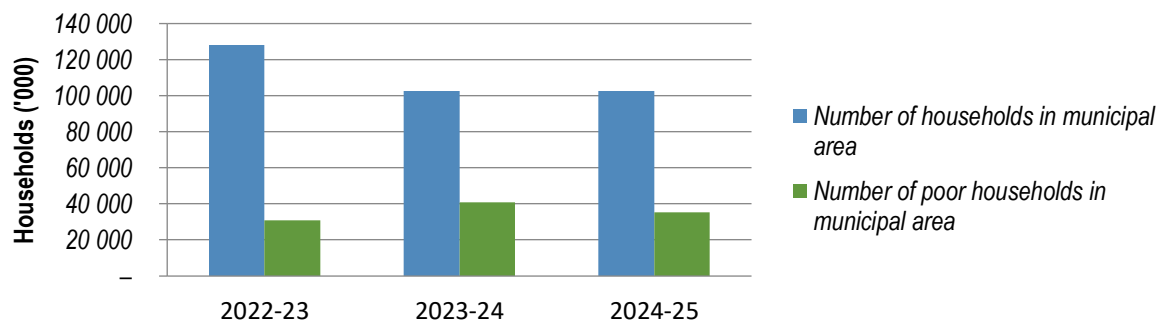
Chapter 1

	Male	Female	Total	Male	Female	Total	Male	Female	Total
Age: 0 - 4	10653	10803	21456	14550	1463	16013	14724	15495	30219
Age: 5 - 9	12447	13033	25480	12970	12221	25191	13103	11699	24802
Age: 10 - 19	25267	26447	51714	25353	25187	50539	28705	26831	55536
Age: 20 - 29	20839	18352	39191	34126	31622	65748	39006	33716	72722
Age: 30 - 39	19752	21149	40901	33197	30568	63766	35712	32377	68089
Age: 40 - 49	23093	22873	45966	22844	20988	43832	22749	21810	44559
Age: 50 - 59	22855	16154	39009	14043	14562	28605	14911	15532	30443
Age: 60 - 69	8586	10061	18647	8064	9647	17710	8537	9892	18429
Age: 70+	4489	6285	10774	3576	5787	9363	1861	3294	5155
Source: Statistics SA & IHS Markit, 2023									T 1.2.2



Chapter 1

Households



T 1.2.3

Source: STATSSA Census 2022

Data sourced from sheet SA9 – 2024/2025

Description of Economic Indicator	2022-23	2023-24	2024-25
Demographics			
Population	335	335	354
Females aged 5 - 14	25	25	25
Males aged 5 - 14	28	28	28
Females aged 15 - 34	65	65	65
Males aged 15 - 34	72	72	72
Unemployment	102	103	103

Source: STATSSA Census 2022

Statistical analysis: (Gender) the table shows that there are more males than females in the age groups between 5 – 14 and 15 – 34 in the RWCLM. The table shows that the Unemployment has increased in 2023-24 continues to be the same in 2024-25.

Socio Economic Status

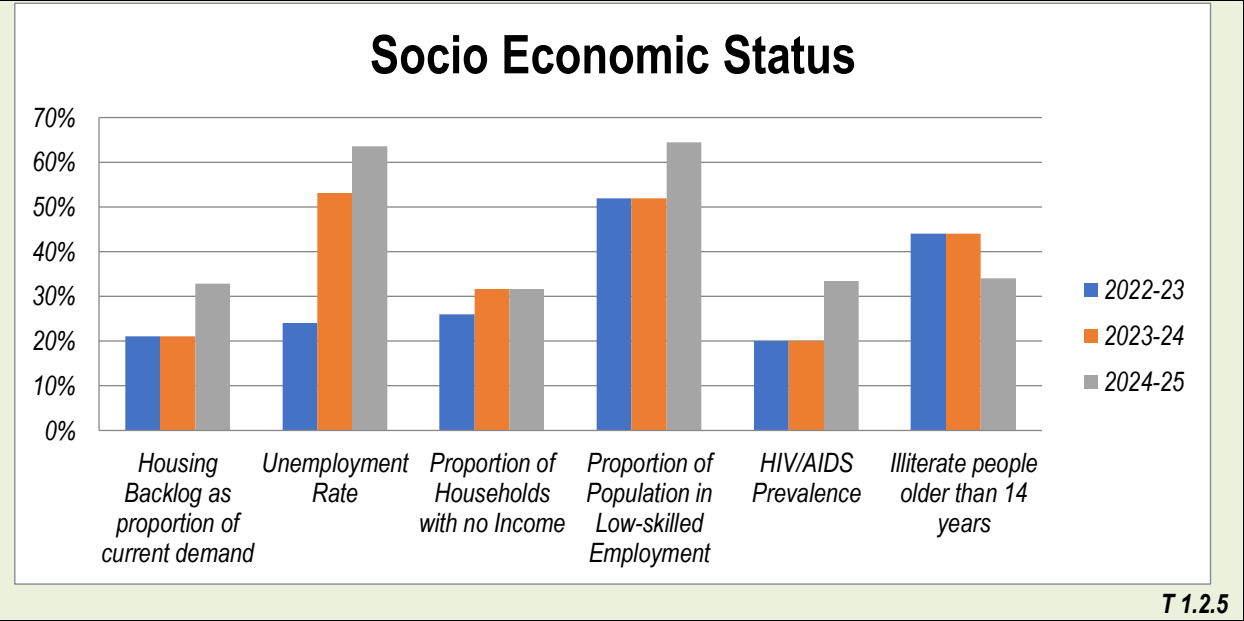
Year	Housing Backlog as proportion of current demand	Unemployment Rate	Proportion of Households with no Income	Proportion of Population in Low-skilled Employment	HIV/AIDS Prevalence	Illiterate people older than 14 years
2022-23	21%	24%	26%	52%	20%	44%
2023-24	21%	53%	32%	52%	20%	44%
2024-25	33%	64%	32%	65%	33%	34%

Source: South Africa Regional eXplorer v2571.

T 1.2.4

Data compiled on 13 Dec 2024.

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Source: South Africa Regional eXplorer v2571.
Data compiled on 13 Dec 2024.
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Statistical analysis: 32% of the Rand West City Local Municipality has no source of income. 33% HIV/ AIDS and Illiterate people older than 14 years stand at 34%. The unemployment rate stands at 64%.

Overview of Neighbourhoods within 'Name of Municipality' – 2024/2025		
Settlement Type	Households	Population
Towns		
Randfontein		
Westonaria		
Sub-Total	103,000	354,000
Townships		
Mohlakeng including Ext 11		
Bekkersdal		
Toekomsrus		
Simunye		
Finsbury		
Bhongweni (Mining township)		
Hillshaven (Mining township)		
Glenharvie (Mining township)		

Chapter 1

Overview of Neighbourhoods within 'Name of Municipality' – 2024/2025		
Settlement Type	Households	Population
Towns		
Libanon (Mining township)		
Sub-Total		
Rural settlements		
Badirile		
Elands ah		
Hillside		
Wilbotsdal		
Rikasmus/Randridge		
Middelsvlei		
Vleikop		
Ten acres		
Wheatlands		
Loumarina		
Randfontein south		
Pelzvale		
Oosterah		
Dwarskloof		
Venterspost		
Zuurbekom		
Sub-Total	0	0
Informal settlements		
Siyahlala/ Badirile		
Elandsvlei		
Crusher		
O.R. Tambo		
Baipei		
Jabulani		
Zenzele		

Chapter 1

Overview of Neighbourhoods within 'Name of Municipality' – 2024/2025		
Settlement Type	Households	Population
Towns		
Randfontein Dumping Site		
Master		
Bundu Inn		
Mohlakeng Scrapyard		
Bekkersdal		
Thusanang		
Jachtfontein		
Sub-Total		0
Total	103,000	354,000
Source: South Africa Regional eXplorer v2571. Data compiled on 13 Dec 2024. © 2024 S&P Global.		

T 1.2.6

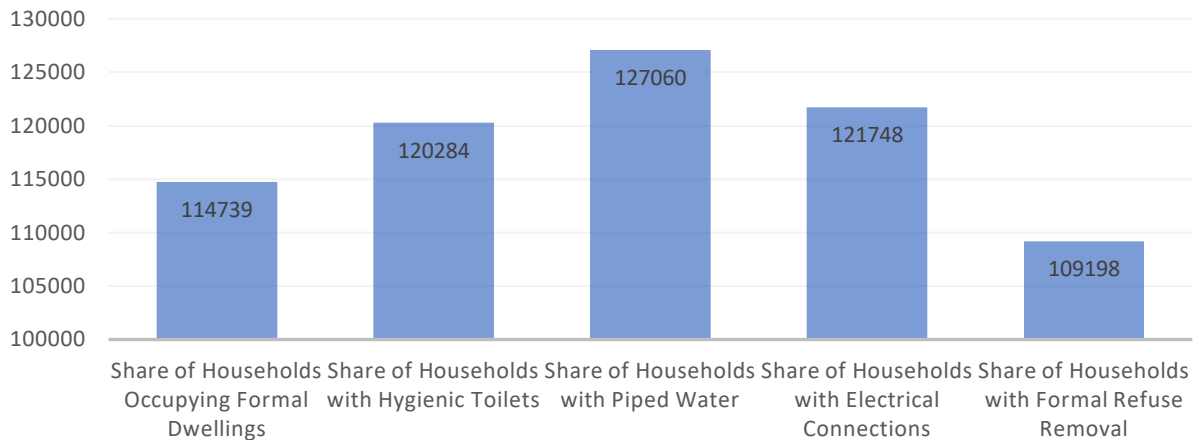
Please note STATSS Census 2022 and other Stats have not released the breakdown of the Municipal Stats therefore information will be updated when it has been made available.

Proportion of Households with minimum level of Basic services – 2024/2025	
	2024/2025
Share of Households Occupying Formal Dwellings	114739
Share of Households with Hygienic Toilets	120284
Share of Households with Piped Water	127060
Share of Households with Electrical Connections	121748
Share of Households with Formal Refuse Removal	109198

Please note STATSS Census 2022 has not released the breakdown of the Municipal Stats therefore information will be updated when it has been made available.

Chapter 1

Proportion of Households with minimum level of Basic services 2024/2025



The table above indicates the share of Households with access to Basic Services of the Rand West City Local Municipality. There is relatively more share of Households with Pipe Water than other basic services and less share of Households Occupying Formal Dwellings.

Natural Resources	
Major Natural Resource	Relevance to Community
Riebeek lake recreational facility is located on Malan Street in Greenhills, Randfontein.	Recreational facility for family outings and picnics (Not operational)
Bird Sanctuary and Environmental Educational Centre funded by DEA is in Helikon Park, Randfontein.	1. Tourist facility for bird viewing (Not operational) 2. School tours (Not operational) 3. Educational centre and training facility (Operational) 4. Rental Venue for events (Operational)
Donaldson Dam located near Bekkersdal in Westonaria.	1. Recreational facility for events/festival (Not fully operational) 2. Recreational facility for family outings and picnics (Not fully operational) 3. Fishing
T 1.2.7	

COMMENT ON BACKGROUND DATA:

KEY CHALLENGES: -

Chapter 1

1. Unemployment is at 24% and mostly affecting the youth, which is the largest population group within the Rand West City Local Municipality.
2. The Population falling within the Food Poverty Line 25.2%, Lower Poverty Line 38.6%, and Upper Bound Poverty Line 54.2%.
3. The number of the unemployed stands at % for both males and females in the municipal area.
4. The GINI coefficient shows a decline in income inequality over the review period. The GINI coefficient for the municipal was 0.620 in 2021 compared with 0.630 in 2020.
5. Limited access to flush toilet facilities in the informal settlements.

OPPORTUNITIES: -

1. Formulation of strategies for youth skills development, training, and placement.
2. Improvement of health care and universal access to health facilities.
3. Improvement on road signs, road markings and functioning traffic lights.
4. Enforcement of municipal by-laws and road safety regulations.
5. Enforcement of environmental by-laws and air pollution (illegal dumping).
6. Attracting big business to invest in the local economy
7. Uplifting Small businesses & Co-operatives.
8. Regulating Spaza Shops to enhance revenue collection.
9. Making resources (land) available for farming and for agricultural purposes.
10. Improving on sewer infrastructure
11. Improving on the literacy and numeracy level of the marginalised and the low skilled.

T 1.2.8

1.3 SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY INTRODUCTION

WATER AND SANITATION

Municipal water services continue to play a vital role in promoting health, dignity, and socio-economic development within our communities. Over the past year, notable progress has been made in expanding access to reliable water supply, reducing service interruptions, and improving response times to reported faults. Strategic investments in infrastructure upgrades and maintenance have contributed to improved water quality and compliance with national standards.

However, challenges remain. In the 2023 financial year, the municipality experienced a surge in pipe bursts, largely due to aging infrastructure exacerbated by the effects of climate change. These bursts led to significant service disruptions in several areas. Additionally, service interruptions have been high due to major maintenance activities undertaken by Rand Water, impacting the stability of supply across the municipality. Water losses due to leaks and illegal connections also continue to affect operational efficiency and revenue collection.

Despite budgetary constraints, efforts are ongoing to improve the turnaround time in response complaints to ensure the community has access to this essential service.

ELECTRICITY

Chapter 1

The Electrical section within the Directorate Infrastructure is responsible to provide un-interrupted quality electricity supply to all customers. The functions of the electricity department are to implement electrification projects, upgrading of dilapidated electricity infrastructure, reduction of electricity losses and improve quality of supply. The Electrical section has managed to spend 100% on its allocated INEP grant and 94% operational budget whilst executing its mandate. All INEP projects were successfully completed.

The daily operations and maintenance activities of the department include but not limited to the following:

- Attending / responding to power outages (single & large areas),
 - Maintaining substations & switchgear,
 - Maintaining high-mast lights, streetlights & Traffic lights,
 - Replace faulty electricity meters,
 - Securing of electricity pillar boxes & substations,
 - Tree pruning under power lines,
- Challenges:
- Eskom load shedding,
 - Network overloading challenges,
 - Capacity constraints at bulk intake substations,
 - Theft & vandalism,
 - Ageing electrical Infrastructure,

ROADS AND STORM WATER

In the financial year 2024/2025 the Roads and Storm water section spent its R37 million budget whilst fulfilling its constitutional mandate. Even with the never-ending resources (human, fleet and budget) the section has managed to fulfil its Constitutional mandate of providing services with what is available.

Amongst others the section has done the following activities:

- Patching of potholes
- Cleaning and repairs of stormwater infrastructure.
- Cleaning of vegetation of roads edges
- Installation of subsoil drainage systems
- Resurfacing of roads etc

CHALLENGES:

- Aging roads infrastructure
- Theft and vandalism
- Not enough resources (Budget, human and fleet)

T 1.3.1

Proportion of Households with minimum level of Basic services- 2024/2025 (IDP)			
	2022/23	2023/24	2024/25
Electricity service connections	100%	100%	81%
Water - available within 200 m from dwelling	90%	92%	14%
Sanitation - Households with at least VIP service	90%	92%	18%
Waste Collection - kerbside collection once a week			61%

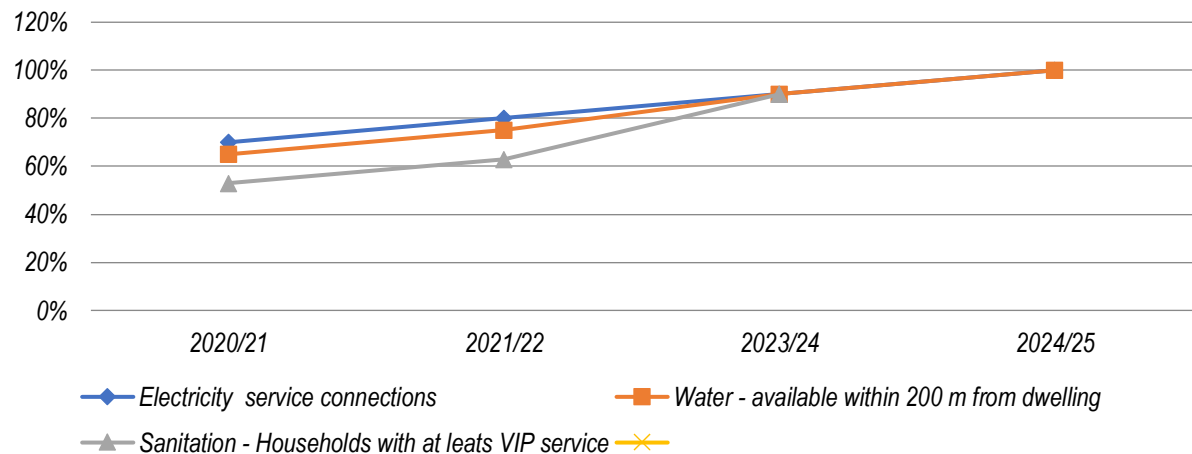
T 1.3.2

Proportion of Households with minimum level of Basic services – 2024/2025 (Infra)				
	2020/21	2021/22	2023/24	2024/25

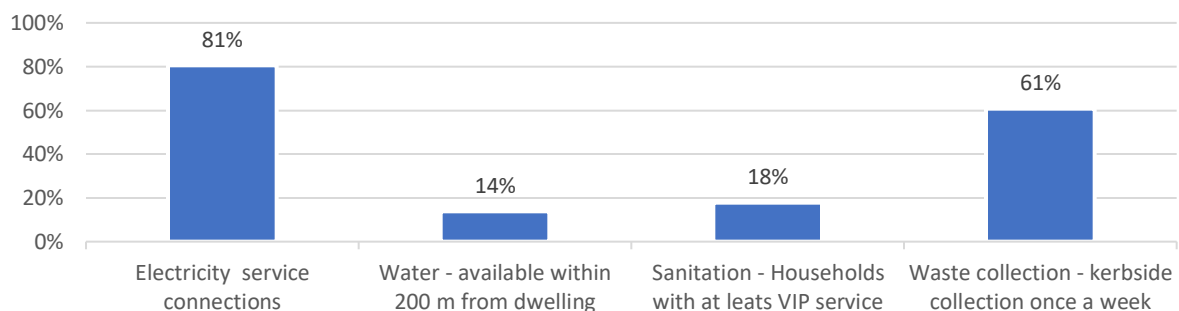
Chapter 1

Electricity Service Connections	70%	80%	90%	100%
Water - available within 200 m from dwelling	65%	75%	90%	100%
Sanitation - Households with at least VIP service	53%	63%	90%	100%
				T 1.3.2

Proportion of households with access to basic services



Proportion of Households with minimum level of Basic services 2024/25



The table above indicates the Electricity service connections is the highest within the access to Basic Services of the Rand West City Local Municipality. There is relatively more Sanitation – Households with at least VIP service than Water – available within 200m from dwelling and Waste collection – kerbside collection once a week is the second highest within the access to Basic Services.

COMMENT ON ACCESS TO BASIC SERVICES:

Chapter 1

The sharp improvement across all three services (Water, Sanitation and Electricity) between 2020/21 and 2024/25 reflects a substantial investment in infrastructure and service delivery. However, the initial disparities highlight the need for sustained maintenance, targeted support to underserved areas, and long-term planning to ensure the continued reliability and equity of these basic services

T 1.3.3

1.4 FINANCIAL HEALTH OVERVIEW

FINANCIAL OVERVIEW

Rand West City Local Municipality is dependent on rates and service charges. (Electricity, Water, Sanitation and Waste Removal), as well as grant income which constitutes about a quarter of the municipality's income.

The municipality's sustainability is dependent on the effective management of its resources as well as the community's effective contribution and participation in the budgeting process and the payment of rates and services. Non-payment of rates and services is a national concern, and this municipality is not immune to the problem. With the Financial Viability Plan, the focus has been shifted to make sure that all reasonable steps are taken to enhance the debt collection rate.

For the period under review the municipality was still able to meet its short-term obligations except for the payment of the bulk suppliers. Further budgetary control and debt collection improvements should enhance the financial outlook for the following financial years and should improve the Statement of Financial Position to levels that could accommodate higher delivery spending/service.

T 1.4.1

Financial Overview: Year 2024/25			
			R' 000
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	795,219	1,062,532	920,556
Taxes, Levies and tariffs	2,244,755	2,274,688	1,987,066
Other	233,231	210,685	289,577
Sub Total	3,273,205	3,547,905	3,197,199
Less: Expenditure	2,926,017	3,019,843	3,483,064
Net Total*	347,188	528,062	(285,865)

T 1.4.2

Operating Ratios – 2024/2025	
Detail	%
Employee Cost	20%

Chapter 1

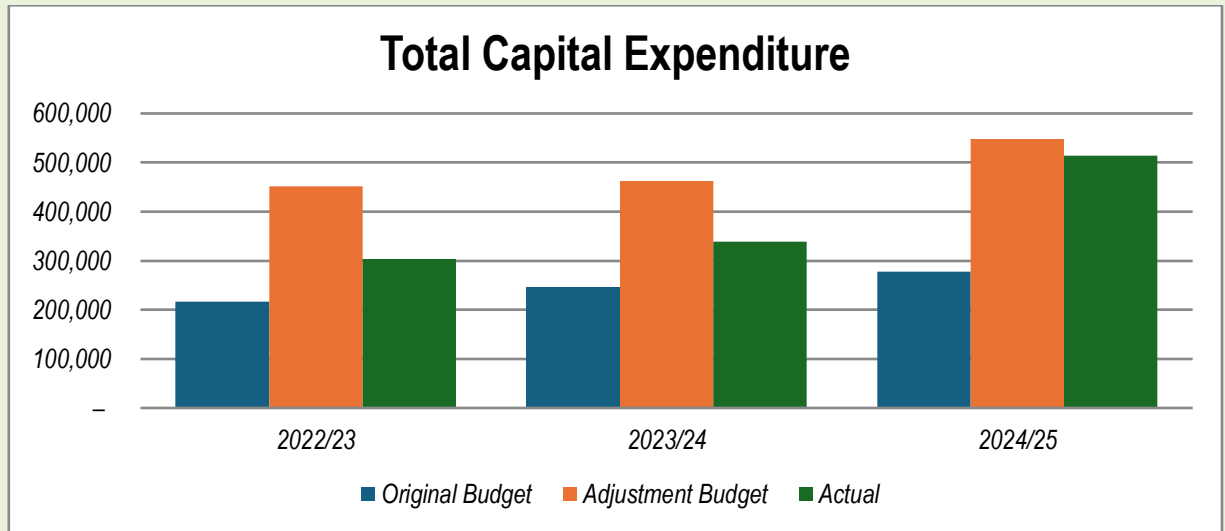
<i>Repairs & Maintenance</i>	4%
<i>Finance Charges & Impairment</i>	21%
T 1.4.3	

COMMENT ON OPERATING RATIOS:

Employee Costs expected to be approximately 20% to total operating cost; 'Repairs and maintenance' 4%; Finance Charges and Impairment 21%.

T 1.4.3.1

Total Capital Expenditure: Year 2024/2025			
			R'000
Detail	2022/23	2023/24	2024/25
<i>Original Budget</i>			
	216,245	245,858	277,641
<i>Adjustment Budget</i>			
	451,895	461,743	547,954
<i>Actual</i>			
	303,288	338,374	514,047
			T 1.4.4



T 1.4.5

COMMENT ON CAPITAL EXPENDITURE: 2024/2025

For the 2024/25 financial year the council approved a R277 million capital budget. The Capital budget was adjusted to amount of R547 million with an actual spending of R514 million.

T 1.4.5.1

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

ORGANISATIONAL DEVELOPMENT PERFORMANCE 2024/2025

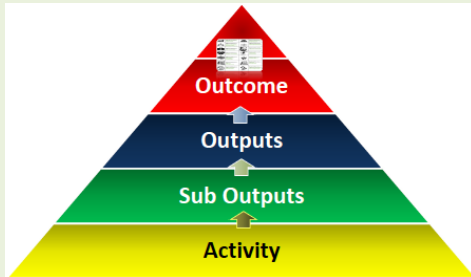
The political leadership embraced the new term of office by ensuring alignment of the Political and Administrative fiducial powers towards a common goal, which saw expression in the definition of the West Rand's Regional Five-Year Plan aligned to the National Development Plan, and Gauteng Transformation, Modernisation and Re-Industrialisation (TMR).

Regional Performance Management Framework

A results-based planning and performance management framework was therefore adopted in the West Rand Region based on the 14 regional outcomes below, which also informs the compilation of the SDBIP.

Each local municipality within the region is expected to align its respective planning and performance management framework to the 14 Regional Outcomes. The customised regional results-based planning model consists of impacts, outcomes, outputs, sub-outputs, activities, and inputs as depicted in the below diagram.

Chapter 1



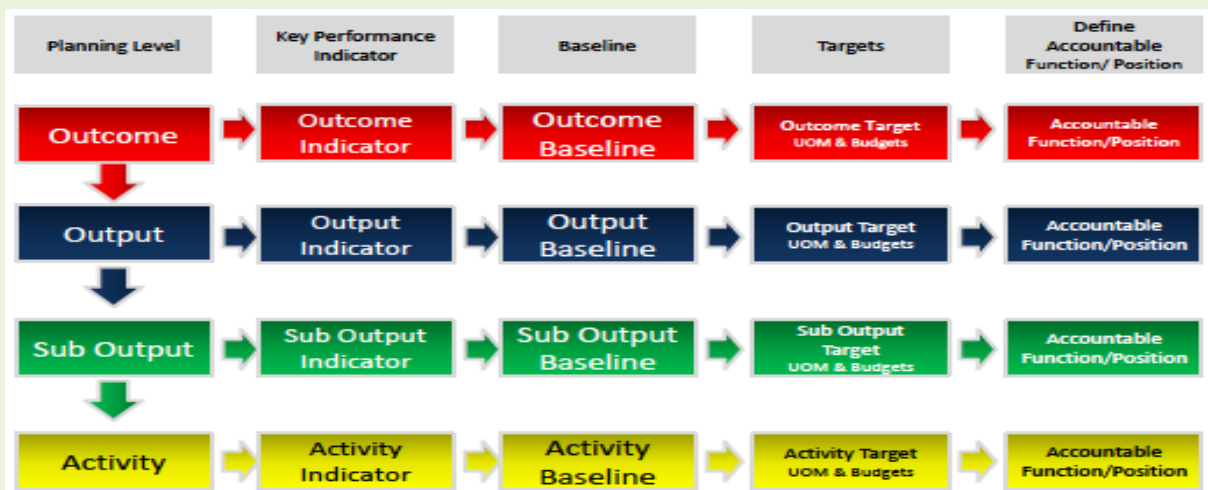
The Regional Plan is a mechanism through which, all the Integrated Development Plans (IDPs) of constituent local municipalities within the West Rand will be synchronised and aligned to pull in the same direction.

The Regional Plan provides a framework for prioritising and sequencing local municipalities programmes and development priorities for the next five years.

The Regional Plan seeks to ensue policy coherence, alignment, and coordination across the West Rand Region. Councils will closely monitor the implementation of the Regional Plan through the detailed actions, Key Performance Indicators and targets contained in the Regional Plan. The Regional Plan also contains high-level impact key performance indicators for each outcome.

- Outcomes are informed by the Fourteen Areas of Results that the region wants to achieve to enable it to improve the lives of the people as well as being able to contribute to the Provincial and National Priorities.
- Outputs and Sub-outputs are the physical tangible products and services that the Region must deliver to enable it to achieve the Fourteen Outcomes.
- Activities are the various tasks that are requisite to perform utilising the Inputs or Resources to deliver the **Outputs**.
- Inputs relate to the financial, human, material, technological and information resources deployed to complete the activities that would result in outputs. The municipality has adopted the Top Layer SDBIP wherein the Executive Directors will be reporting on strategic indicators whilst Managers will be reporting departmentally according to the reporting lines.

The process can thus be illustrated as follows:



STRATEGIC OVERVIEW AND ALIGNMENTS

Chapter 1

This section provides an overview of the strategic drivers, as reflected in the municipality's approved IDP. As such it informs the compilation of the Service Delivery and Budget Implementation Plan (SDBIP) and the alignment with the West Rand Regional Performance Management Framework.



MUNICIPAL STRATEGIC GOALS

Strategic Goals	Description
Strategic Goal 1	Develop business excellence through a learning organisation.
Strategic Goal 2	To ensure the provision of basic services to build sustainable and safe communities
Strategic Goal 3	To promote and accelerate an inclusive growing green economy.
Strategic Goal 4	To ensure financially viable and sustainable municipality
Strategic Goal 5	To provide a democratic, clean, and accountable government for sustainable local communities
Strategic Goal 6	To promote integrated sustainable development planning for the future

The Rand West City Local Municipality Management Team held a Strategic Session where among others, the following matters, were deliberated upon to close the 5-year Regional Plan to 2024/2025.

1. To clarify everyone's understanding of their expectation as per the legislated powers and functions
2. Assess the skills and readiness level to implement the legislated powers and functions
3. To develop a high-level implementation Roadmap
4. SDBIP planned targets to align with Service Delivery issues of RWCLM.

To achieve the above, within the financial and time constraints, it was resolved to focus on the implementation of the legislated powers and functions based on the Implementation Roadmap supported by directorates comprising Corporate, Governance and Transformation, Finance as well as the Office of the Municipal Manager.

Chapter 1

As a point of departure to the planning process, the team was engaged on the Regional Plan (2024/25) to ensure alignment to the legislated powers and functions as well as the implementation Roadmap to the 14 Regional Outcomes and associated outputs as envisaged by the District Development Model.

T 1.5.1

1.6 AUDITOR GENERAL REPORT

AUDITOR GENERAL REPORT: YEAR 2024/2025

Unqualified opinion-Refresher training sessions will be arranged with the Gauteng Provincial Treasury to train SCM officials and the three bid committee members to enhance understanding of evaluation principles regulatory compliance requirements and proper documentation standards. this will help minimise errors and improve decision making quality committee.

Furthermore, management will introduce a quality assurance process to verify the accuracy and completeness of evaluation reports before they are submitted to the adjudication committee.

Management will ensure that all bids are evaluated with both price and preference points system in accordance with the Preferential Procurement Policy Framework Act (PPPFA). Ensure that root causes analysis is conducted to identify the real root causes that leads to SCM non-compliance and incurrence of irregular expenditure.

Management to implementing cost containment measures, Revenue enhancement initiatives rolled over and irregular reviews, Implementing of credit control and Debt Management Policies and consistent reviews of the strategies in place, Implementation of Pro-Rata payments to all services providers above R300 thousand as a result of the agreed payment arrangements,

Maintenance of the Age Analysis and ensuring full payment of all service providers below R300 thousand monthly, Implementation of a centralised payment system - where all payments should be accompanied by orders and if not consequence management should kick in, implement cash flow management practices –

List of creditors on a weekly basis and determining who needs to be paid and engage with city power to determine if the approach used by them to assist with electricity losses and metering cannot be adopted - meter replacements and repairing.

Management will investigate the unauthorised, irregular and fruitless and wasteful expenditure in order to determine if there is anyone liability.

The CFO to prepare a preliminary investigation report detailing the cost analysis and consequence management to be implemented where applicable which will form part of the reports to be tables to Council and Unauthorised, Irregular, Fruitless and Wasteful Expenditure incurred in the current financial year to be referred for investigation shortly after the AGSA Audit Report is issued on 30 November to allow investigation processes to commence earlier and be concluded by 30 June.

Ensure that the Municipality determine the assets depreciation values as per each class disclosed in the financial statements respectively.

Ensure that leases are accounted for and appropriately disclosed in terms of GRAP 13 and Strengthen review controls over Financial Statement compliance to prevent non-compliance with applicable financial reporting framework - GRAP and MFMA.

Submission of all outstanding information to enhance record of decision by competent authority - take through the Geotech report to the competent authority for a final decision, Regular follow ups of the license application process and finalise the agreement with Mogale City to start billing.

T 1.6.1

1.7 STATUTORY ANNUAL REPORT PROCESS

Chapter 1

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	Finalize the 4th Quarter Report for previous financial year	
4	Submit draft year 2024/2025 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit Draft Annual Reports to Municipal Manager	
6	Performance Audit Committee/Audit Committee considers Draft Annual Report of municipality 2024/2025	August
8	Executive Mayor tables the unaudited Annual Report – 2024/2025 to Council for approval	
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	Executive 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 – Website & Newspaper	
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		

COMMENT ON THE ANNUAL REPORT PROCESS:

IMPORTANCE OF MEETING ANNUAL REPORT DEADLINES

The importance of achieving annual report deadlines will enable the Randfontein Local Municipality to provide:

- *Records or evidence of municipal activities during the year under review.*
- *Report on municipal performance against the budget for the year under review; and*
- *Account to the local communities for the decisions made by the municipality during the year under review.*

ALIGNMENT OF IDP/BUDGET / PERFORMANCE MANAGEMENT

IDP forms the basis on which the annual budget is based, and it must be compatible with the National and Provincial Government Development Plans. Processes for IDP, Budget and Performance Management must be flawlessly assimilated.

The IDP fulfils the planning stage and Performance Management fulfils the management of implementation, monitoring, and evaluation of the IDP. Municipal performance is inherently interrelated to that of the employees. If the employees do not perform, the Rand West City Local Municipality will not achieve its purpose.

The municipality also report the Annual Report into the National Treasury portal as legislated.

T 1.7.1.1

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

The Constitution of South Africa, 1996 establishes local government as a distinctive sphere of government, which is inter-dependent, and inter-related with national and provincial spheres of government. Municipal councils are central to local democracy and are meant to represent the collective interests and provide leadership to the whole community. Developmental local government underpins the programmes and projects that councils take to enable them to do so.

The nature of governance within the Municipality is such that it is spread in four components with various structures exercising some authority and accountability at different levels. The four components are explained further in the ensuing section:

- *Political Governance Structure: this governance structure deals with the political governance of the Municipality through Political Office Bearers, councils, and committees.*
- *Administrative Governance Structures: This governance structure on the other hand focuses on the administration and management of the Municipality is vested in the Municipal Manager who is the Accounting Officer. The Municipal Manager is assisted by the Executive Management Team of the RWCLM. The Municipal Manager is tasked with the establishment, development, and management of sound and effective municipal administration.*
- *Intergovernmental Relations: The Executive Mayor is the custodian of the intergovernmental relations fora. There are various structures that have been established at the local and provincial level to promote engagement between Municipalities, Sector Departments, State, Entities etc.*
- *Public accountability and Participation: The Executive Mayor assisted by the Municipal Manager is responsible for the community engagement and participation in the affairs of the municipality, such as the IDP, budget processes, and public meetings as well as Mayoral Imbizos.*

T 2.0.1

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

Note: The Constitution section 151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community.

The Constitution of South Africa, 1996 establishes local government as a distinctive sphere of government, which is inter-dependent, and inter-related with national and provincial spheres of government. Municipal councils are central to local democracy and are meant to represent the collective interests and provide leadership to the whole community. Developmental local government underpins the programmes and projects that councils take to enable them to do so.

The nature of governance within the Municipality is such that it is spread in four components with various structures exercising some authority and accountability at different levels. The four components are explained further in the ensuing section:

- *Political Governance Structure: this governance structure deals with the political governance of the Municipality through Political Office Bearers, councils, and committees.*
- *Administrative Governance Structures: This governance structure on the other hand focuses on the administration and management of the Municipality is vested in the Municipal Manager who is the Accounting Officer. The Municipal Manager is assisted by the Executive Management Team of the RWCLM. The Municipal Manager is tasked with the establishment, development, and management of sound and effective municipal administration.*
- *Intergovernmental Relations: The Executive Mayor is the custodian of the intergovernmental relations fora. There are various structures that have been established at the local and provincial level to promote engagement between Municipalities, Sector Departments, State, Entities etc.*

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- *Public accountability and Participation: The Executive Mayor assisted by the Municipal Manager is responsible for the community engagement and participation in the affairs of the municipality, such as the IDP, budget processes, and public meetings as well as Mayoral Imbizos.*

T 2.1.0

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

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

POLITICAL GOVERNANCE

Political Governance: Chapter 38 Section 151(2) of the Constitution provides that the executive and legislative authority of a Municipality is vested in its Municipal Council. Therefore, the Council makes decisions concerning the exercise of all the powers and the performance of all the functions of the Municipality, as provided in section 160(1) of the Constitution. Political governance and oversight are done through section 80 committees, as well as the Municipal Public Accounts (MPAC), Petitions and Public Participation Committee (PPPC), as well as the Rules and Ethics Committee which are section 79 committees. The separation of powers model in municipal governance, Performance and Audit Committee has been established and is fully functional.

The Municipal Council of the RWCLM consists of 69 councillors which are made up of councillors elected in the various wards throughout its area of jurisdiction, namely 35 ward councillors and 34 councillors that are proportionally elected.

POLITICAL DECISION-TAKING PROCESS

1. Decision making process

The Constitution of the Republic of South Africa inter alia provides that the authority of the municipality rests with the Council and, therefore in terms of legislation, councillors of a municipality have the right to govern the affairs of the council. A municipal council makes and administers resolutions for the effective implementation of its Constitutional mandate and takes responsibility for the effective execution of the municipality's powers, functions, and duties.

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

- *Passing by-laws*
- *Approving budgets*
- *Approving policies that impose rates and other taxes, levies, and duties*
- *Approving loans*

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

T 2.1.1

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POLITICAL STRUCTURES

EXECUTIVE MAYOR – CLLR WILLIAM MATSHEKE

FUNCTIONS OF THE EXECUTIVE MAYOR

The Executive Mayor is elected by Council, to coordinate the work of Council through his executive functions. He is the Political Head of Council, and performs functions and duties as set out in the legal framework for municipalities. He also performs duties as delegated to him by Council.

The duties of the Executive Mayor, are as follows:

To review the performance of the Rand West City Local Municipality (RWCLM) to improve- the economy, efficiency, and effectiveness of the municipality the efficiency of credit control and revenue and debt collection services. The implementation of the municipality's by-laws. Monitors the management of the municipality's administration in accordance with the policy directions of the municipal council (output monitoring).

DEPUTY EXECUTIVE MAYOR – CLLR NONTOMBI MOLATLHEGI

FUNCTIONS OF THE DEPUTY EXECUTIVE MAYOR:

The Deputy Executive Mayor will perform duties of the Executive Mayor if the Executive Mayor is absent or not available.

Furthermore, the Deputy Executive Mayor will oversee the following as delegated by the Executive Mayor:

Community Safety

Local Economic Development

Sport, Recreation, Arts and Culture

Special groups (Disability (Differently abled) sector, women, LGBTI+, Military Veterans & the elderly

Requests/Needs received from the public.

Any other task or responsibility assigned by the Executive Mayor



SPEAKER OF COUNCIL- CLLR SELINA MOUMAKWE

FUNCTIONS OF THE SPEAKER OF COUNCIL

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The Council Speaker is elected by Council, and she is the chairperson of Council. The functions and duties of the Speaker are as follows:

Presides at meetings of Council.

Performs duties and exercise powers delegated to his/her in terms of Municipal Systems Act.

Must ensure that Council meets at least quarterly.

Must maintain order during Council meetings.

Must ensure compliance with the Code of Conduct by Councillors

Must ensure that Council meetings are conducted in accordance with the Standing Rules and Orders.

CHIEF WHIP OF COUNCIL- CLLR MKHUSELI JOKAZI



FUNCTIONS OF THE COUNCIL WHIP

The Chief Whip of Council is elected by Council Whip. The functions and duties of the Chief Whip among other things are as follows:

- › *Ensure that Councillor's attend to their duties and are accountable to their constituencies.*
- › *Assists Council with the deployment of Councillors to various Council Committees*
- › *Provides political management of Council meetings.*

MAYORAL COMMITTEE OF THE RAND WEST CITY LOCAL MUNICIPALITY (MMCs)

In terms of the Municipal structures Act, the members of the Mayoral Committee are appointed by the Executive Mayor from among the councillors. The duties of the Mayoral committee are to assist the Executive Mayor in the execution of his duties.

The Executive Mayor may delegate specific responsibilities to each member of the Mayoral Committee

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COUNCILLORS

The following political parties are represented in the Rand West City Local Municipality namely, the African National Congress (ANC) the Democratic Alliance (DA), Azanian People's Organization (AZAPO), Inkatha Freedom Party (IFP), Vryheid Front Plus (VF+), Economic Freedom Fighters (EFF), and the Randfontein People's Party (RPP), with the ANC being the majority party in Council. A total number of 35 ward councillors were elected whilst 34 proportional representative councillors were appointed, thus a total of 69 councillors.

T 2.1.2

POLITICAL DECISION-TAKING

Political decisions taken in council in two manners: firstly, decisions taken in terms of the Executive Mayor's delegated powers, and secondly, decisions that the Executive Mayor recommends to Council for consideration through Council Reports. As prescribed by legislation, councillors of a municipality have the right to govern the affairs of the council. A municipal council makes and administers resolutions for the effective administration of its constitutional mandate and responsibilities for the effective performance of the municipality's powers, functions, and duties.

T 2.1.3

MAYORAL COMMITTEE OF THE RAND WEST CITY LOCAL MUNICIPALITY

In terms of the Municipal Structures Act, the members of the Mayoral Committee are appointed by the Executive Mayor from among the councillors. The duties of the Mayoral committee are to assist the Executive Mayor in the execution of his duties.

*The Executive Mayor may delegate specific responsibilities to each member of the Mayoral Committee. **The MMCs of the RWCLM and their respective roles and responsibilities are reflected below.***

Name: Cllr Sylvia Nosisa Khenene

Portfolio: MMC Local Economic Development (LED)

Roles and Responsibilities:

Exercise oversight in the department of Local Economic Development.

Encourage local people to work together to achieve sustainable economic growth and development thus bringing economic benefits and improved quality of life for all residents in Rand West City

To liaise with the Executive Director to co-ordinate all the responsibilities of that department amongst other things and ensure that all the projects of the department are completed.



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Name(s): Cllr Winile Njani Portfolio: MMC Corporate Support Services Roles and Responsibilities: <i>Exercise oversight in the departments of Corporate as Governance and Transformation Support Services.</i> <i>Responsible for the general operations of the municipality including administration, human resources, document management and provide Council secretariat services.</i> <i>To liaise with the Executive Directors to coordinate all the responsibilities of the departments amongst other things and see to it that all the projects (planning) of the department are completed.</i>	
Name(s): Cllr Jeje Yaqub Legoete Portfolio: MMC Roads, Storm Water & Transport Roles and Responsibilities: <i>Exercise oversight in the department of Water, Sanitation and Energy.</i> <i>Serves as the custodian for municipal roads and stormwater assets as well as integrated transport planning.</i> <i>To liaise with the Executive Director to coordinate all the responsibilities of the department amongst other things and see to it that all the projects of the department are completed.</i>	
Name(s): Cllr Amelia Zama Portfolio: MMC Human Settlement & Development Planning Roles and Responsibilities: <i>Exercise oversight in the department of Human Settlement.</i> <i>Promoting integrated, equitable and sustainable human settlements and spatial transformation across Rand West City.</i> <i>To liaise with the Executive Director to coordinate all the responsibilities of the department, namely, ensure that all the projects of the department are completed.</i>	
Name(s): Cllr Duduzile Mbulula	

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Portfolio: MMC Public Safety – Roles and Responsibilities: <i>Portfolio: MMC Public Safety</i> <i>Exercise oversight in the department of Public Safety.</i> <i>Contribute to equitable, effective, and efficient community safety initiatives and traffic measures across Rand West City.</i> <i>To liaise with the Executive Director to coordinate all the responsibilities of the department, namely, ensuring that all the projects in the Public Safety department are completed.</i>	
Name(s): Cllr Dumile Sithole Portfolio: MMC Water, Sanitation and Electricity Roles and Responsibilities: <i>Portfolio: MMC Water, Sanitation and Electricity</i> <i>Exercise oversight in the department of Water, Sanitation and Electricity.</i> <i>Provide basic water and sanitation services to local communities as well as re-ticulation of electricity in a sustainable manner as outlined in Schedule 4B of the Constitution.</i> <i>To liaise with the Executive Director to coordinate all the responsibilities of the department, namely, ensure that all the projects in the department are completed.</i>	 A portrait of Cllr Dumile Sithole, a Black man with short hair, wearing a light blue suit jacket over a dark blue shirt and a dark tie. He is looking slightly to the left of the camera with a neutral expression. The portrait is set within an oval frame with a grey border.
Name(s): Cllr Rosslyn Una Dickson Portfolio: MMC Health and Social Development Roles and Responsibilities: <i>To exercise oversight in the department of Health & Social Development</i> <i>Core roles and responsibilities include promoting and improving accessible health and social services to the residents of Rand West City as well as to advance socio-economic development efforts to improve the quality of life of individuals, groups, and local communities.</i> <i>To liaise with the Executive Director to coordinate all the responsibilities of the department, namely, see to it that all the projects in the department are completed as planned.</i>	 A portrait of Cllr Rosslyn Una Dickson, a Black woman with short, curly hair, wearing a black top with a lace or ruffled detail at the neckline. She is looking directly at the camera with a slight smile. The portrait is set within an oval frame with a grey border.

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Name(s): Cllr Daniel Machaba Portfolio: MMC Finance Roles and Responsibilities: Portfolio: MMC Finance To exercise oversight in the department of Finance. To secure sound, sustainable management of the financial affairs of the municipality and apply a coherent approach through prudent finance management practices that facilitates the improvement of delivery of services to local communities. Liaise with the Chief Financial Officer to coordinate all the responsibilities of the department amongst other things and ensure that finances of the municipality are managed in line with regulatory frameworks and prescripts.	
Name(s): Cllr Nozipho Mapena Portfolio: MMC Integrated Environmental and Waste Management Portfolio: MMC Integrated Environmental and Waste Management Roles and Responsibilities: To exercise oversight in the department of Integrated Environmental Management. Through an integrated approach, to provide a well-managed environment and waste management strategy for the citizens of Rand West City towards a quality lifestyle, protecting residents from environmental health problems and ensuring that citizens continue to benefit from the environment in the long term. Liaise with the Executive Director to coordinate all the responsibilities of the department, namely, ensure that our RWCLM environment and Waste Management pollutions functionalities are healthy and safe for all the community the municipality serve.	
Name(s): Cllr Nkovile Ndzipho Portfolio: MMC Sports, Recreation, Arts & Culture Roles and Responsibilities: To exercise oversight in the department of Sports, Recreation, Arts and Culture. To provide Sport, Recreation, Arts and Culture as well as Library and Information services to the broader community of Rand West City towards equitably improving the lives of all the citizens of the city. To liaise with the Executive Director to coordinate all the responsibilities of the department, namely, ensure that talent in various sporting codes is recognized,	

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coaching, and mentoring of youth with talent are promoted for the advancement of future generations.

The Whip of the Majority Party who will also serve as Council Whip; the Council Whip will be the Chairperson of the Code of Conduct Committee (CCC); together with the Whips of all the other political parties represented in the Rand West City Local Municipality's Council.

SECTION 80 COMMITTEES OF RWCLM

1. ROADS, STORMWATER & TRANSPORT: CLLR YAQUB LEGOETE 083 728 4572

		PARTY
1) CLLR PHILILE FAKU	069 958 7771	ANC
2) CLLR AMANDA SITYEBI	067 788 7403	ANC
3) CLLR TSITSANA TLHOLOE	071 902 0973	ANC
4) CLLR KWANELE KATI	074 219 5067	ANC
5) CLLR SIMPHIWE NTSUME	081 007 8609	ANC
6) CLLR SARAH THEKISO	079 295 9072	AZAPO
7) CLLR CRAIG HARRISON	083 325 0151	DA
8) CLLR GERHARD KRUGER	083 233 4234	DA
9) CLLR FRED STEFFERS	072 922 9667	VF+
10) CLLR KEAMOGETSWE MARUMULE	064 404 1004	EFF

2. HUMAN SETTLEMENTS: MMC AMELIA ZAMA (MMC) 083 720 9657

		PARTY
1) CLLR ALFRED THENJEKWAYO	083 372 8430	ANC
2) CLLR ANELE SABA	078 224 9765	ANC
3) CLLR TSITSANA TLHOLOE	071 902 0973	ANC
4) CLLR KWANELE KATI	074 219 5067	ANC
5) CLLR PHILILE FAKU	069 485 5579	ANC
6) CLLR LILLIAN MAFOKO	061 382 3285	DA
7) CLLR INNOCENT THOBEKA	074 572 7885	DA
8) CLLR BONGO MODISE	061 688 9959	EFF
9) CLLR CHARMAIN SCHADE	082 684 5620	VF+
10) CLLR MBUSO MTHIMKHULU	082 213 5752	IFP

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3. LOCAL ECONOMIC DEVELOPMENT: CLLR SYLVIA KHENENE (MMC) 068 441 0121

		PARTY
1) CLLR ZODWA NKOSI	083 682 4835	ANC
2) CLLR THAPELO LEROTHODI	083 702 7712	ANC
3) CLLR KHUZIWE TSOTETSI	061 716 4669	ANC
4) CLLR MAKGOSI TLHAPISO	083 694 2626	ANC
5) CLLR BEAUTY NKOSI	073 149 2152	ANC
6) CLLR CHARMAIN SCHADE	082 684 5620	VF+
7) CLLR THEMBA TLHAGALE	063 474 8712	DA
8) CLLR INNOCENT THOBEKA	074 572 7885	DA
9) CLLR MAKHUMO MOABI	084 612 1010	EFF
10) CLLR SARAH THEKISO	079 295 9072	AZAPO

4. HEALTH & SOCIAL SERVICES: CLLR UNA DICKSON (MMC) 082 553 3408

		PARTY
1) CLLR JEANETTE NYAMENI	073 673 9469	ANC
2) CLLR AMOS MOENG	074 024 6095	ANC
3) CLLR MAKGOSI TLHAPISO	083 694 2626	ANC
4) CLLR PHILILE FAKU	083 264 8779	ANC
5) CLLR ALFRED THENJEKWAYO	064 066 5340	ANC
6) CLLR CHARMAIN SCHADE	082 684 5620	VF+
7) CLLR SINA ERASMUS	072 580 5105	DA
8) CLLR NICOLLETTE KIEWIETZ	073 634 4757	DA
9) CLL CLARA RAMOTLHALE	061 196 2809	EFF
10) CLLR XOLIWE BATALISI	078 541 3567	ACDP

5. PUBLIC SAFETY: CLLR NONTOMBI MOLATLHEGI (MMC) 082 664 9189

		PARTY
1) CLLR MAKGOSI TLHAPISO	083 694 2626	ANC
2) CLLR ZODWA NKOSI	083 685 4835	ANC
3) CLLR AMOS MOENG	074 024 6095	ANC
4) CLLR TEBOGO MABONGO	079 123 9173	ANC
5) CLLR JEANETTE NYAMENI	073 673 9469	ANC
6) CLLR CHARLES BROUGH	082 565 2336	VF+
7) CLLR SETH SEKHOKHO	061 382 1385	DA
8) CLLR TEWIE BOTHA	072 294 9216	DA
72 CLLR THABISO MOKOBANE	069 305 0383	EFF
73 CLLR XOLIWE BATALISI	078 773 5420	ACDP

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6. **INTEGRATED ENVIRONMENT & WASTE MANAGEMENT: CLLR NOZIPHO MAPENA (MMC)** **078 711 1515**

		PARTY
1) CLLR TEBOGO MABONGO	079 123 4575	ANC
2) CLLR ZODWA NKOSI	081 501 4575	ANC
3) CLLR THAPELO LEROTHODI	083 702 7712	ANC
4) CLLR SIMPHIWE NTSUME	081 007 8609	ANC
5) CLLR NOMLINDA NOBUNGA	071 446 6270	ANC
6) CLLR CHARLES BROUGH	082 565 2336	VF+
7) CLLR MARTIN BROWN	061 382 3285	DA
8) CLLR THEMBA TLHAGALE	063 474 8712	DA
9) CLLR LETHABO SELOKA	081 776 6106	EFF
10) CLLR XOLIWE BATALISI	078 541 3567	ACDP

7. **FINANCE: CLLR DANIEL MACHABA (MMC) 061 380 2109**

		PARTY
1) CLLR PHILLIP MOFOKENG	074 706 6575	ANC
2) CLLR ANELE SABA	078 224 9765	ANC
3) CLLR NOMLINDA NOBUNGA	071 446 6270	ANC
4) CLLR JEANETTE NYAMENI	073 673 9469	ANC
5) CLLR BEAUTY NKOSI	073 149 2152	ANC
6) CLLR CHARMAIN SCHADE	082 684 5620	VF+
7) CLLR ALWYN VAN TONDER	082 593 0313	DA
8) CLLR LILLIAN MAFOKO	061 009 6080	DA
9) CLLR EUNICE MATLALA	078 544 8973	EFF
10) CLLR MBUSO MTHIMKHULU	082 213 5752	IFP

8. **CORPORATE, GOVERNANCE AND TRANSFORMATION SUPPORT SERVICES: CLLR WINILE NJANI 067 786 9577**

		PARTY
1) CLLR PHILLIP MOFOKENG	074 706 6575	ANC
2) CLLR SIMPHIWE NTSUME	081 007 8609	ANC
3) CLLR TEFO LEGOTE	078 501 4575	ANC
4) CLLR ANELE SABA	078 224 9765	ANC
5) CLLR THABISO MOKOBANE	069 305 0383	EFF
6) CLLR FRED STEFFERS	072 922 9667	VF+
7) CLLR SETH SEKHOKHO	061 382 1385	DA
8) CLLR TEWIE BOTHA	072 294 9216	DA
9) CLLR MINA SEBITSO	084 612 1010	EFF
10) CLLR MBUSO MTHIMKHULU	082 213 5752	IFP

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9. WATER, SANITATION & ENERGY: CLLR DUMILE SITHOLE 074 089 1959

		PARTY
1) CLLR NOMLINDA NOBUNGA	071 446 6270	ANC
1) CLLR BEAUTY NKOSI	078-711-3477	ANC
2) CLLR SHAPELO LEROTHODI	083 702 7712	ANC
3) CLLR ZODWA NKOSI	083 685 4835	ANC
4) CLLR TEBOGO MABONGO	073-689-3099	ANC
5) CLLR FRED STEFFERS	072 922 9667	VF+
6) CLLR JOSEPH LETLHAKE	072 619 5656	DA
7) CLLR HULLET HILD	082 389 3500	DA
8) CLL LINDOKUHLE BIYELA	081 720 6243	EFF
9) CLLR SARAH THEKISO	079 295 9072	AZAPO

10. SPORT, RECREATION, ARTS AND CULTURE: CLLR NKOOVILE NDZIPHO (MMC) 060 407 5314

		PARTY
1) CLLR THANDOKAZI STEFANE	067 958 7771	ANC
2) CLLR KWANELE KATI	074 219 5067	ANC
3) CLLR NOMLINDA NOBUNGA	071 446 6270	ANC
4) CLLR ZODWA NKOSI	083 685 4835	ANC
5) CLLE CHARLES BROUGH	082 565 2336	VF+
6) CLLR TEFO LEGOTE	078 501 4575	ANC
7) CLLR FORTHIA BERGMAN	061 388 7440	DA
8) CLLR BENARD GREEN	063 586 5979	DA
9) CLLR NOZIBELE MRWETYANA	081 334 5924	EFF
10) CLLR PASEKA NOAH	073-095-2360	AZAPO

11. MPAC COMMITTEE: COUNCILLORS CLLR ALLY MOSINA 073 474 3508

PARTY REPRESENTATIVES		CONTACTS
1) CLLR ALFRED THENJEKWAYO	ANC	064 673 9469
2) CLLR TSITSANA TLHOLOE	ANC	071-902-0973
3) CLLR KHUZIWE TSOTETSI	ANC	061 716 4669
4) CLLR THANDOKAZI STEFANE	ANC	067-958-7771
5) CLLR PHILLIP MOFOKENG	ANC	074-706-6575
6) CLLR BALDERIC DRYER	DA	081-491-0982
7) CLLR BENARD GREEN	DA	063-586-5979
8) CLLR BONGO MODISE	EFF	067 130 5994
9) CLLR BETHUEL MONYAI	EFF	065-817-7728
10) CLLR SARAH THEKISO	AZAPO	079 295 9072
11) CLLR MBUSO MTHIMKHULU	IFP	082-213-5752
12) CLLR FREDERICK STEFFERS	VF+	072-922-9667

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COUNCILLOR	ADMIN ASSISTANT / CONTACT	E-MAIL
Cllr William Matsheke - ID – PAY NO: EXECUTIVE MAYOR	Vivian Liau 010-496 3221 / 082 770	@Randwestcity.gov.za Vivian.Liau@Randwestcity.gov.za
Cllr Dumile Sithole -ID PAYNO: MMC: WATER, SANITATION & ELECTRICITY	Dipuo Radebe 010- 496 7790 / 074-570-2856	Dumile.Sithole@Randwestcity.gov.za Dipuo.Radebe@Randwestcity.gov.za
Cllr Jeje Yaqub Legoete- ID 810226 5644 084 - PAYNO: C35734 MMC: ROAD, STORMWATER & TRANSPORT	Fikile Nkomo 0110-496 7706 / 081-472-4288	Daniel.Machaba@Randwestcity.gov.za Fikile.Nkomo@Randwestcity.gov.za
Cllr Winile Njani- ID 800803 0840 081 – PAYNO:C35756 MMC: CORPORATE SUPPORT SERVICES	Esther Molatlhwa 083-995-3861	Winile.Njani@Randwestcity.gov.za Esther.molatlhwa@Randwestcity.gov.za
Cllr Daniel Machaba– ID 761105 0511 085 - PAYNO: MMC: FINANCE	Gugu Tshabalala 010-496 5601	Daniel.Machaba@Randwestcity.gov.za Gugu.tshabalala@randwestcity.gov.za
Cllr Nontombi Molatlhegi -ID 791106 0430 080 – PAYNO: C35711 MMC: PUBLIC SAFETY	Phumza Mtakelwa 010-496 7257 / 082-664-9189	Nontombi.Dyase@Randwestcity.gov.za Phumza.Mtakelwa@Randwestcity.gov.za
Cllr Nosisa Khenene - ID 680607 0961 085 - PAYNO: C35717 MMC: LOCAL ECONOMIC DEVELOPMENT	Llewel Adams 082-644-1789	Sylvia.Khenene@Randwestcity.gov.za Llewel.Adams@Randwestcity.gov.za
Cllr Puseletso Nozipho Mapena- ID 761013 0653 081 – PAYNO: MMC: INTEGRATED ENVIRONMENTAL & WASTE MANAGEMENT	Mabel Nzima 078 720 6581	Puseletso.Dlamini@Randwestcity.gov.za Mabel.Nzima@Randwestcity.gov.za
Cllr Una Dickson – ID 710607 0201 080 - PAYNO: C36025 MMC: HEALTH & SOCIAL DEVELOPMENT	Raylene Martin 071-444-9154	Una.Dickson@Randwestcity.gov.za Raylene.Martin@Randwestcity.gov.za
Cllr Amelia Zama- ID 761118 5089 080 – PAYNO: C36026 MMC: HUMAN SETTLEMENT,	Anthony Francis 079-521-3822	Amelia.Zama@Randwestcity.gov.za Anthony.Francis@Randwestcity.gov.za
Cllr Nkosivile Ndzipho – ID 641118 5891 085 – PAYNO: C36042 MMC: SPORT, RECREATION, ARTS & CUL- TURE	Nosipho Macabela 064-084-7566	Desmond.Ndzipho@Randwestcity.gov.za

2.2 ADMINISTRATIVE GOVERNANCE

Chapter 3

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

Note: MFMA section 60 (b): The Municipal Manager of a municipality is the accounting officer of the municipality for the purposes of this Act and must provide guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality.

The Rand West City Local Municipality has put mechanisms to evaluate the staff establishment on regular basis and if necessary, review the staff establishment, in line with organisational objectives and development priorities.

The organisational structure is therefore reviewed at the beginning of the financial year, which entails revisiting each Department and Business Unit to ensure that they respond to the priorities contained in the Integrated Development Plan (IDP). The organizational design and the structure of the Rand West City Local Municipality seek to respond to the under mentioned National and Local Government Priorities:

- *Municipal Institutional Development & Transformation.*
- *Basic Service Delivery.*
- *Local Economic Development.*
- *Municipal Financial Viability.*
- *Good Governance.*
- *Building Local Economies to create more employment & sustainable livelihood.*
- *Improve local public services and broaden access to services.*
- *Promote more active community participation in local government.*
- *Effective, accountable, and clean local government.*

The Municipal Manager is the Head of Administration and plays a pivotal role in the functioning of the Municipality. The Municipal Manager, subject to policy direction by Council must organize the Administration in a manner that enables Council to hold the Municipal Manager accountable for the overall performance of the Municipality.

As head of the administration, the Municipal Manager is responsible for the formation and development of an economic, effective, efficient, and accountable administration, which is equipped to implement the IDP, operates within the municipality's performance management system, and is responsive to the needs of the local community to participate in the municipality. The Municipal Manager manages communication between the political structures and office-bearers and the administration.

To be able to give fruition to the requirement to run an efficient, economical, and accountable administration, the operations of the municipality are divided into the following departments:

- *Governance and Transformation Support Services*
- *Finance*
- *Corporate Support Services*
- *Economic Development and Planning & Human Settlement*
- *Infrastructure Services*
- *Community Services*
- *Public Safety*
- *Chief Operating Officer*

*Office of the Municipal Manager
Internal Audit
Political Office and IGR*

T 2.2.1

Chapter 3

TOP ADMINISTRATIVE STRUCTURE OF THE RAND WEST CITY LOCAL MUNICIPALITY SEC 56 MANAGERS

	TOP ADMINISTRATIVE STRUCTURE TIER 1 MUNICIPAL MANAGER MR THABO NDLOVU Function <i>Establish and maintain a strategic management system for the municipality by ensuring that the municipality's developmental and service delivery obligations and strategic objectives are achieved. Oversee implementation of the municipality's IDP Sustainable and equitable provision of services to the local community. Accountable for municipal finances in terms of the provisions of the MFMA Develop and monitor implementation of approved municipal policies at a strategic management level.</i>
	CHIEF OPERATIONS OFFICER: MR LESEDI MERE, HEADS GOVERNANCE AND TRANSFORMATION SUPPORT SERVICES DIRECTORATE: <i>The directorate that is responsible for the following divisions:</i> <i>Integrated Development Planning, Institutional Performance, Risk Management and Corporate Ethics, Transformation, as well as Service Delivery Intervention.</i> <i>The Directorate's main objective is to alleviate the administrative burden on the office of the Municipal Manager. This is achieved through the provision of governance and transformation support services within the municipality.</i> <i>The main role of the COO finds expression in strategic leadership and overseeing of the said divisions. The Municipality has been reconfigured and stream-lined since the previous financial year, and its success will therefore largely depend on increased cross-functional collaboration, improved service delivery innovations, enhanced communication systems and a focused effort to capacitate and resource leadership and governance structures.</i>

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CHIEF FINANCIAL OFFICER: MR XOLANI MALINDI

The roles and responsibility of the Chief Financial Officer (CFO) are mandated in terms of the Municipal Finance Management Act, 56 of 2003, section 81 of the MFMA, the CFO is administratively in charge of the budget and treasury office. which has the underlying key roles; promoting sound financial governance by clarifying roles; A more strategic approach to budgeting and financial management; Modernization of financial management; Promoting co-operative government; and promoting financial sustainability of the municipality.

ROLES & RESPONSIBILITIES:

LEGISLATIVE POSITION OF THE CFO (MFMA)

*The CFO is a **senior manager directly accountable to the Municipal Manager.***

*The CFO plays a **strategic, advisory, and oversight role** in all financial matters of the municipality.*

CORE RESPONSIBILITIES OF THE CFO (SECTION 81, MFMA)

The CFO is responsible for advising the accounting officer and assisting in carrying out the financial administration of the municipality, including the following: -

Budget and Financial Planning

Financial Reporting and Disclosure

Prepare and submit:

Monthly budget statements (Section 71)

Mid-year budget and performance assessment (Section 72)

Annual Financial Statements (AFS) (Section 122)

Revenue Management

Expenditure and Supply Chain Management (SCM)

Asset and Liability Management

Ensure compliance with Sections 46–48 of the MFMA (borrowing and guarantees).

Cash, Banking, and Investment Management

Internal Controls and Risk Management

Compliance and Governance

Advisory Role to the Accounting Officer and Council

Advise the Municipal Manager on:

Financial sustainability

Budget risks

Financial implications of Council decisions

Provide financial input into Council reports and resolutions.

Support strategic decision-makings.

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EXECUTIVE DIRECTOR: CORPORATE SUPPORT SERVICES: MS RETHABISENG MOKEBE

OBJECTIVES:

- *Effective and efficient management of its sub-directorates.*
- *Providing a comprehensive human resource management service to the city.*
- *Ensuring sound employee relations.*
- *Ensuring proper management of all public conveniences and managing the performance of outsourced contractors; and*
- *Maximizing client and stakeholder satisfaction.*
- *Establishing programmes and projects, designed to help meet its expectations more efficiently.*

ROLES & RESPONSIBILITIES:

Human Resources:

- *Management of the Human Resource.*
- *Provision and maintenance: recruitment, selection, placement, induction, Conditions of Service, funds and allowances, administration, payroll, service termination and technical record management.*
- *Human Resource Strategic and Operational Support Services: Strategies and Policies, process and system implementation, and human resource relations management.*
- *Creating institutional capacity through the design and implementation of individual and organizational development interventions including structural alignment.*
- *Human Resource planning, policies and support: manpower forecasting, succession planning, and exit and retention strategies*
- *Occupational and employee Health, safety, and Wellness: OHS Policy Development and Enhancement, OHS Compliance Management, OHS operational services, occupational hygiene, Employee Wellness and HIV/AIDS operations*
- *Employee Relations Management:*
 - *Promotion of sound Labour Relations and facilitation of healthy working relations with trade unions.*
 - *Employee Relations Services: Grievances, Labour relations training, Local Labour Forum; Labour Law services and advice, disciplinary hearings, conciliations, and arbitrations*
 - *Employee Relations Specialist Unit*

Fleet Management:

- *Fleet operations management*
- *Fleet performance, monitoring, and compliance*
- *Travel management and rental services*

Legal Services:

- *Provision of legal services and advice*

Administration:

- *Provision of secretariat; auxiliary support, archiving function, printing, and telephony.*
- *Provision of political support to Council and its Committees; and policy development and advice*

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	Facilities: •Promote a clean environment and implement sustainable maintenance programmes of the Rand West City Local Municipality's public amenities and offices.
	EXECUTIVE DIRECTOR: COMMUNITY SERVICES: MR MZUBANZI SILINGA <i>To provide and maintain effective and enhanced community services in the following functional areas:</i> <i>Public Safety – to create an enabling environment for safer and secure communities.</i> <i>Integrated Environment and Waste Management – to ensure the provision of effective environmental management and integrated waste management services.</i> <i>Sport, Recreation, Arts, Culture & Heritage – To promote social cohesion through the promotion of sport, recreation, arts, culture, and heritage.</i> <i>Library Information Services – To manage and provide library and information services.</i> <i>Health & Social Development – To ensure the promotion of social services.</i>
	EXECUTIVE DIRECTOR: INFRASTRUCTURE SERVICES: MR SANDILE MBANJWA <i>Management of Municipal Infrastructure Services to maintain effective and efficient provision of basic services about the following:</i> <i>Management of Municipal Infrastructure Services by maintaining effective and efficient provision of basic services such as:</i> <i>Provision, distribution, and maintenance of uninterrupted basic electricity supply networks.</i> <i>Provision, distribution and maintenance of uninterrupted basic water and hygienic sanitation networks.</i> <i>Construction and maintenance of municipal roads and stormwater for safe accessible roads.</i> <i>Revenue enhancement through curbing the water and electricity losses.</i> <i>The implementation of Capital Projects within the specified budget, time and quality through the Infrastructure Planning and Programme Section (PMU); and</i> <i>The cost-effective management of directorate's budget and the timely implementation of Council Resolutions and Projects of the Rand West City Local Municipality.</i>

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	EXECUTIVE DIRECTOR: PUBLIC SAFETY: MS. B MOFOKENG OBJECTIVES: ▪ <i>To provide a democratic, clean and government for sustainable local communities</i> ▪ <i>To create an enabling environment for safer and secure communities</i> CORE RESPONSIBILITIES: <u>LAW ENFORCEMENT</u> ▪ <i>Law Enforcement in accordance with National Road Traffic Act & Criminal Procedures Act</i> ▪ <i>By-Law Enforcement</i> ▪ <i>Road Safety Education</i> ▪ <i>Social Crime Prevention</i> ▪ <i>Attending Road Accidents</i> ▪ <i>Escorting of Abnormal Vehicles, Funerals, etc.</i> ▪ <i>Point duty at schools and busy intersections</i> ▪ <i>Vehicle fitness</i> <u>TECHNICAL SERVICES</u> ▪ <i>Installation and replacement of Road Traffic signage</i> ▪ <i>Road markings</i> <u>SECURITY AND VIP PROTECTION</u> ▪ <i>Securing of municipal buildings</i> ▪ <i>Securing of Valuable assets</i> ▪ <i>Provision of security and protection of the Executive Mayor and Councillors</i> <u>LICENSING AND REGISTRATION</u> ▪ <i>Registration and Licensing of Motor Vehicles</i> ▪ <i>Vehicle Roadworthiness Tests</i> ▪ <i>Renewals of Driver's Licenses</i> ▪ <i>Driver's and Learners License Applications</i> ▪ <i>Driver's and Learners License Testing</i> ▪ <i>Applications for Instructor's certificate</i>

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	EXECUTIVE DIRECTOR: ECONOMIC DEVELOPMENT HUMAN SETTLEMENTS & PLANNING: MR VUYANI BEKWA The core objective of the department is as follows: • <i>Facilitating economic development will result in sustainable economic growth and job creation.</i> • <i>To promote spatial restructuring, transformation, and integration.</i> • <i>To promote sustainable human settlements.</i> • <i>Efficient management of the municipal real estate.</i> • <i>To determine the fair and accurate market value of real estate properties</i> • Functions of the department • <i>Spatial Planning & Land use management - Promoting integrated sustainable development planning for the future.</i> • <i>Human settlements - Coordination of the development of human settlement projects</i> • <i>Local Economic Development - Promotion of investment attraction and business retention and providing business development support.</i> • <i>Property management - Management of Investment Properties, Administration of Property Contracts and facilitation of land disposal and acquisition.</i> • <i>Property Valuation Management - Conducting thorough and accurate assessments of the value of properties within the municipal area of jurisdiction.</i> THE THREE (3) MANAGERS WHO REPORT DIRECTLY TO THE MUNICIPAL MANAGER: AND ONE REPORTING FOR POLITICAL OFFICES
	CHIEF INTERNAL AUDITOR: MS OFENTSE BLAAI <i>The Internal Audit Function's mandate stems from Section 62(c) and Section 165 of the Municipal Finance Management Act, 56 of 2003, which states that the Accounting Officer must ensure that the municipality has an Internal Audit unit established and must advise the accounting officer and report to the Audit Committee on the implementation of the internal audit plan, internal control, risk management, performance management, accounting procedures, and compliance with applicable legislation.</i> <i>The role of Internal Audit function is to provide an independent, objective assurance and to evaluate whether the municipality's system of risk management, internal control and governance processes as designed and presented by management is adequate, effective, and functional.</i>

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	CHIEF OF STAFF: POLITICAL AND IGR MR CHRIS STOFFELS <i>Assist and support the Political Office with Strategic responsibilities. Represent the Executive Mayor in various forums. Coordinate political activities and provide administrative support in Political Offices Plan, coordinate, and monitor all activities of the Office of the Executive Mayor.</i> <i>Maintain Intergovernmental relations and support the Political programme of the Executive Mayor, Speaker, and Chief Whip especially the interface with communities; and promote Special Programmes for Youth; Women and the Elderly; people with disabilities and HIV/AIDS.</i>
	GLADYS RAMOSANA: STRATEGIC MANAGER IN THE OFFICE OF THE MM <i>Provides strategic, analytic, and administrative support to the Municipal Manager in term for the achievement of the Municipal goals and objectives in relation to the implementation of municipal strategic and operational plans. This includes among others:</i> <i>Oversee daily operations of the Office of the Municipal Manager</i> <i>Cascading directives from the Municipal Manager to all levels to ensure synergy and delivery in key municipal areas.</i> <i>Coordination and reporting of policy development and policy review processes.</i> <i>Planning and reporting on the performance of the Office of the Municipal Manager</i> <i>Conduct ad hoc research for the Municipal Manager</i> <i>Provide resolution assistance of service delivery issues escalated to the Municipal Manager</i> <i>Coordination of Municipal Manager stakeholder engagements</i> <i>Coordination of the implementation of municipal council resolutions.</i>

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Note: MSA section 3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisage in Constitution section 41.

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

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There are also Sector Forums. These are: Housing Forum, Mining, Environmental and Integrated Waste Management, LED District Community Safety District Health Council, West Rand Social Cluster Co-coordinating, and West Rand Social Development Forum.

T 2.3.0

2.3 INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

The Rand West City Local Municipality has put mechanisms to evaluate the staff establishment on regular basis and if necessary, review the staff establishment, in line with organisational objectives and development priorities.

The organisational structure is therefore reviewed at the beginning of the financial year, which entails revisiting each Department and Business Unit to ensure that they respond to the priorities contained in the Integrated Development Plan (IDP). The organizational design and the structure of the Rand West City Local Municipality seek to respond to the under mentioned national and local government priorities:

- Municipal Institutional Development & Transformation.
- Infrastructure Basic Service Delivery.
- Local Economic Development.
- Municipal Financial Viability.
- Good Governance.
- Building Local Economies to create more employment & sustainable livelihood.
- Improve local public services and broaden access to services.
- Promote more active community participation in local government.
- Effective, accountable, and clean local government.

The Municipal Manager is the Head of Administration and plays a pivotal role in the functioning of the Municipality. The Municipal Manager, subject to policy direction by Council must organize the Administration in a manner that enables Council to hold the Municipal Manager accountable for the overall performance of the Municipality.

As head of the administration, the Municipal Manager is responsible for the formation and development of an economic, effective, efficient, and accountable administration, which is equipped to implement the IDP, operates within the municipality's performance management system, and is responsive to the needs of the local community to participate in the municipality.

The Municipal Manager manages communication between the political structures and office-bearers and the administration.

To be able to give fruition to the requirement to run an efficient, economical, and accountable administration, the operations of the municipality are divided into the following nine departments:

- Governance and Transformation Support Services
- Finance
- Corporate Support Services
- Economic Development and Planning & Human Settlement
- Infrastructure
- Community Services
- Public Safety
- Political Office
- Municipal Managers Office

PROVINCIAL INTERGOVERNMENTAL STRUCTURE

Provincial Health Council – a statutory body where MMCs of metros and districts meet with MEC Health quarterly to discuss issues of health.

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

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

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

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

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

Integrated Rail Planning.

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

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

T 2.3.2

RELATIONSHIPS WITH MUNICIPAL ENTITIES

The RWCLM have no entities of its own but relates to the West Rand Development Agency (WRDA). The WRDA is a Municipal Entity which is regulated by the Local Government Legislation (MFMA). The West Rand Development Agency (SOC) Limited is a municipal entity wholly owned by the WRDM. There is a shared service arrangement with WRDM's finance officials to assist the agency, as and when the need arises.

The effective control over the WRDA rests in the three constituent local municipalities and the West Rand District Municipality. For the financial year under review, the RWCLM, has been supportive of the agency, in that it contributes financially on an annual basis.

Progress reports on all activities that took place at the agency are also submitted to constituent municipalities for cognisance purposes. It is therefore reasonable to confirm that the agency and constituent municipalities have a good working relationship.

WEST RAND DEVELOPMENT AGENCY

The primary role of the WRDA is to act as the economic development agent for the West Rand in so far as to stimulate, facilitate implement projects that will contribute to the regional economic development. In its functioning it compliments what the LED units of the district and the local municipalities are doing as it focusses on catalytic projects.

In line with the national and international trends, the WRDA has the explicit task of developing the unique opportunities in the West Rand that will ensure economic sustainability and competitiveness. In so doing, the WRDA will be focusing on the visible implementation of economic projects that will have a significant level of impact on the economy and socio-economic and spatial environment of the West Rand

*A complete list of entities and delegated functions should be set out in **Appendix D**.*

T 2.3.3

DISTRICT INTERGOVERNMENTAL STRUCTURES

District Health Council - a statutory body where MMC of districts and the three local municipalities MMCs within the West Rand, as well as the hospital board members meet quarterly to discuss issues of health.

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District AIDs Council - strategic body led by MMC of the district meets with representatives of various structures (traditional healers, people living with HIV and AIDs, NGOs, CBO, FBOs etc.) within the area of jurisdiction as well as MMCs responsible for health at Local Municipalities to deliberate on HIV and AIDs issues; the structure was provincialized.

- *Sports, Art, Culture, Recreation, Library, and Information Services - coordinate and ensures alignment of programmes from municipalities to province.*
- *Environmental management forum.*
- *District Mining Forum.*

West Rand Metropolitan Transport Forum (WESMET) catering for public passenger transport related issues within the region.

- *Human Settlement Forum and District Mining Technical Forum – engagement between district, municipal, mining, and industrial officials on various environmental pollution matters; and*
- *District Environmental Coordination Forum – district, local municipal and provincial officials deliberate on various environmental issues, including implementation of legislations and plans.*

T 2.3.4

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

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 RWCLM. Our public participation framework enables local communities across Rand West City adequate ample opportunity to make meaningful contributions to policy development and planning, for developments in the municipal jurisdiction.

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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.

Rand West City Local Municipality, through the Office of the Speaker, liaises continuously with communities through ward committee members and other stakeholder forums.

In order to facilitate maximum participation by ward committee members, the Rand West City Local Municipality is, as per Council resolution, providing stipends for each member.

T 2.4.0

2.4 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

Communication plays a crucial role in the functioning of all organizations, helping them to realize their vision and accomplish their mission through strategic coordination. Effective communication is heavily reliant on having a clear vision, a well-defined mission, and an integrated development plan.

The municipality has made use of various media channels to engage communities and have taken the initiative to develop an informative newsletter. This newsletter is distributed internally and externally through our Facebook page, website, and other social media platforms.

Communication plays a major role in public participation techniques. It acts as scientific support to public participation; and provides technical advice to public participation campaigns. Assist with the sustainability of public participation processes and programmes, strengthen the impact of public participation, and provide informed environmental analyses.

The department has played a pivotal role in promoting IDP meetings by utilizing social media platforms and distributing informational pamphlets to engage communities in these gatherings. Pre-meeting notifications are disseminated to communities, and the day before the scheduled meeting, we issue reminders to encourage community attendance.

The communication unit is an integral part of PMS forums, dedicated to gathering information regarding the municipality's performance. We monitor social media platforms and local news outlets to gauge public sentiment. This multifaceted approach ensures a comprehensive understanding of the community's needs and concerns.

The Website is regularly utilized for uploading documents and media stories. Our team monitors the website daily to ensure that compliance documents are up to date. Additionally, the website serves as a platform for community communication. We use it to post updates and announcements about our activities. We also use it to engage with the community and respond to their questions. Finally, we use it to share our work with the public.

T 2.4.1

WARD COMMITTEES

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The primary function of Ward Committees is to serve as a communication channel between the community and the municipal council and as such an advisory structure which make recommendations on matters affecting the local community in the respective ward. They are made up of members who represent various interests within the ward and are chaired by the ward councillor.

Ward Committees, who are democratically elected by residents of the ward, is thus an institutionalised channel of communication and interaction between communities and the municipality, whereby community members are provided with the opportunity to express their needs, their opinions on issues that affect their lives and to have them heard at municipal level through the ward councillor. Essentially, ward committees are advisory bodies to assist the ward councillor in carrying out his or her mandate in the most democratic manner possible as it relates to decisions, planning and projects that the council or municipality undertakes which have a developmental impact on the ward. Major issues that ward committees at Rand West City Local Municipality have dealt with during the year are primarily service delivery issues, inter alia illegal dumping, the need for high mast lights, water and sanitation matters, sewer spillages, municipal billing, the consequent need for services at mega housing projects and crime affecting the respective wards. It is evident that ward committees play an important role in bridging the gap between the municipality, its council, and the community.

T 2.4.2

PUBLIC MEETING 2024/2025						
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
Ward 01 Block mtg	8, 15 March 2024	1			Yes	Feedback is given to the community at the following block or public meeting
Ward 01 Public mtg	30 Jan 2024	1				
Ward 01 Public mtg	10 Feb 2024	1				
Ward 05 Public mtg	05 Feb 2024	1	2	67	Yes	Feedback is given to the community at the following block or public meeting
Ward 05 Public mtg	06 March 2024	1	2	89		

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PUBLIC MEETING 2024/2025						
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
Ward 11 Public mtg	28 Feb 2024	1	3	98	Yes	Feedback is given to the community at the following block or public meeting
Ward 13 Block mtg	16 Feb 2024	1	3	101	Yes	Feedback is given to the community at the following block or public meeting
Ward 15 Block mtg	26 Nov 2023	1	2	65	Yes	Feedback is given to the community at the following block or public meeting
Ward 15 Public mtg	27 Nov 2023	1	3	85		
Ward 15 Public mtg	15 Jan 2024	1	2	99		
Ward 15 Block mtg	17 April 2024	1	3	111		
Ward 17 Public mtg	24 March 2024	1	2	83	Yes	Feedback is given to the community at the following block or public meeting
Ward 18 Public mtg	19 Oct 2023	1	2	85	Yes	Feedback is given to the community at the following block or public meeting
Ward 20 Public mtg	15 Feb 2024	1	1	66	Yes	Feedback is given to the community at the following block or public meeting
Ward 22 Block mtg	5 Nov 2023	1	2	95	Yes	Feedback is given to the community at the following block or public meeting
Ward 22 Block mtg	8 Nov 2023	1	2	101		
Ward 23 Block mtg	17, 18 & 21 Nov 2023	1	2	75	Yes	Feedback is given to the community at the following block or public meeting
Ward 23 Public mtg	17 & 20 Sept 2023	1	2	85		

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PUBLIC MEETING 2024/2025						
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
Ward 27	15 March 2024	1	3	127	Yes	Feedback is given to the community at the following block or public meeting.
Ward 28	26,27 March 2024	1	2	133	Yes	Feedback is given to the community at the following block or public meeting
Ward 32	20 March 2024	1	3	144	Yes	Feedback is given to the community at the following block or public meeting.
T 2.4.3						

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

Our public meetings are central to participatory democracy in our municipality. As a key strategy it is the most effective way to empower local communities, particularly within the context of an increased level of frustration in respect of the delivery of optimal services.

Even with varying attendance levels, the impact of public meetings on participatory democracy have not been adequate to the extent for the intended beneficiaries to influence, direct, control and own local developmental spaces.

We thus must work progressively towards more authentic public meetings, as part of an appropriate mix of strategies, that will enhance a collaborative approach to problem solving, with the goal of achieving better and more acceptable decisions from both government and the people.

Well-executed public meetings as a co-planning and management partnership, will lead to improved and timeous dissemination of information to residents, increased community participation, constructive IDP inputs, but also an opportunity to provide clarity on issues, as well as being accountable to local communities on municipal matters.

T 2.4.3.1

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2.5 IDP PARTICIPATION AND ALIGNMENT

IDP PARTICIPATION AND ALIGNMENT CRITERIA*	Yes/No
<i>Does the municipality have impact, outcome, input, output indicators?</i>	YES
<i>Does the IDP have priorities, objectives, KPIs, development strategies?</i>	YES
<i>Does the IDP have Multi-Year Targets?</i>	YES
<i>Are the above aligned and can they calculate into a score?</i>	YES
<i>Does the budget align directly to the KPIs in the Strategic Plan?</i>	YES
<i>Do the IDP KPIs align to the Section 57 Managers</i>	YES
<i>Do the IDP KPIs lead to functional area KPIs as per the SDBIP?</i>	YES
<i>Do the IDP KPIs align with the provincial KPIs on the 14 Outcomes</i>	YES
<i>Were the indicators communicated to the public?</i>	YES
<i>Were the four quarter aligned reports submitted within stipulated time frames?</i>	YES
* Section 26 Municipal Systems Act 2000	
T 2.5.1	

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

Service delivery is a core function of the Rand West City Local Municipality. Cooperative governance relates to the arrangement entered by spheres of government, to fast-track service delivery within the Constitutional mandate thereof.

The under mentioned forums are established to share best practices and to ensure compliance. These forums focus mainly on issues of progressive governance and unblocking bottlenecks within certain spheres. It is imperative to participate in these forums to check and report on service delivery.

The success of these forums impacts directly on the achievement of effective service delivery and the well-being of the municipal communities.

- Mayor's forum
- MMC's Forum
- Speaker's Forum
- Chief Whip's Forum
- Municipal Manager's Forum
- Chief Financial Officer's Forum

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INTERGOVERNMENTAL RELATIONS

The Inter-governmental Relations Framework Act, (Act No 13 of 2005), requires all spheres of government to coordinate, communicate, align, and integrate service delivery effectively to ensure access to services. In this regard, the Rand West City Local Municipality complies with the provisions of the Act.

T 2.6.0

2.6 RISK MANAGEMENT

RISK MANAGEMENT

According to Section 62(1) (c) (i) of the Municipality Finance Management Act, the Accounting Officer is required to ensure that the municipality have and maintain effective, efficient, and transparent systems of Risk Management.

According to Section 62(1) (c) (i) of the Municipality Finance Management Act, the Accounting Officer is required to ensure that the municipality have and maintain effective, efficient, and transparent systems of Risk Management.

The implementation of Risk Management will assist the municipality to achieve, among other things, the following outcomes needed to underpin and enhance performance:

- ▮ *More sustainable and reliable delivery of services.*
- ▮ *Informed decisions underpinned by appropriate rigour and analysis.*
- ▮ *Innovation.*
- ▮ *Reduced waste.*
- ▮ *Prevention of fraud and corruption.*
- ▮ *Better value for money through more efficient use resources.*
- ▮ *Better outputs and outcomes through improved project and programme management.*

The following Strategic Risks were identified for mitigation in the 2023/24 financial year:

- *Inability to deliver quality services*
- *Outdated IT Infrastructure*
- *Theft and vandalism of municipal assets*
- *Inadequate critical skills to deliver services*
- *Increase in Unauthorised, Irregular, Fruitless and Wasteful expenditure*
- *Litigation*
- *Declining local economy*
- *Fraud and Corruption*
- *Illegal occupation of land and properties*

T 2.6.1

2.7 ANTI-CORRUPTION AND FRAUD

Chapter 3

FRAUD AND ANTI-CORRUPTION STRATEGY

Note: See Chapter 4 details of Disciplinary Action taken on cases of financial mismanagement (T 4.3.6). MSA 2000 s 83 (c) requires providers to be chosen through a process which minimizes the possibility of fraud and corruption.

Rand West City Local Municipality (the Municipality) recognizes that fraud and corruption undermine the public confidence in Local Government, it poses a serious risk to the successful delivery of services and sustainability of any municipality.

The Municipality will not tolerate any acts of corruption committed by its employees and stakeholders and strives to be a municipality where the political leadership and the executive management are committed to high ethical standards, service delivery and good governance.

The municipality commits to serve its communities and all stakeholders with respect, dignity, integrity and in a manner that is consistent with the values and principles it upholds. It has also taken a proactive approach to fight fraud and corruption and is committed to reducing the Municipality's susceptibility to fraud.

The Municipality has adopted the concept of ethics/integrity management with an aim to:

- a) Establish a culture of good governance and ethical leadership in the municipality.*
- b) Re-enforce systems, policies, procedures, rules, and regulations of the Municipality aimed at deterring, preventing, detecting, reacting, and reducing the impact of fraud, corruption; and*
- c) Assert the stance of the Municipality in fostering a culture of zero tolerance to fraud and corruption.*

The municipality has adopted several Ethics related policies which further recognizes that adverse effects of the non-implementations of these policies may extend beyond the loss of money and other assets which may have severe adverse and negative repercussions on its ability to achieve its objectives.

If left unchecked, it would negatively impact on:

- a) The quality and effectiveness of service delivery*
- b) The strength of business relationships with clients*
- c) The Public and Suppliers*
- d) Employee morale and*
- e) The Reputation and Image of the Municipality*

The Corporate Ethics Unit is responsible for the investigation, monitoring and implementation of the ethics, anti-fraud, and corruption strategies. For the year under review the municipality undertook several activities to promote ethical culture and the anti- corruption initiatives, namely:

Fraud Risk Assessment

- Declaration of financial interest for councillors and managers*
- Departmental Gift Registers*
- Implementation of the annual ethics management plan.*
- Investigations of fraud and corruption cases.*
- Ethics management awareness campaigns*

The Municipality is planning to conduct outreach programmes that will target both internal and external stakeholders. The status of anti-fraud and corruption cases is as follows: Ten (11) cases of ethics, fraud and corruption have been registered. Nine (9) cases are currently being investigated while two (2) cases have been resolved.

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Fighting corruption requires one to put measures in place for the early detection of irregularities. However, it is equally important to train staff to be fully capacitated so that they know exactly what corruption is and what punitive measures should be taken for any individual found to be involved in any corrupt activities. The Municipality have set up the following initiatives as part of the anti-corruption plan:

- *Protection of whistle blowers.*
- *A fraud detection and prevention programme.*
- *Timeous conclusion of investigation of allegations of fraud, corruption, and maladministration.*
- *Targeted interventions aimed at improving awareness to the staff and community at large.*
- *Enforcement of the Ethics anti -corruption strategy.*

The Municipality has partnered with the Ethics Institute, COGTA and Office of the Premier (OOP) to institutionalize ethical culture through various training and capacitation interventions. To date the Municipality has developed the following overall Strategies and Framework with the aim to combat fraud and corruption:

- *Integrity Management Strategy and Plan*
- *Anti-Corruption & Fraud Strategy.*
- *Ethics code and Conflict of Interest Policy.*
- *Gift & Hospitality Policy, Guideline and Register.*
- *Whistle Blowing Policy and Guideline.*
- *Declaration of Financial Interest Guideline.*
- *Ethical Code of Commitment for Supply Chain Management officials and suppliers.*

The developed Ethics Code and the above-mentioned Ethics Policies and Guidelines have been approved and endorsed by the Ethics Working Committee which is chaired by the Chief Operations Officer as the Ethics Champion. The reporting of any acts of corruption and fraud are encouraged and should be done directly to the municipality or via the following independent channels:

- *Fraud Prevention Hotline administered by the Office of the Premier.*
- *Presidential Hotline on Fraud Prevention and Corruption.*
- *Public Protector's Office.*

The Internal Audit Unit reviews the effectiveness of the Strategy and systems of internal control, governance, and risk management on a continuous basis to ensure we uphold the highest standard possible.

T 2.7.1

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 minimise the opportunities for fraud and corruption.

The SCM has fully adopted and comply with the National Treasury issued SCM Policy Model which was approved by Council for implementation in the year under review. This Policy was subsequently subjected to a review process by the Gauteng

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Provincial Treasury and all the inputs suggested thereof were incorporated before implementation. The delegation of power provided to SCM staff, Bid Committee system, SOP, Processes, Supplier Listing and Reporting is aligned with the SCM Regulations and Legislations on which the Model is based on.

As per Section 217 of the Constitution of the Republic of South Africa, Supply Chain Management has reinforced the five core pillars of procurement namely a procurement that is fair, equitable, transparent, competitive, and cost effective. It has also been established and functioning under the CFO's management as prescribed in the Municipal Supply Chain Management Regulations and delivering on its mandate.

All SCM processes start with a 'Demand' Management planning to identify and meet the needs of the organisation and a lot of progress has been achieved on delivering on our Procurement Plan, particularly in respect of external funded projects. Operational projects were hindered by the cash-flow challenges, and many had to be deferred or cancelled.

The Bid committees were established to improve operational efficiency in the implementation of the competitive bidding process have been effective and Provincial Treasury was roped in to help with training of the members in each committee. This kind of training will be required again as the committees might have new members, and old members must be updated with new regulations and legislative changes.

All projects and Orders that were planned for the period under review were successfully procured. The Municipality is going to accelerate the creation of Pre-qualified Lists to deal with our repetitive needs and work with The National School of Governance to meet our Training related requirements. No Unsolicited bids in 2023/2024 financial year thus far nor have there been any Section 32 procurements.

Section 36 of the Municipal Supply Chain Regulations allows the Accounting Officer to dispense with Supply Chain Management processes under the following circumstances: -

- a) In an emergency.
- b) If such goods or service are produced or available from a single provider only
- c) For acquisition of special works of art or historical objects where specification is difficult to compile. d. Acquisition of animals for zoos and/or nature and game reserves; or
- d) In any other exceptional case where it is impractical or impossible to follow the official procurement processes
- e) SCM has been able to substantially reduce deviations recorded for the year as compared to previous years as SCM insist on better planning by departments. There are no deviations in the Year of June 2024 as a result.

Munsoft (Pty) Ltd has resolved some of the logistics and system compatibility issues which has been causing errors on the stores module and has influenced the surpluses and deficits. Stores have conducted the last Annual Stocktaking as a result; Shortages and surpluses were identified. This is due to User departments requesting stock items through the Munsoft system and not physically collecting the requested items.

Before the stock take, the stores officer will have to update every stock item that is requested but not collected hence there are surpluses. In cases of deficits, mostly service delivery departments i.e. Electrical, Water and Sanitation physically collect stock items without requesting those stock items through the Munsoft system.

The reasons for allowing End User departments to collect stock items without a system generated requisition is caused by emergencies in the water and electrical departments.

There are still two Stores operating in our environment to meet business needs; however, the Inventory List has been integrated. SCM engaged user departments to ascertain the stock items that will be needed going forward at the correct minimum levels and to ensure unnecessarily keep value locked in on stock items.

Chapter 3

SCM has implemented a supplier performance template that were shared with user departments to help facilitate the monitoring and tracking of supplier's performance. This process continues to assist with effective performance management.

T 2.8.1

2.9 BY-LAWS

Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
None					
*Note: See MSA section 13.					

T 2.9.1

COMMENT ON BY-LAWS:

Note: MSA 2000 s11 (3) (m) provides municipal councils with the legislative authority to pass and implement by-laws for the betterment of the community within the terms of the legislation.

All Reviewed By-Laws were presented at the IDP Sectoral Meetings.

T 2.9.1.1

2.10 WEBSITES

Municipal Finance Management Act Requirements:

Section 75: Information to be placed on Websites of municipalities.

Municipal Website: Content and Currency of Material – 2024/2025		
Documents published on the Municipality's Website	Yes / No	Publishing Date
Current (2024/2025) Annual Budget and all budget-related documents (tariffs)	Yes	13/03/2025

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Municipal Website: Content and Currency of Material – 2024/2025		
Documents published on the Municipality's Website	Yes / No	Publishing Date
<i>All current (2024/2025) Budget-related Policies</i>	Yes	30/05/2025
<i>The previous Annual Report (Year 2023/2024)</i>	Yes	31/01/2025
<i>The Annual Report (Year 2023/24) published/to be published</i>	Yes	03/02/2025
<i>All current Performance Agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 2024/2025) and resulting scorecards</i>	Yes	08/07/2024
<i>All Service Delivery Agreements (Year 2024/2025) [2]</i>	N/A	
<i>All Long-Term Borrowing Contracts (Year 2024/2025) [3]</i>	N/A	
<i>All Supply Chain Management contracts above a prescribed value (R100 000) for Year 2024/2025</i>	Yes	06/05/2025
<i>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 2024/2025 [4]</i>	Yes	23/01/2025
<i>Contracts agreed in Year 2024/2025 to which subsection (1) of section 33 apply, subject to subsection (3) of that section [5]</i>	N/A	
<i>Public-Private Partnership agreements referred to in section 120 made in Year 2024/2025 [6]</i>	N/A	
<i>All quarterly reports tabled in the council in terms of section 52 (d) during Year 2024/2025 Q1</i>	Yes	02/05/2025
<i>All Quarterly Reports tabled in the council in terms of section 52 (d) during Year 2024/2025 Q2</i>	Yes	13/03/2025

COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS: 2024/2025

The evaluation of the Municipality's website revealed that it is following the website requirements as outlined in the MFMA, Section 75. The specific requirements of the legislation were reviewed, and the following key areas were assessed:

Financial Information Accessibility

- * The Municipality's financial reports, budgets and financial statements are readily available on the website.
- * Financial documents are organized in a clear and user-friendly manner, allowing easy navigation for residents and stakeholders.
- * Historical financial data is available, providing a comprehensive overview of the Municipality's financial history.

Transparency & Accountability

- * The website provides detailed information about the Municipality's revenue sources, expenditure and financial performance.
- * Statements regarding the Municipality's compliance with relevant financial regulations and auditing procedures are accessible.
- * Meeting minutes and resolutions related to financial matters are readily available to the public.

Accessibility and User-friendliness

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- * Workstations available to the public at local libraries provide access to the Municipal website
- * The Municipality's website is designed meeting the requirements of the Web Content Accessibility Guidelines (WCAG).
- * Contact information for relevant municipal departments and officials is prominently displayed for user inquiries.

Timely Updates

- * Financial information and reports are regularly updated to ensure that stakeholders have access to the latest data.

RECOMMENDATIONS

While the RWCLM website is currently in compliance with the MFMA Section 75, it is recommended that regular reviews and updates are conducted to maintain this compliance. Additionally, efforts should be made to continuously improve user experience and accessibility, ensuring that all residents and stakeholders can easily access and understand financial information.

CONCLUSION

The RWCLM website is following the website requirements outlined in the MFMA Section 75. This demonstrates the Municipality's commitment to transparency and accountability in financial matters and its dedication to providing accessible information to the public. Regular monitoring and improvement of the website will help maintain this compliance and enhance the user experience.

T 2.10.1.1

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFACTION LEVELS 2024/2025

The Municipality, with support from COGTA and the appointed service provider (Resonance Institute), commissioned a research project with the aim being to take the first steps in improving customer service standards by conducting a customer satisfaction survey that will establish an objective baseline perception of customer service standards.

In planning for the research, the following hypotheses were developed:

- H1 - Customers of the Rand West City Local Municipality are highly dissatisfied with the services they are receiving.
- H2 - Customers perceive that the reason for services being as they are, is due to the capability and motivation of staff.
- H3 - Employees of the Rand West City Local Municipality believe they are providing an adequate level of service to the customers.
- H4 - Employees perceive that the reason for services being as they are, is due to finance and systems related issues.

Data analysis was carried out using quantitative analysis techniques focusing on analysis of the data distribution (frequency analysis) and central tendency (mean / averages analysis). The analysis yielded insightful results which somewhat supported

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the hypotheses, while also shining light on other more problematic areas. An overall rating of 3.3 out of 6 provided an indication of the level of dissatisfaction that customers experience when interacting with the municipality

T 2.11.1

SATISFACTION SURVEYS UNDERTAKEN DURING THE YEAR: 2024/2025

Overall satisfaction with:				
	Quantitative re-search technique	2024/2025	- Rate Payers – 1% of the population which amounts to 340 Indigents – 2% of the population which amounts to 213	An overall rating of 3.3 out of 6 provided an indication of the level of dissatisfaction that customers experience when interacting with the municipality
(a) Municipality				
(b) Municipal Service Delivery				
(c) Mayor				
Satisfaction with:				
(a) Refuse Collection	Descriptive	Not Done	None	None
(b) Road Maintenance	Not done	None	None	None
(c) Electricity Supply	Not done	None	None	None
(d) Water Supply	Not done	None	None	None
(e) Information supplied by municipality to the public				
(f) Opportunities for consultation on municipal affairs				
Overall satisfaction with:				
T 2.11.2				

Concerning T 2.11.2:

No satisfaction surveys were conducted for Road's maintenance for the year under review.

T 2.11.2.1

COMMENT ON SATISFACTION LEVELS:

The objective of the survey was to measure the level of customer satisfaction when interacting with the municipality generally in line with the expectations of the Batho Pele principles.

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The key findings or analysis yielded insightful results which somewhat supported the hypotheses, while also shining light on other more problematic areas. As such, the overall rating of 3.3 out of 6 provided an indication of the level of dissatisfaction that customers experience when interacting with the municipality.

T 2.11.2.2

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

INTRODUCTION

1.1 WATER AND SANITATION

The Water and Sanitation Section has successfully achieved 100% of its service delivery targets, ensuring that all households received water and sanitation services above the minimum standard. Significant progress was made in the Bekkersdal Informal Settlement, where the reliance on communal standpipes was reduced through the installation of reticulated water infrastructure and individual standpipes. Meanwhile, other areas within the settlement continued to be serviced through tanker-based water supply. Two major capital projects were implemented during the reporting period:

Construction of a security fence at the Glen Harvie Pump Station and Reservoirs to safeguard municipal infrastructure against theft and vandalism. Bekkersdal Informal Settlement Water Reticulation, which included the installation of a 1,500m water pipeline. This project positioned Bekkersdal as one of fourteen informal settlements to receive permanent water infrastructure.

The section fully expended its operational and capital budgets, with no material variances recorded. The Infrastructure Department further affirms that the five-year IDP targets for water and sanitation remain achievable within the approved 2025/2026 budget. No funding shortfalls are anticipated; however, any unexpected challenges will be managed through reprioritization or alternative funding mechanisms. On a day-to-day basis, the section addresses a range of operational issues and community complaints, including:

Water meter leaks

Faulty meters

Burst water pipes

Sewer blockages

Maintenance of pressure reducing valves (PRVs)

Theft and vandalism of infrastructure

Insufficient resources, including budget constraints, staff shortages, and limited fleet availability

These operational responses are essential to maintaining reliable service delivery and upholding infrastructure integrity across the municipality.

CHALLENGES FOR WATER AND SANITATION

- Shortage of Resources (Personnel, Vehicles, Spares, and limited Budget).
- Aging infrastructure-causing increase in Water Losses.
- Vandalism of Water and Wastewater Infrastructure.

ELECTRICITY

The Electrical section within the Directorate Infrastructure is responsible for providing un-interrupted quality electricity supply to all customers. The functions of the electricity department is to implement electrification projects, upgrading dilapidated electricity infrastructure, reduction of electricity losses and improve quality of supply. The Electrical section has managed to 100% spend its allocated INEP grant and 97% operational budget whilst executing its mandate. All INEP projects were successfully completed.

The daily operations and maintenance activities of the department include but not limited to the following:

- Attending / responding to power outages (single & large areas),
- Maintaining substations & switchgear,
- Maintaining high-mast lights, streetlights & Traffic lights,
- Replace faulty electricity meters,
- Securing of electricity pillar boxes & substations,

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- Tree pruning under power lines,

CHALLENGES:

- Eskom load shedding,
- Network overloading challenges,
- Capacity constraints at bulk intake substations,
- Theft & vandalism,
- Ageing electrical Infrastructure,

1.2 ELECTRICITY

The Electrical Section within the Directorate Infrastructure is responsible for the provision of quality and sustainable electrical services to all customers within the Rand West City Local Municipality electrical distribution area.

The Rand West City Local Municipality is supplied with electricity via nine (8) Eskom intake substation points on the 44 000 Volt and 132 000 Volt overhead networks.

The electricity is further distributed to the consumer on the 11 000 Volt and 6600 Volt medium voltage networks. These substation points are currently providing electricity to approximately 44 000 domestic and business customers in the Greater Rand West City Distribution area consisting out of formalized households and the rest too large and small business customers.

The measures undertaken to improve performance are Development and implementation of Preventative Maintenance Policies & programmes include the following: Medium Voltage substations / Medium Voltage Substation Transformers, Miniature substations, Pole Transformers, Overhead network / lines, Traffic & Streetlights including high-mast lights.

The Electrical section has managed to fully spend its allocated INEP grant and operational budget whilst executing its mandate. 100% of the allocated budget of INEP was spent, while 94% of the operational budget was spent. All INEP projects were successfully completed.

MAJOR ACHIEVEMENT FOR 2023-24 FINANCIAL YEAR:

The Directorate Infrastructure has successfully completed the following electrical projects in addressing electricity backlogs:

- Construction of 132kV Substation at Dan Thloome (Phase.2)
- 20MVA 132/44KV Mhlakeng Ext.11 substation upgrade (Phase.1)
- Implementation of energy efficient program me - (753) Street Lights LED luminaires retrofitted in the Greater RWCLM.
- Upgrading of electrical networks at Agricultural holdings - Installation of four (4) x Pole Transformers.

CHALLENGES:

- Aging infrastructure-causing increase in power outages.
- Vandalism & Theft.
- Capacity constraints at bulk intake substations.
- Network overloading.
- Eskom load shedding

1.3 ROADS AND STORMWATER

The section, as part of its Constitutional mandate to provide services to communities in a sustainable manner, is providing roads and stormwater services. The Road and stormwater section is responsible for provision of roads, stormwater and public transport infrastructure, for mobility of people and goods, and the maintenance thereof. Maintenance of roads and stormwater infrastructure was undertaken throughout the city, inclusive of paved and unpaved roads.

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The section is managing a total roads network of 1 161.4 Kilometers, distributed as follows:

Paved roads: 781.1 Kilometers

Unpaved roads: 380.3 Kilometers

The section has managed to fully spend its allocated Operational budget of R37 million in the second quarter of the financial year and further received an additional allocation of R5 million during adjustment budget while executing its constitutional mandate.

The following Roads and Stormwater projects were constructed through MIG funding:

- Construction of roads in Zuurbekom Phase 5 (1 900m)
- Construction of roads and stormwater on Mohlakeng Extension 11 (3 000m).

The following roads were resurfaced through internal funding:

- Edward and Mac Gregor Streets in Westonaria
- Selopethema, Joshua Nkomo, Ralerata, Mahlangu and Michell Streets in Mohlakeng
- Portion of R559 Road.

New subsoil drainage pipes were installed in David Street, Helikonpark and Aasvoel and Condor Streets in Culemborg Park to manage the underground water damaging the roads infrastructure.

CHALLENGES FOR ROADS AND STORM WATER:

- Shortage of resources (personnel, vehicles, plant & equipment).
- Aging infrastructure causing roads dilapidation.
- Vandalism and theft of stormwater manhole covers.
- High underground water table (fountains) damaging roads infrastructure.

T 3.0.1

COMPONENT A: BASIC SERVICES

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

INTRODUCTION TO BASIC SERVICES

Basic services within the Rand West City Local Municipality fall under the Infrastructure Directorate. The basic services provided are Electricity, Water and Sanitation, and Roads and Storm water management.

The functions of the electricity department are to implement electrification projects, upgrading of dilapidated electricity infrastructure, reduction of electricity losses and improve quality of supply.

The challenges faced by the electricity function are copper theft, vandalizing of pillar-boxes, Bypassing of meters, insufficient budget and insufficient workers. Priorities for the electrical section include minimizing electricity losses, electrifying of new townships (incl. Informal settlements), reducing copper theft and maintaining existing infrastructure.

The objectives of the Water and Sanitation function are to provide affordable, efficient, effective and on- going water and sanitation services which are sustainable. Priorities for this function include water provision for informal settlements, ensuring that the quality of potable water provided to Rand West City residents is of an acceptable standard, reduction of water losses,

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implementation of water conservation and water demand management projects, maintenance and refurbishment of water and sanitation infrastructure.

Challenges faced in rendering this service are ageing water and sewer infrastructure, increasing demand for water services by rapid development of new settlements, and insufficient budget for capital projects.

The objectives of Roads and stormwater section are to provide and maintain safe and accessible Roads and stormwater infrastructure and provision of public transport facilities as mandated by the constitution.

The challenges faced by the section are aging roads infrastructure, insufficient resources, vandalism and theft, and high-water table (fountains) in various parts of the city, particularly on the Randfontein region which damaged roads infrastructure.

T 3.1.0

3.1. WATER PROVISION

INTRODUCTION TO BASIC SERVICES

The Infrastructure Directorate of Rand West City Local Municipality is responsible for delivering essential basic services, which include electricity supply, water and sanitation, as well as roads and stormwater management. The Directorate's strategic goals focus on:

Ensuring the provision of reliable, high-quality, and sustainable electrical services.

Upgrading, developing, and maintaining the municipal road network and stormwater infrastructure.

Delivering water and sanitation services are affordable, efficient, and consistently effective.

Reducing losses in water and electricity distribution systems.

Planning, constructing, and rehabilitating municipal infrastructure to support sustainable service delivery

T 3.1.0

INTRODUCTION TO WATER PROVISION

In accordance with the Water Services Act of 1997, the responsibility for ensuring access to water services rests with local government. The Act mandates that local municipalities provide affordable, efficient, effective, and sustainable water services to their communities.

The Rand West City Local Municipality is committed to delivering on this mandate through its Water and Sanitation function, which aims to ensure ongoing, high-quality water and sanitation services for all residents.

Key priorities include Providing water services to both formal and informal settlements; ensuring the supply of potable water that meets acceptable quality standards; managing water quantity and quality effectively; Operating, maintaining, and upgrading water supply and distribution infrastructure; Reducing water losses through water conservation and demand management initiatives.

- *Collecting and treating wastewater efficiently; Maintaining and upgrading sanitation infrastructure.*

The municipality also maintains an indigent policy and database to ensure that qualifying residents receive free basic water services. Despite ongoing efforts, the municipality faces several challenges, including ageing water and sewer infrastructure,

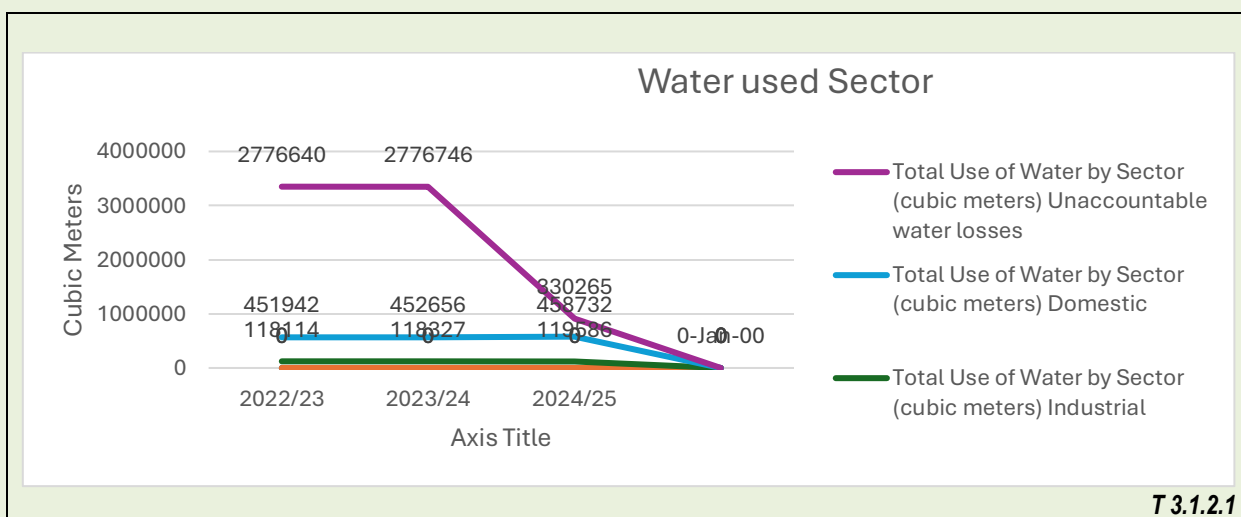
Chapter 3

increased demand for services driven by rapid development of new settlements, and budgetary constraints that limit the scope of capital projects.

T 3.1.1

Total Use of Water by Sector (cubic meters)					
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
2022/2023	0	0	118114	451942	2776640
2023/2024	0	0	118327	452656	2776746
2024/2025	0	0	119586	458732	330265

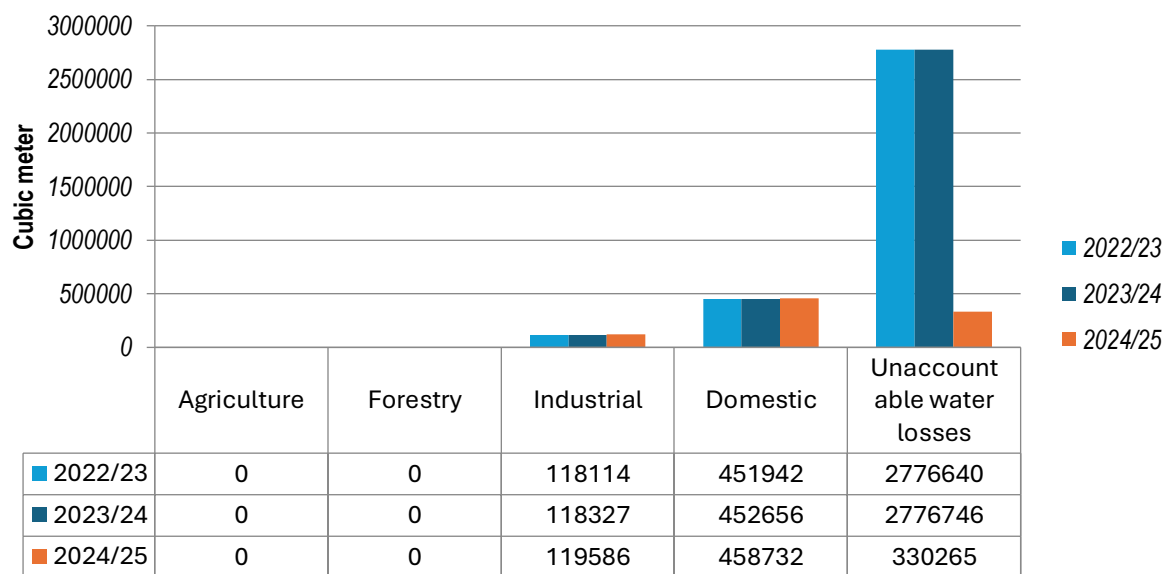
T 3.1.2



T 3.1.2.1

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Water use by Sector



COMMENT ON WATER USE BY SECTOR:

In 2024/2025, the department met 100% of its service delivery targets, providing water and sanitation above minimum service levels to all households. Bekkersdal Informal Settlement was upgraded with reticulated water infrastructure and standpipes to reduce reliance on community standpipe water while others continued to receive tanker-based water supply.

The Section implemented two key capital projects during the year:

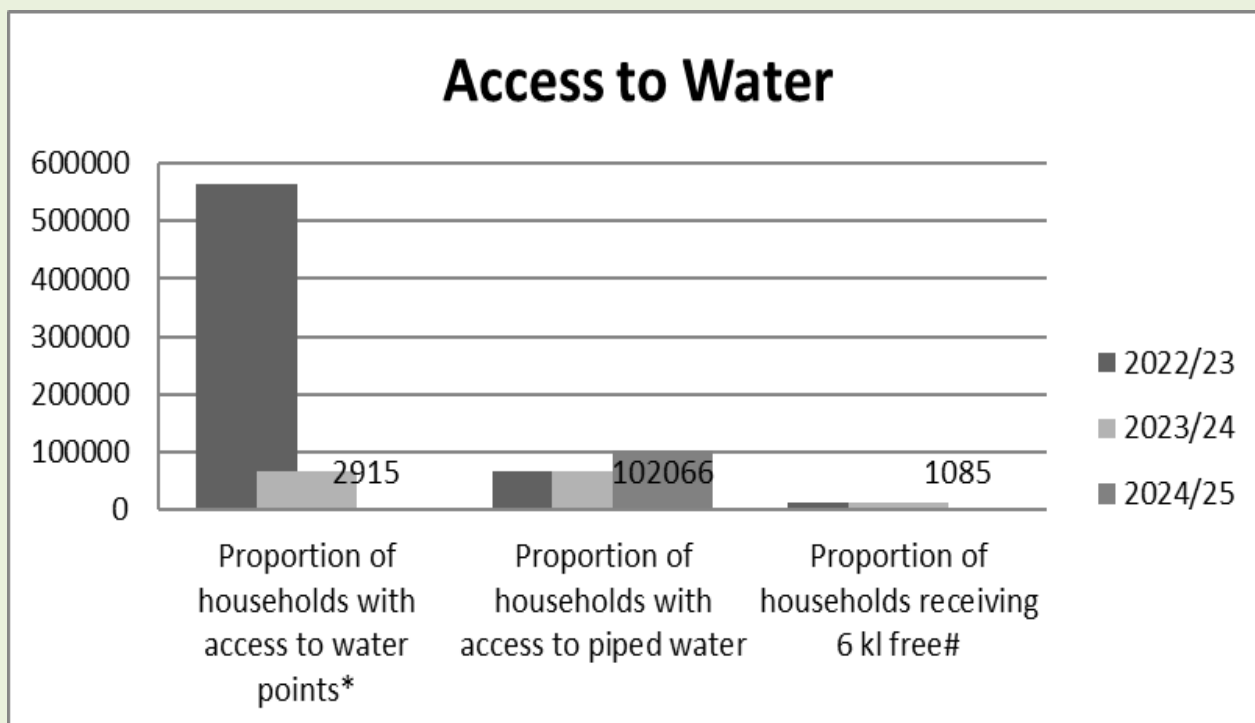
- Construction of a security fence at Glen Harvie Pump Station and Reservoirs to prevent theft and vandalism of municipal infrastructure.*
- Bekkersdal Informal Settlement Water Reticulation, which involved the installation of a 1500m water pipeline—making Bekkersdal one of the fourteen settlements to benefit from permanent infrastructure.*

The department spent 100% of its operational and capital allocations, with no significant variances. The Infrastructure Department confirms that, the 5-year IDP targets for water and sanitation services are achievable within the approved 2025/2026 budget. No funding shortfalls are anticipated, and any unforeseen issues will be addressed through reprioritization or alternative funding.

T 3.1.2.2

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Water Service Delivery Levels – 2024 2025				
Description	2021/22	2022/23	2023/24	Households 2024/25
	Actual No.	Actual No.	Actual No.	Actual No.
Water: (above min level)				
Piped water inside dwelling	546	655	846	102
Piped water inside yard (but not in dwelling)	865	456	486	22
Using public tap (within 200m from dwelling)	486	465	546	1
Other water supply (within 200m)				
Minimum Service Level and Above sub-total	1,898	1,576	1,879	125
Minimum Service Level and Above Percentage	80%	76%	79%	20%
Water: (below min level)				
Using public tap (more than 200m from dwelling)				
Other water supply (more than 200m from dwelling)	486	486	486	486
No water supply				
Below Minimum Service Level sub-total	486	486	486	486
Below Minimum Service Level Percentage	20%	24%	21%	80%
Total number of Households*	2,384	2,062	2,365	612
				T 3.1.3



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Households - Water Service Delivery Levels below the minimum - 2024/2025						
Description	2021/22	2022/23	2023/24	2024/25		
	Actual	Actual	Actual	Original	Adjusted	Actual
	No.	No.	No.	Budget No.	Budget No.	No.
Formal Settlements						
<i>Total Households</i>	100,000	100,000	100,000	100,000	100,000	100,000
<i>Households below minimum service level</i>	25,000	25,000	25,000	25,000	25,000	25,000
<i>Proportion of Households below minimum service level</i>	25%	25%	25%	25%	25%	25%
Informal Settlements						
<i>Total Households</i>	100,000	100,000	100,000	100,000	100,000	100,000
<i>Households its below minimum service level</i>	25,000	25,000	25,000	25,000	25,000	25,000
<i>Proportion of households its below minimum service level</i>	25%	25%	25%	25%	25%	25%
T 3.1.4						

* Means access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute

6,000 litres of potable water supplied per formal connection per month.

T 3.1.5

Access to Water – 2024/2025			
	Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of households receiving 6 kl free#
2022/23	565017	65017	11434
2023/24	65517	65517	11643
2024/25	2915	102066	1085
			T 3.1.5

Water Service Policy Objectives Taken from IDP – 2024/2025									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	2022/2023		2023/2024			2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
		(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective									
Households without minimum water supply	Additional Households provided with minimum water supply during the year (Number of households (HHs) without supply at year end)	0%	0%	0%	0%	0%	0%	0%	0%
Improve reliability of 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.)	90%	90%	90%	90%	90%	90%	90%	90%
Improve water conservation	Reduce unaccountable water levels compared to the baseline of Year -1 (xxx kilolitres (KLs) unaccounted for during the yr.)	20%	20%	20%	20%	25%	46%	59%	20%
T 3.1.6									

Chapter 3

Employees: Water and Sanitation Services					
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	1	1	1	0	0%
4 - 6	3	15	9	6	40%
7 - 9	8	41	6	14	34%
10 - 12	15	39	9	30	77%
13 - 15	15	50	40	10	20%
Total	42	146	65	60	41%
T 3.1.7					

Financial Performance: Water Services- 2024/2025					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	348,382	488,651	510,503	444,663	-10%
Expenditure:					
Employees	22,548	16,578	16,578	32,280	49%
Repairs and Maintenance	4,162	12,895	19,895	14,862	13%
Other	428,953	104	8,010	15,388	99%
Total Operational Expenditure	455,663	29,576	44,483	62,530	53%
Net Operational Expenditure	(107,281)	459,075	466,020	382,132	-20%
T 3.1.8					

Capital Expenditure 2024/2025 Water Services					
R' 000					
Capital Projects	2024/25				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Construction of the security fence at the Glenharvie pump station and reservoirs	7,584	7,584	7,479	-0.01	
Bekkersdal informal settlement water reticulation (phase 3)	19,446	19,446	11,509	-0.69	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					
T 3.1.9					

Chapter 3

COMMENT ON THE WATER PERFORMANCE OVERAL

In 2024/2025, the department met 100% of its service delivery targets, providing water and sanitation above minimum service levels to all households. Bekkersdal Informal Settlement was upgraded with reticulated water infrastructure and standpipes to reduce reliance on community standpipe water while others continued to receive tanker-based water supply. The Section implemented two key capital projects during the year:

- a) Construction of a security fence at Glen Harvie Pump Station and Reservoirs to prevent theft and vandalism of municipal infrastructure.*
- b) Bekkersdal Informal Settlement Water Reticulation, which involved the installation of a 1500m water Pipeline—making Bekkersdal one of the fourteen settlements to benefit from permanent infrastructure.*

The department spent 100% of its operational and capital allocations, with no significant variances. The infrastructure Department confirms that, the Five (5) year IDP targets for water and sanitation services are achievable within the approved 2025/2026 budget. No funding shortfalls are anticipated, and any unforeseen issues will be addressed through reprioritization or alternative funding.

T 3.1.10

The following Capital Projects were implemented in the 2024/25 Financial Year

- Refurbishment of Hannes van Niekerk Wastewater Treatment Works (Phase 2)
- Provision of Sewer Network in Mohlakeng Ext5(Phase 3)
- Construction of the Bulk Sewer Pipeline from Mohlakeng Ext10, Mall, R28 to Pelzvale (Phase 4)
- Upgrading of Hillshaven Outfall Sewer (Phase 3)
- Rehabilitation of Sewer Networks in Mohlakeng (Phase 2)
- Construction of Pelsvale Waste Water Treatment Plant

3.2 WASTEWATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

The Rand West City Local Municipality is committed to providing full, waterborne sanitation in formal areas while addressing backlogs in informal settlements and agricultural holdings.

Despite historical challenges, the municipality continues to make progress in redressing basic sanitation shortfalls, aligned with national targets.

In 2024/2025 financial year, the municipality focused on three key priorities:

- a) Upgrading Wastewater Treatment Plants (WWTPs): Rand Water was appointed for all WWTPs, for improving final effluent quality and supporting progress toward Green Drop compliance.*
- b) Expanding waterborne sanitation infrastructure in priority areas.*
- c) Rehabilitating ageing sewer networks to improve service reliability.*

Chapter 3

The following major sewer projects were completed:

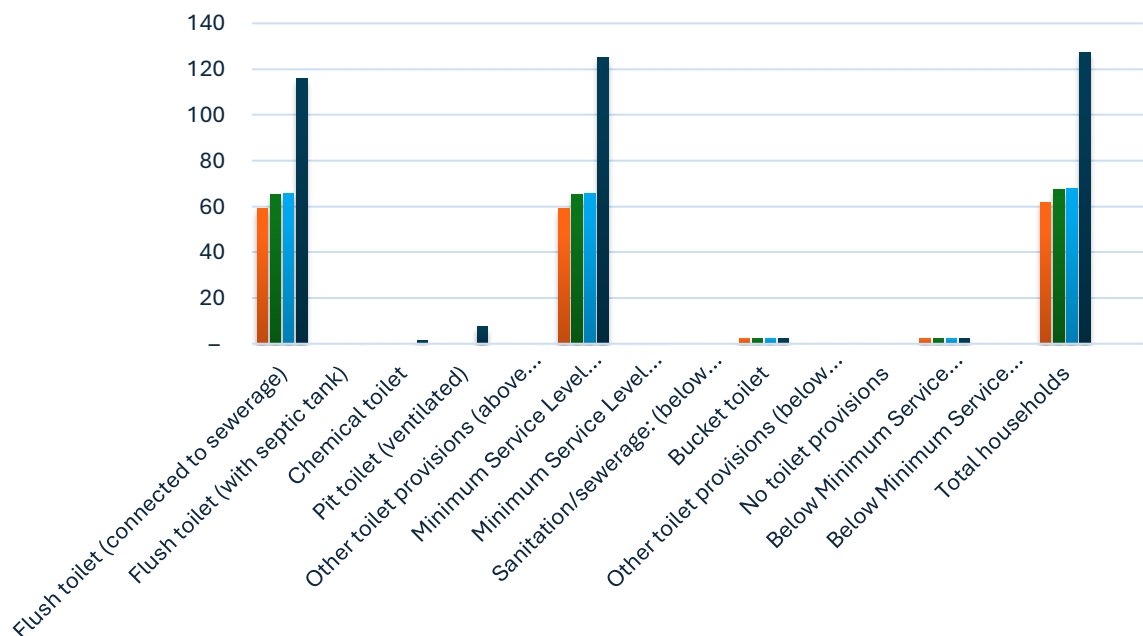
- a) Hillshaven Outfall Sewer – Phase 3: 1 km sewer pipeline installed.
- b) Mohlakeng Sewer Rehabilitation – Phase 2: 2 km pipeline installed.
- c) Bulk Sewer Pipeline (Mohlakeng to Pelzvale – Phase 4): 0.72 km constructed.
- d) Hannes van Niekerk WWTP Refurbishment (Module 3): 100% completed.
- e) Mohlakeng Ext 5 – Phase 3: 9 km sewer network installed.
- f) Construction of Pelzvale WWTP: Ongoing (Multiyear).

In informal settlements, the Municipality provides VIP toilets where bulk infrastructure is not yet available, based on councilor requests and needs assessments.

All sanitation services are rendered directly by the Municipality, with support from private contractors for infrastructure and plant maintenance. However, external service providers are contracted to support construction and maintenance projects, particularly for treatment works and network maintenance. Progress toward Green Drop certification is ongoing, supported by compliance monitoring.

T 3.2.1

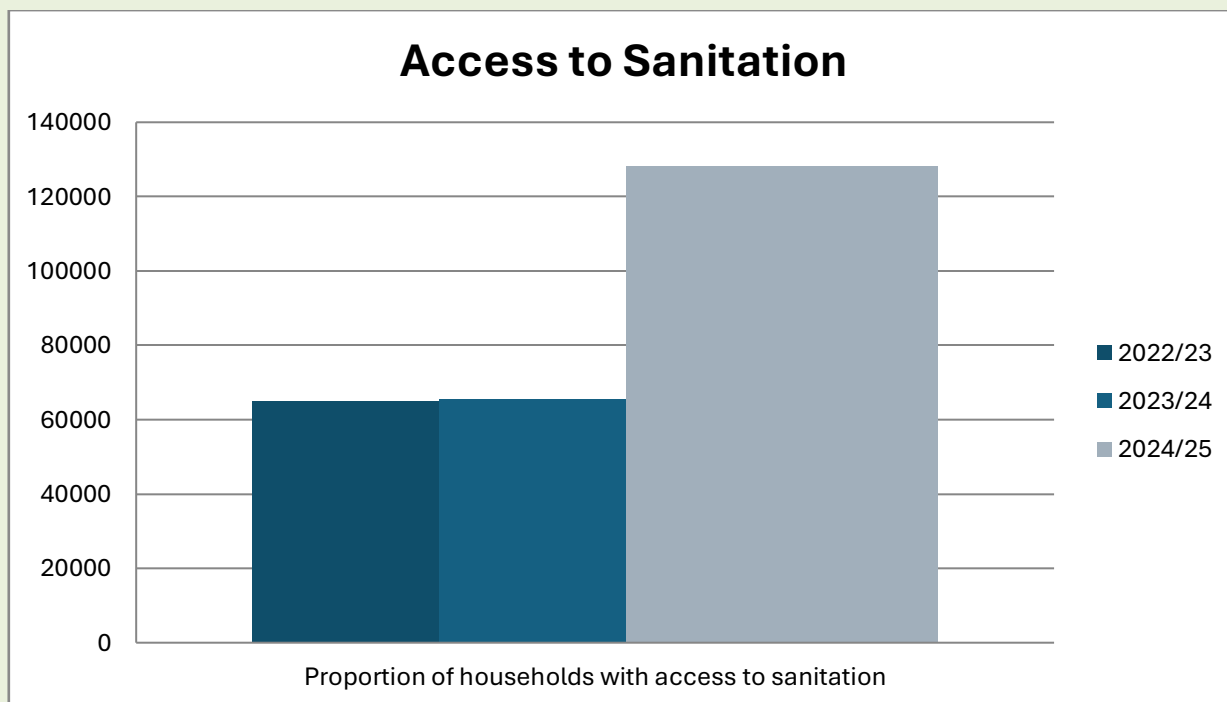
SANITATION SERVICE DELIVERY LEVELS



T 3.2.2

Chapter 3

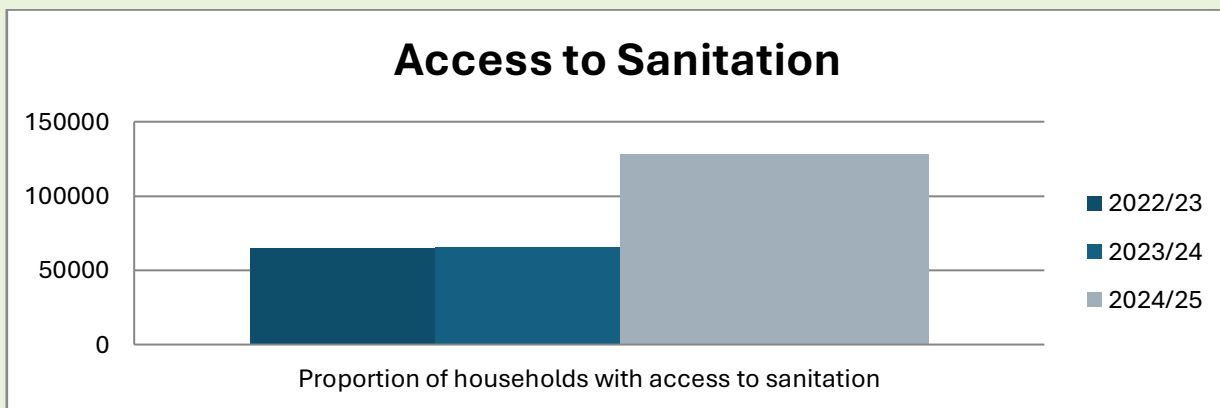
*Households				
Description	2021/22	2022/23	2023/24	2024/25
Sanitation/sewerage: (above minimum level)				
Flush toilet (connected to sewerage)	59	65	66	116
Flush toilet (with septic tank)	–	–	–	0
Chemical toilet	–	–	–	1
Pit toilet (ventilated)	–	–	–	8
Other toilet provisions (above min. service level)	–	–	–	0
Minimum Service Level and Above sub-total	59	65	66	125
Minimum Service Level and Above Percentage	96.0%	96.3%	96.3%	98.3%
Sanitation/sewerage: (below minimum level)				
Bucket toilet	3	3	3	2
Other toilet provisions (below min. service level)	–	–	–	–
No toilet provisions	–	–	–	–
Below Minimum Service Level sub-total	3	3	3	2
Below Minimum Service Level Percentage	4.0%	3.7%	3.7%	1.7%
Total households	62	68	68	127
				T 3.2.3



Households- Sanitation Service Delivery Levels below the minimum

Chapter 3

Households						
Description	2020/2021	2021/2022	2022/2023	2024/2025		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total households	59265	59265	59265	287,033	171,711	287,035
Households below minimum service level	–	–	–			
Proportion of households below minimum service level	0%	0%	0%			
Informal Settlements						
Total households	25.000	25.000	25.000			
Households its below minimum service level	–	–	–			
Proportion of households its below minimum service level	0%	0%	0%			
T 3.2.4						



T 3.2.5

Access to Sanitation	
	Proportion of households with access to sanitation
2022/23	65,017
2023/24	65,517
2024/25	128144
T 3.2.5	

Chapter 3

Waste Water (Sanitation) Service Policy Objectives Taken From IDP									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	2022/2023		2024/2025			2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
		(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective									
Provision of toilets within standard	Flush toilets	0	0	0	0	0	115696	115796	0
	Chemical toilets	0	0	0	0	0	1369	1200	0
	Pit toilets	0	0	0	0	0	7577	7577	0
	Bucket toilets	0	0	0	0	0	2219	300	0
T 3.2.6									

Chapter 3

Employees: Sanitation Services 2024/2025					
Job Level	2023/2024	2024/2025			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0	0%
4 - 6	2	2	0	0	0%
7 - 9	27	33	27	6	18%
10 - 12	6	37	6	31	84%
13 - 15	29	96	29	67	70%
16 - 18					
19 - 20					
Total	66	170	64	104	61%
T 3.2.7					

Financial Performance: Sanitation Services					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	141,781	174,672	174,672	173,949	0%
<i>Expenditure:</i>					
Employees	16,129	12,252	12,252	16,201	24%
Repairs and Maintenance	19,314	41,052	48,052	32,070	-28%
Other	59,206	30,734	30,734	40,269	24%
Total Operational Expenditure	94,649	84,038	91,038	88,541	5%
Net Operational Expenditure	47,132	90,635	83,635	85,409	-6%
T 3.2.8					

Chapter 3

Capital Expenditure: Sanitation Services – 2024/2025					
R' 000					
Capital Projects	2024/25				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Refurbishment of Hannes van Niekerk Wastewater Treatment Works (Phase 2)	43,478	152,174	72,264	47%	
Provision of Sewer Network in Mohlakeng Ext5(Phase 3)	9,954	33,986	33,816	99%	
Construction of the Bulk Sewer Pipeline from Mohlakeng Ext10, Mall, R28 to Pelzvale (Phase 4)	24,348	24,348	24,085	99%	
Upgrading of Hillshaven Outfall Sewer(Phase 3)	17,391	27,142	27,142	100%	
Rehabilitation of Sewer Networks in Mohlakeng (Phase 2)	15,652	15,202	15,202	100%	
					T 3.2.9

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

The Sanitation Section made strong progress this year, by advancing all key capital projects. The four largest projects—Hillshaven Outfall Sewer (1 km), Mohlakeng Sewer Rehab (2 km), Bulk Sewer Pipeline to Pelzvale (0.72 km), and Hannes van Niekerk WWTP Refurbishment, are progressing well as multi year projects. Minor delays and cost savings occurred, but no major overruns were reported.

Operating expenditure had some overruns due to emergency maintenance and higher chemical costs, while capital expenditure remained mostly within budget. The ongoing multiyear Pelzvale WWTP project is on track, though future cost escalations are being monitored.

Year 5 IDP targets remain achievable within the approved budget. If pressures arise, the department plans to reallocate internal funds or seek external support.

Overall, the programme is performing well, with strong alignment to strategic goals and budget controls.

T 3.2.10

Chapter 3

3.3 ELECTRICITY

INTRODUCTION TO ELECTRICITY

The Electrical Section within the Directorate Infrastructure is responsible for the provision of quality and sustainable electrical services to all customers within the Rand West City Local Municipality electrical distribution area.

The Rand West City Local Municipality is supplied with electricity via nine (8) Eskom intake substation points on the 44 000 Volt and 132 000 Volt overhead networks. The electricity is further distributed to the consumer on the 11 000 Volt and 6600 Volt medium voltage networks. These substation points are currently providing electricity to approximately 44 000 domestic and business customers in the Greater Rand West City Distribution area consisting out of formalized households and the rest too large and small business customers.

The measures undertaken to improve performance are Development and implementation of Preventative Maintenance Policies & programmes include the following: Medium Voltage substations / Medium Voltage Substation Transformers, Miniature substations, Pole Transformers, Overhead network / lines, Traffic & Streetlights including high-mast lights. The Electrical section has managed to fully spend its allocated INEP grant and 97% on the operational budget whilst executing its mandate. All INEP projects were successfully completed.

CHALLENGES:

- Aging infrastructure-causing increase in power outages.
- Vandalism & Theft.
- Capacity constraints at bulk intake substations.
- Network overloading.
- Eskom load shedding
- Increased distribution losses

The municipality has taken drastically steps to alleviate the conditions of people living in poverty. The municipality has after the merger identified all informal settlements within the Greater Rand West City. Business plans have been compiled and submitted to external funders, trying to source for funding to provide each structure with at least basic electricity.

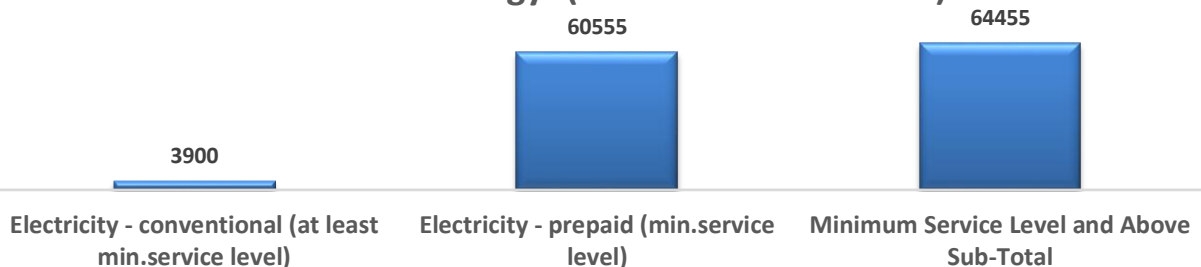
T 3.3.1

Electricity Service Delivery Levels Households Year 2024-

Electricity Service Delivery Levels Households Year 0 Actual No. Energy:...

25

Actual No. Energy: (above minimum level)



T 3.3.2

Chapter 3

Electricity Service Delivery Levels- 2024/2025			
Description	2022/23	2023/24	Households 2024/25
	Actual No.	Actual No.	Actual No.
<u>Energy: (above minimum level)</u>			
Electricity - Conventional (at least min. service level)	4,600	3,900	3,900
Electricity - prepaid (min. service level)	46,000	48,811	60,555
Minimum Service Level and Above sub-total	50,600	52,711	64,455
Minimum Service Level and Above Percentage	100,0%	100,0%	100,0%
<u>Energy: (below minimum level)</u>			
Electricity (< min. service level)	–	–	–
Electricity - prepaid (< min. service level)	–	–	–
Other energy sources	–	–	–
Below Minimum Service Level sub-total	–	–	–
Below Minimum Service Level Percentage			
Total number of households	50,600	52,711	64,455
T 3.3.3			

Households - Electricity Service Delivery Levels below the minimum					
Description	2022/23	2023/24	2024/25		
	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal Settlements			R 1 074 346 587,00	R 991 997 960,00	R 991 997 960,00
Total households	50 403	52 711			64 455
Households below minimum service level					
Proportion of households below minimum service level	0%	0%	0%	0%	0%
Informal Settlements					
Total households	21 576	22 100	0	0	23 000
Households to below minimum service level					-
Proportion of households to below minimum service level		0%			0%
T 3.3.4					

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Employees: Electricity Services					
Job Level	2023/24	2024/2025			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1		0%
4 - 6	7	7	6	1	14%
7 - 9	24	22	15	7	32%
10 - 12	16	16	8	8	50%
13 - 15	20	26	23	3	12%
16 - 18					0%
19 - 20					0%
Total	68	72	53	19	26%
T 3.3.6					

Financial Performance: Electricity Services					
R'000					
Details	2023/24	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	815,288	1,074,347	1,014,415	932,103	-0.15
<i>Expenditure:</i>					
<i>Employees</i>	22,200	22,683	22,683	36,673	0.38
<i>Repairs and Maintenance</i>	12,690	38,861	48,861	37,693	-0.03
<i>Other</i>	779,923	33,340	33,340	42,302	0.21
Total Operational Expenditure	814,813	94,884	104,884	116,668	0.19
Net Operational Expenditure	475	979,463	909,531	815,435	-0.20
T 3.3.7					

Chapter 3

Capital Expenditure: Electricity Services – 2024/2025					
R' 000					
Capital Projects	2024/25				
	Budget	Adjust- ment Budget	Actual Ex- penditure	Variance from original budget	Total Pro- ject Value
<i>Total All</i>	43,543	43,543	43,543	0.00	
<i>Construction of Substation at Dan Thloome</i>	16,151	16,151	16,151	-	
<i>Electrification of Zenzele Informal Settle- ment</i>	16,957	16,957	16,957	-	
<i>Upgrading of the Mohlakeng Sub_Station</i>	10,435	10,435	10,435	0.00	
T 3.3.8					

Electricity Services					
R' 000					
Capital Projects	2024/2025				
	Budget	Adjust- ment Budget	Actual Ex- penditure	Variance from origi- nal budget	Total Project Value
Total All	50 074 000	-	50 074 000	Total All	
<i>Construction of 132kV Substation at Dan Thloome</i>	18 574 000	-	18 574 000	<i>Construction of 132kV Substation at Dan Thloome</i>	
<i>20MVA 132/44KV Mohlakeng Ext.11 substation upgrade (Phase.1)</i>	12 000 000	-	12 000 000	<i>20MVA 132/44KV Mohlakeng Ext.11 sub- station upgrade (Phase.1)</i>	
<i>Electrification of Zenzele Informal Settlement</i>	19 500 000	-	19 500 000	<i>Electrification of Zen- zele Informal Settle- ment</i>	
<i>Total All</i>	50 074 000	-	50 074 000	<i>Total All</i>	
<i>Construction of 132kV Substation at Dan Thloome</i>	18 574 000		18 574 000	<i>Construction of 132kV Substation at Dan Thloome</i>	
T 3.3.8					

Chapter 3

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

The Electrical Section within the Directorate Infrastructure is responsible for the provision of quality and sustainable electrical services to all customers within the Rand West City Local Municipality electrical distribution area.

This municipality is characterised by semi urban areas, and the planned developments are electrified as part of the IDP strategies. The financial performance for this department did not yield many differences from budget plans, with the exception of Repairs and Maintenance.

The greater challenge experienced in the maintenance is ageing infrastructure, theft and vandalism, Eskom load shedding damaging electrical equipment and illegal connections poses a continued threat to service costs recoveries and infrastructure failures, therefore proper planning is required to achieve budget efficiency.

During the 2024/25 financial year the Electrical Section managed to successfully complete the following electrical projects in addressing electricity backlogs:

- Construction of 132kV Substation at Dan Thloome (Phase.3)*
- 20MVA 132/44KV Mohlakeng Ext.11 substation upgrade (Phase.1)*
- Electrification of 1000 temporary structures in Zenzele Informal Settlement*

Top five Targets on the IDP for the next five years includes:

Providing bulk electrical supply – The provision of uninterrupted quality electrical supply to all residential households and to plan for future electrical connections for new housing projects,

Reduce distribution losses and improve revenue by securing pillar boxes, replacing faulty meters, relocating of meters and implementation of demand side management technology projects,

Providing new / Upgrading and maintaining of existing dilapidated overhead and underground electrical Infrastructure,

Improve public lighting – Maintaining and Installation of new high-mast poles,

Providing electricity to all Informal settlements,

Maintaining substations,

Business plans have been compiled and submitted to different stakeholders for funding assistance. (COGTA, Department of Energy, Human settlement and Eskom).

T 3.3.9

Chapter 3

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

INTRODUCTION TO WASTE MANAGEMENT

Rand West City Local Municipality is authorised by the Constitution of the Republic of South Africa (Act 108 of 1996) read with Municipal Structures Act (Act 117 of 1998) and National Environmental Management: Waste Act (NEM: WA 59 of 2008) to provide Waste Management Services to communities within the municipal jurisdiction. The municipality is further required to set plans that will enable it to achieve the National Standards to provide weekly refuse removal service to all households.

The Municipality's Waste Management Section resides within Community Services Directorate, and its revised organisational Structure comprise of the following two units: Public Cleansing and Waste Collection Unit and Waste Disposal and minimization Unit.

The provision of cleansing and collection services seeks to achieve the Gauteng Cleansing and waste collection standards. The provision of waste minimization, treatment and disposal services seeks to comply with the National Waste Management Strategy (2020) goals and minimum requirements for waste disposal by Landfill site. The National Environmental Management Waste Amendment Act (26 of 2014) set norms and standards for storage, treatment, and disposal of different types of Waste. The achievement of the set goals requires extensive planning process that aligned resources to the action plans.

Weekly Refuse collection- *The Solid Waste Management Section managed to provide weekly kerbside refuse removal service to all 56 formal households. Thirteen (13) informal settlements were serviced through communal skips. This service targets were achieved through fourteen (14) leased REL Compactor trucks.*

There are plans to extend the refuse removal service to other unserved areas such as Agricultural Holdings, newly developed residential areas. There are three (3) Mega Housing developments projects within the municipality which will require provision of refuse removal services once occupied.

Cleansing Services- *The cleaning activities which entails emptying of litter bins, sweeping of streets, parking lots and other public amenities that included taxi ranks, ablution facilities and removal of litter and illegal dumps were undertaken within CBDs of both Randfontein and Westonaria towns. Cleaning campaigns were undertaken in collaboration with various government departments and entities such as National Department of Forests, Fisheries and Environment, Gauteng Department of Agriculture, Rural Development and Environment (GDARDE), Private institutions that included Goldfields Mining Company (South Deep Shaft). Illegally dumped waste was cleaned in Mohlakeng, Toekomsrus, Badirile, Bekkersdal, Simunye, Westonaria Town and Westonaria Borwa, Hill-shaven and Zenzele Informal settlement. A total of 17 cleaning programmes were held throughout the year against the set target of 12 programmes.*

Waste Disposal Services – *The municipality operated two landfill sites (Libanon and Uitvalfontein) for disposal of general non-hazardous solid waste. A service provider was appointed to maintain the two landfill sites. The introduction of the service provider improved the conditions of the landfill site and including compliance ratings.*

The municipality further, obtained approval of funds from Gauteng COGTA for the upgrading of Uitvalfontein Landfill site. Phase 1 which involved engineering designs, Geotech investigations was implemented in the current financial year. Phase two which is construction phase will commence in the next financial year effective July 2025. The upgrading of the landfill site will also improve the lifespan of the landfill while addressing the non-compliance issues raised by the competent authority.

Waste minimization programmes- *The municipality is mandated by Waste Management Strategy to implement programmes that promote waste minimization and recycling initiatives. During the period under review, programmes for diversion of waste from landfill sites that entails waste recycling at various facilities, waste separation at source, were implemented. Most recycling*

Chapter 3

activities were undertaken at households' level and at waste disposal facilities. A total of 18 706 tons of recyclable material, representing 25 %, were diverted from landfill sites through recycling programmes.

Waste Service Backlogs- Although the section managed to collect waste in all 56 formal areas, there is still a need for extension of waste removal service to unserved areas including accessible informal settlement that are serviced through skip bins and agricultural holdings.

Timeous allocation of 240l wheeled bins will improve provision of waste services at AFRI-village, and newly developed residential areas. A budget allocation has been approved for procurement of 240l wheelie bins in the next financial year. This will contribute towards reducing the increase of illegal dumps that are exacerbated by insufficient waste storage receptacles for new mega housing developments.

Challenges

- Shortage of staff as a result of resignation, retirement and death.
- Insufficient Budget allocation due to cashflow constraints.
- Delays in maintenance and repairs of waste removal and cleaning fleet,
- Vandalism and theft at waste treatment facilities and equipment (Transfer Stations & landfill sites).
- Non-compliance with applicable legislation due to lack of Landfill license
- Shortage of waste receptacles (wheelie bins and bulk waste containers)

Current and Future planning programmes

- Sibanye Waste Management Project (refurbishment of Mohlakeng buyback centre & Simunye Waste Transfer Station, Formalization of reclaimers.
- Upgrading of Uitvalfontein Landfill site (Three phases).
- Procurement and distribution of Waste receptacles (wheelie bins, bulk containers, and litter bins).
- Feasibility for establishment of new Waste Transfer Stations (service provider appointed).

T 3.4.1

Household – Solid Waste Service Delivery Levels below the minimum 2024/2025				
Description	2021/22	2022/23	2023/24	2024/25
	Actual	Actual	Actual	Actual
	No. ('000)	No. ('000)	No. ('000)	No. ('000)
<u>Solid Waste Removal: (Minimum level)</u>				
<i>Removed at least once a week</i>				
<i>Minimum Service Level and Above sub-total</i>	62	62	62	62
<i>Minimum Service Level and Above percentage</i>	94,2%	95,1%	95,1%	95,1%
<u>Solid Waste Removal: (Below minimum level)</u>				
<i>Removed less frequently than once a week</i>	-	-	-	-
<i>Using communal refuse dump</i>	1	1	1	1
<i>Using own refuse dump</i>	3	3	3	3
<i>Other rubbish disposal</i>	-	-	-	-
<i>No rubbish disposal</i>	-	-	-	-
<i>Below Minimum Service Level sub-total</i>	4	4	4	4

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Household – Solid Waste Service Delivery Levels below the minimum 2024/2025				
Description	2021/22	2022/23	2023/24	2024/25
	Actual	Actual	Actual	Actual
	No. ('000)	No. ('000)	No. ('000)	No. ('000)
<i>Below Minimum Service Level percentage</i>	5,8%	5.8%	5.8%	5.8%
Total Number of Households	66	66	66	66
T 3.4.2				

Households – Solid Waste Service Delivery Levels below the minimum					Households
Description	2022/23	2023/24	2024/2025		
	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No. ('000)	No. ('000)	No.	No.	No.
Formal Settlements					
<i>Total households</i>	43	43	43	43	43
<i>Households below minimum service level</i>	–	–	–	–	–
<i>Proportion of households below minimum service level</i>	0%	0%	0%	0%	0%
Informal Settlements					
<i>Total households</i>	13	13	8	8	8
<i>Households below minimum service level</i>	–	–	–	–	–
<i>Proportion of households below minimum service level</i>	0%	0%	0%	0%	0%
				T 3.4.3	

Waste Management Service Policy Objectives Taken from IDP – 2024/2025									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	2023/24		2024/25			2025/26	2026/27	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Provision of weekly collection service per household (HH)	Number of households with access to weekly refuse removal service	56	56	56	56	56	56	56	56
Provision of refuse removal services to informal settlement	Number of informal settlements within the Municipality with access to refuse removal services	13	8	13	13	8	13	13	13
Proportion of landfill site in compliance with the Environmental Conservation Act 1989 & Minimum Requirements for Waste Disposal (1998).	Percentage (70) compliance with minimum requirements for Waste disposal by Landfill (Libanon Landfill site) 30 June 2025	60	68	60	70	83	75	80	85
	Percentage (70) compliance with minimum requirements for Waste disposal by Landfill (Uitvalfontein Landfill site) 30 June 2025	60	72	60	70	76	75	80	85
T 3.4.4									

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Employees: Solid Waste Management Services – 2024/2025					
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	2	5	2	3	60%
7 - 9	3	5	3	2	40%
10 - 12	15	64	15	49	77%
13 - 15	69	290	69	221	76%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	90	365	90	275	75%
T 3.4.5					

Employees: Waste Disposal and Other Services – 2024/2025					
Job Level	2022/23	2023/24			
	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	5	2	3	60%
7 - 9	7	8	7	1	13%
10 - 12	5	16	5	11	69%
13 - 15	7	32	6	26	81%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	22	62	21	41	66%
T 3.4.6					

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Financial Performance: Solid Waste Management Services – 2024/2025					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	74 874 504	155277586	155277586	51996695	103280891
<i>Expenditure:</i>					
Employees	44 698 363	78 420 887	29 831 321	51 996 695	1,50
Repairs and Maintenance	400 804	515 385	515 385	466 589	487 796
Other	35 153 763	28 656 556	41 429 167	41 429 167	12 772 611
Total Operational Expenditure	80 252 930	128999875	51137464	80252930	157362625
Net Operational Expenditure	- 5 378 426	26277711	104140122	-28256235	-54081734
					T 3.4.7

Financial Performance: Solid Waste Management Services – 2024/2025					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	147,737	155,278	155,278	157,247	0.01
<i>Expenditure:</i>					
Employees	44,506	78,421	78,421	52,002	-0.51
Repairs and Maintenance	422	515	515	467	-0.10
Other	165,250	28,657	28,657	41,429	0.31
Total Operational Expenditure	210,178	107,593	107,593	93,898	-0.15
Net Operational Expenditure	(62,442)	47,685	47,685	63,349	0.25
					T 3.4.8

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Financial Performance: Waste Disposal and Other Services – 2024/2025					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	346	377	377	462	0.18
<i>Expenditure:</i>					
<i>Employees</i>	18,164	21,182	21,182	8,585	-1.47
<i>Repairs and Maintenance</i>	12,099	25,000	27,500	21,942	-0.25
<i>Other</i>	5,323	1,106	806	87	-8.24
Total Operational Expenditure	35,586	47,288	49,488	30,615	-0.62
Net Operational Expenditure	(35,240)	(46,911)	(49,111)	(30,153)	-0.63
					T 3.4.8

Financial Performance: Waste Disposal and Other Services					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	346	377	377	462	0.18
<i>Expenditure:</i>					
<i>Employees</i>	18,164	21,182	21,182	8,585	-1.47
<i>Repairs and Maintenance</i>	12,099	25,000	27,500	21,942	-0.25
<i>Other</i>	5,323	1,106	806	87	-8.24
Total Operational Expenditure	35,586	47,288	49,488	30,615	-0.62
Net Operational Expenditure	(35,240)	(46,911)	(49,111)	(30,153)	-0.63
					T 3.4.8

COMMENT ON WASTE MANAGEMENT SERVICE PERFORMANCE OVERALL:

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The Waste Management Section provides Waste Management Service that is aligned with the Municipality's IDP, Integrated Waste Management Plan (IWMP), National Waste Collection Standards, National Waste Management Strategy and the National Environmental Management Waste Act. The 2024/25 Financial year' Service Delivery Budget Implementation Plan (SDBIP) highlights the following KPIs:

- Number (56) of Households provided with refuse removal services- All the 56 formal residential households areas, business and industries that included shops, mining and manufacturing industrial firms, and public institution such as churches, early childhood development centres, old age homes, etc., where provided with refuse removal service. This achievement was premised on the leasing of sixteen (16) compactor trucks.

There is a need to provide the door-to-door collection service to some of the informal settlements such as Bekkersdal and Zenzele which has access roads that can be easily accessed by the 12m³ collection compactors. The section was relying on finalization of general assistants' recruitment process, to commence with the refuse collection process in the informal settlement areas.

- Percentage (70) Compliance with minimum requirements for disposal by landfill (Libanon) 30 June 2025. The maintenance of Libanon Landfill site was done in accordance with the minimum requirements for disposal by Landfill (2nd Edition of 1998). The compliance rate increased from 68% of previous audits to 83%, exceeding the set target by 15%. The achievement of the target was enabled by appointment of external service provider.

The main purpose is to achieve above the previous record compliance rate of 83% in the next two years. A compliance checklist and audit action plan have been developed to track the implementation of activities to address audit findings. The other action is to finalise the application of Libanon landfill license. The Section has already received revised proposals for the resubmission of Environmental Authorization from competent authorities.

- Percentage (70) Compliance with minimum requirements for disposal by landfill (Uitvalfontein) 30 June 2025. The maintenance of Uitvalfontein Landfill site was done in accordance with the minimum requirements for disposal by Landfill (2nd Edition of 1998). The compliance rate increased from 72% of previous audits to 75%, exceeding the set target by 3%. The major focus was to address the findings raised in the non-compliance notice which was issued to the municipality.

The municipality also applied for MIG funding for the upgrade of the landfill site to a compliance status which was approved by provincial COGTA and will be implemented in three phases commencing in the next financial year (2024/25). Phase one of the landfill upgrade project, that included technical designs, Geotech investigations, was implemented during the 2024/25 financial year. The second phase entails construction of storm water management systems, replacement of weighbridge, installation of solar systems and digging of bore holes will be implemented in the 2025/26 financial year under MIG funding.

Cleaning programmes were also implemented in line with the National Cleaning standards (2010) and National Waste Management Strategy (2020). Twenty-nine (29) Cleaning programmes were implemented throughout the year in collaboration with Gauteng Department of Agriculture and Rural Development (GDARD), Department of Forest, Fisheries and Environment (DFFE), Rand Water, and mining Companies being Goldfields (South Deep). The areas that were cleaned included Mohlakeng, Simunye, Westonaria Borwa, Badirile, Toekomsrus, Hillshaven and Bekkersdal.

The cleaning programme included Mandela day cleaning campaign, Community cleaning campaigns, National Cleanup week events, Community cleaning campaigns, National Cleanup week events, Arbor month cleaning campaigns, World Environment week campaigns and other campaigns organized by ward councillors. However, the sustainability of the cleanliness in the afore mentioned areas is impacted by lack of alternative waste disposal facilities such as Waste transfer stations for disposal of rubble and garden waste thus residents resorting to dump on the nearest open spaces and sidewalks.

Lack of By-law enforcement Unit contributes to the current situation. Waste minimization: The municipality also implemented programmed for diversion of waste to landfill sites to comply with National Waste Management Strategy requirements. The overall purpose of NWMS 2020, is to provide government policy and strategic intervention for the waste sector, enabling environment for implementation of the 2017 chemicals and waste Phakisa projects. The coordination of recycling initiatives by the

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municipality seeks to achieve the objectives of the said strategies. A total of 18 706 tons of recycled material was diverted from going into the landfill against the 48 403 disposed waste.

T 3.4.10

DAILY REFUSE REMOVAL AND COLLECTION SERVICES



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NATIONAL CLEAN-UP WEEK PROGRAMME SEPTEMBER 2024

BEKKERSDAL WARD 32 NEXT TO ISIQALO PS 16TH SEPTEMBER 2024



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CLEANING OF ILLEGALLY DUMPED WASTE DURING MANDELA MONTH JULY 2024	
MOHLAKENG WARD 16	WESTONARIA WARD 24
	
BEKKERSDAL WARD 33	BEKKERSDAL WARD 35

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CLEANING OF SIDE WALKS & OPEN SPACES WITH CWP TOEKOMSRUS WARD 20



Chapter 3



MAINTENANCE OF LIBANON LANDFILL SITE

BEFORE



AFTER



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STATUS QUO OF HUMAN SETTLEMENT PROJECTS

Upgrading of Informal Settlement Programme (UISP)

The National Department of Human Settlements (NDoHS) in conjunction with the Housing Development Agency (HDA) introduced the National Upgrading Support Program (NUSP) to assist the municipalities with the upgrading and/or eradication of informal settlements through Upgrading of Informal Settlements Programme (UISP). In terms of the program, all informal settlements had to be categorised to determine if the settlement must be in-situ development or total relocation. The categorisation is informed by the status of the land where the settlement is located. Some of the factors that are considered include but not limited to the following dolomite, environmentally sensitiveness, locality, and ownership of the land.

The municipality monitors the informal settlements within its jurisdiction; however, informal settlements that are situated on privately owned properties remains a challenge. There were 16 informal settlements in Rand West City, however, after successfully eradicating three of them (Manganese, Water works and Scrapyard), currently there are 13 informal settlements left. Bekkersdal is the biggest informal settlement with about 13 000 households. Most of the people that were moved from the three eradicated informal settlements have benefited decent houses in the currently legacy and mega human settlement projects, namely: Westonaria Borwa; Dan Tloome; Mohlakeng Ext 13 & 14 and AFRI-Village.

In the Rand West City, there are only 9 informal settlements approved for the UISP. Gauteng Department of Human Settlements (GDHuS) appointed various Professional Response Teams (PRTs) to conduct feasibility studies in various informal settlements within the jurisdiction of the municipality. Feasibility studies include amongst others, household profiling, geotechnical studies, social compact study, township establishment application, etc. below is the list of the approved informal settlements and the appointed PRT's:

*Bekkersdal – Asande Projects
Thusanang – 02 M Projects
Zenzele – Pro serve consulting
Master – Andoni Engineering Group
Bundu Inn - Andani Engineering Group
Baipei – JTP Consortium
OR Tambo - JTP Consortium
Siyahlala – - Lilibara
Crushers – Bahlaping Consulting*

Four informal settlements were electrified, two of them were electrified by ESKOM and the other two by the municipality.

T 3.4.10

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3.5 HOUSING

INTRODUCTION TO HOUSING

Provision of housing in the country remains a huge challenge, housing backlog is still at alarming rate, particularly in the Gauteng Province. However National, the Gauteng Department of Human Settlements and local municipalities are working effortlessly in ensuring that people have access to houses.

In 2017 the Gauteng Department of Human Settlements, launched new approach in delivering of house, the Mega Human Settlements Projects approach. The approach is aimed at providing integrated human settlements in huge scale to address high demand of housing in the cities. It is intended to deliver at least 680 000 new affordable housing opportunities in new mass housing developments across all five development Corridors in Gauteng.

The approach for Rand West City is to prioritize the security of tenure, in-situ upgrading of informal settlements, and the acceleration of affordable housing delivery through partnerships with stakeholders such as the Gauteng Department of Human Settlements and the private sector.

In terms of the Mega Human settlement approach, government has created six (6) mega projects within the jurisdiction of the municipality; namely: Westonaria Borwa, Western Mega, Affri-Village-Greenhills Extension 12, Affri-Village-Droogeheuwel Mega City, Montrose City and Wheatlands-Dan Tloome. To date, at least more than 7000 affordable housing opportunities have been allocated to qualifying beneficiaries.

The substantial housing backlog also impacts individuals within the "gap market"—those who neither qualify for the RDP housing subsidy nor meet the requirements for mortgage bonds. To address the needs of this underserved group, the Gauteng Department of Human Settlements introduced the Ikageleng Rapid Land Release Programme (IRLRP), which provides access to serviced stands, enabling qualifying beneficiaries to build their own homes. In Rand West City, serviced stands were made available in Westonaria Borwa and Affri-Village-Droogeheuwel City.

Rand West City Local Municipality is currently home to 13 informal settlements, which have emerged over time due to rapid urbanisation, inward migration, and the growing demand for affordable housing. These settlements are often characterised by inadequate access to basic services such as water, sanitation, electricity, and secure tenure. The municipality recognises the urgent need to respond to these challenges in a structured and sustainable manner.

In partnership with the Gauteng Department of Human Settlements, the municipality is implementing the Upgrading of Informal Settlements Programme (UISP), which is aimed at improving the living conditions of informal settlement residents through the incremental provision of basic infrastructure and security of tenure. The UISP follows a phased, participatory approach that ensures meaningful community involvement in planning and development processes.

HUMAN SETTLEMENT PROGRAMMES IN THE MUNICIPALITY

Mega Human Settlement Projects

The Mega Human Settlement Projects form a central pillar of Rand West City Local Municipality's strategy to accelerate integrated and sustainable human settlements. These catalytic projects are designed to address historical housing backlogs, spatial inequality, and the demand for mixed-use developments.

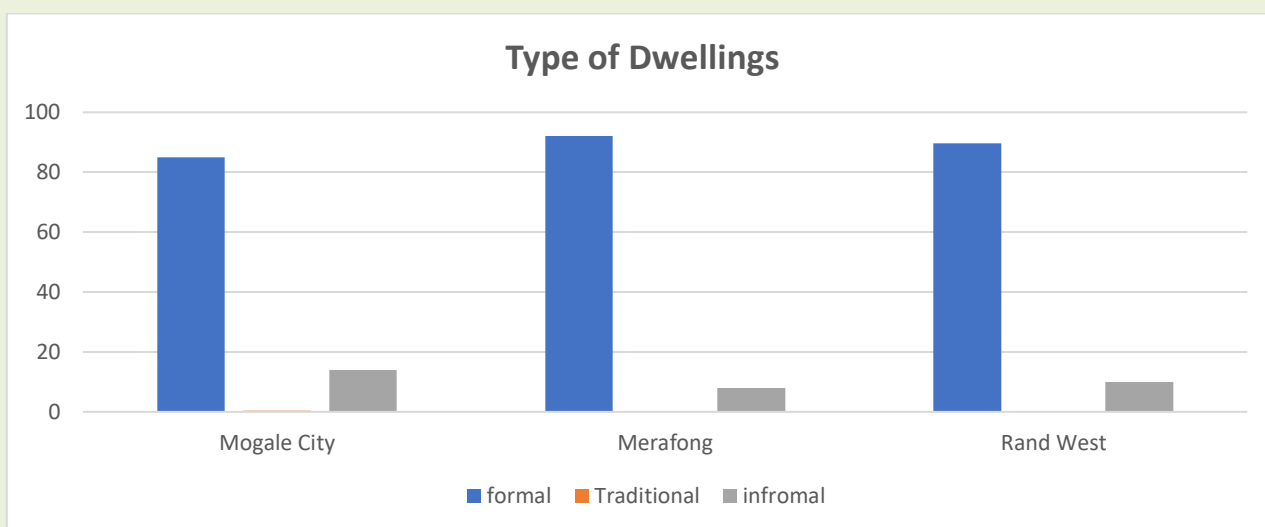
During the year under review, the municipality and the Gauteng Department of Human Settlements made notable progress in the implementation of the six (6) Mega Projects, namely: Westonaria Borwa, Western Mega, Affri-Village- Greenhills Extension 12, Affri-Village-Droogeheuwel Mega City, Montrose City and Wheatlands-Dan Tloome

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The identified mega city developments are projected to yield over 60,000 housing units across the municipality. These developments will incorporate mixed land uses, including residential, commercial, business, and social amenities, in support of integrated and sustainable communities. A variety of housing typologies will be delivered, such as affordable housing opportunities, fully serviced residential stands, and bonded housing, catering to different income groups.

To date, more than 7,000 housing units have already been allocated to qualifying beneficiaries. The status of each Mega Project is outlined in the table below, with accompanying photographs providing a visual representation of the housing units and key activities undertaken to date within the respective developments

T 3.5.1



Percentage of Households with Access to Basic Housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settle- ments	Percentage of HHs in formal settlements
Year -2021/2022	654000	450000	68,8%
Year - 2022/2023	654000	500000	76,5%
Year - 2023/2024	684000	540000	78,9%
Year - 2024/2025	684000	540000	78,9%

T 3.5.2

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Percentage of Access to Housing in Local Municipalities

The study by IHS Markit 2022 indicates that by 2020, Rand West City had 71.4% of people that had access to formal houses. The delivery of housing through the Mega Projects and other private developments could improve the situation, however due to the increasing rate of unemployment, mines shedding jobs and evictions by mines, the housing backlog remains very high.

HOUSING BACKLOG – 2024/2025

The national housing backlog in South Africa is estimated to be at least 2.1 million houses. According to the approved RWCLM Spatial Development Framework the municipality has an estimated that housing backlog of 25 714 units.

To address these backlogs effectively, the municipality needs to deliver approximately 5000 housing opportunities per annum for the next (5) years. The municipality has not been able to meet this target. The current delivery rate is estimated at $\pm$ 500 housing opportunities per annum. There are a number of factors contributing to slow delivery rate, which include the following:

- The municipality not being accredited to deliver houses.
- Not enough suitable land for housing development, due to the dolomitic nature of the area.
- Most of the land is owned by private people e.g. mining houses.
- Insufficient infrastructure capacity to cater for new housing developments.
- The ever-increasing housing backlog due to the demand exceeding supply.

T 3.5.2

PROJECTS		PROGRESS TO DATE – 2024/2025
Montrose City	12 812	▪ There are on-going discussions for alternative energy. ▪ The site is closed due to underperforming developer. ▪ As results unoccupied units are vandalised. ▪ GDHuS has approved installation of solar high mast lights. ▪ GDHuS assessed 173 MV houses for quality assurance to consider damages and/or defects to be fixed. ▪ There are on-going negotiations between GDHuS and the landowner for purchasing of land. ▪ To date there are only 173 MV houses are allocated to military veterans and qualifying beneficiaries. No budget allocation due to closure of the site.
Western Mega	9385	▪ There is on-going construction of houses. ▪ 373 free-standing houses are currently invaded. ▪ Proceedings to obtain eviction order from court are underway. ▪ 306 Walk – up dwelling units were completed in March 2025 and allocated to qualifying beneficiaries. ▪ 434 BNG Walk – up dwelling units are 95% completion. ▪ Youth Development Project was implemented and youth obtained training for National Home Builder Builders Registration. ▪ To date there are only 306 Walk – up dwelling units.

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PROJECTS		PROGRESS TO DATE – 2024/2025
		<i>There are 448 houses are targeted on 2025/26 financial year.</i>
<i>Westonaria Borwa</i>	<i>16 035</i>	▪ <i>There is on-going construction of houses.</i> ▪ <i>343 serviced stands were allocated to qualifying beneficiaries under Ikageleng Rapid Land Release Program (IRLRP).</i> ▪ <i>Court case for invaded houses is still at Supreme Court.</i> ▪ <i>There are 300 standalone houses completed and allocated in January 2025.</i> ▪ <i>On – going installation of internal services (sewer, roads and electricity) for 359 stands.</i> ▪ <i>The developer has commenced with construction of 502 targeted houses for 2025/26 financial and is preparing the foundation.</i> <i>To date 2740 houses are being allocated to qualifying beneficiaries.</i>
<i>Dan Tloome</i>	<i>13 758</i>	▪ <i>There is on-going construction of houses.</i> ▪ <i>200 allocated houses in Extension 2 have solar system installed to energize each house.</i> ▪ <i>145 houses in Extension 2 are under preparation to be allocated to qualifying beneficiaries.</i> ▪ <i>There are 22 new houses built in Extension 2 and are at 90% completion.</i> ▪ <i>There are 48 new houses built in Extension 4 and 15 houses are for persons with disability.</i> ▪ <i>There are 348 walk – up dwelling units in Extension 3 under construction and 264 units are at 95% completion, waiting to be electrified.</i> ▪ <i>100 houses have been electrified in Extension 1.</i> ▪ <i>Electrification of 506 walk – ups is on-going.</i> ▪ <i>Taxi rank is completed.</i> ▪ <i>Installation of water meters in Extension 1 and Extension 2 is completed.</i> ▪ <i>The developer has commenced with construction of 476 targeted houses for 2025/26 financial and is preparing the foundation.</i> <i>To date 2671 houses are being allocated to qualifying beneficiaries.</i>
<i>Afri – Village: Droogheuevel City</i>	<i>10 000</i>	▪ <i>Water reservoir is completed and waiting to be commissioned.</i> ▪ <i>120 BNG walk-up dwelling units were at 95% of completion and waiting for electricity and water connection.</i> ▪ <i>Internal services (water, sewer and electricity) are continuously under construction.</i> ▪ <i>Lazar Road upgrading and widening is underway.</i> ▪ <i>Electric substation is at 90% completion.</i> <i>GDHuS and municipality approved opening of subsidy application for threshold of targeted 900 houses to be delivered on 2025/26.</i>
<i>Afri – Village: Greenhills Ext 12</i>	<i>2 172</i>	▪ <i>To date 2102 beneficiaries allocated to BNG Walk-up dwelling units.</i> ▪ <i>70 units were invaded during COVID, and the matter was referred to the Legal Department of Gauteng Department of Human Settlements.</i> ▪ <i>There are at least 1700 beneficiaries who have received title deeds.</i> <i>Appointed conveyancers are currently registering outstanding title deeds.</i>

Vandalized units in Montrose

Houses allocated to Military Veterans in Montrose

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Allocated units in Western Mega



Taxi Rand in Dan Tloome



Water Reservoir in Droogeheuwel



Droogeheuwel Units



IKAGELING RAPID LAND RELEASE PROGRAM (IRLRP)

The Ikageleng Rapid Land Release Programme (IRLRP) is a Gauteng Department of Human Settlements initiative aimed at empowering individuals who earn between R3,501 and R22,000 per month by providing them with serviced residential stands, enabling them to build their own homes over time. This programme specifically targets those who fall outside the threshold for full housing subsidies but still require support to enter the formal property market.

Beneficiaries are offered a selection of approved building plans and are given a defined period within which to complete the construction of their homes. To date, 343 serviced stands have been allocated to qualifying beneficiaries in Westonaria Borwa,

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while a further opportunity for housing subsidy applications was opened for 700 serviced stands in Affri-Village-Droogheheuwel City.

Looking ahead, the Gauteng Department of Human Settlements plans to make available more than 2,000 serviced stands in Ridgeview, further expanding access to land and affordable housing solutions. The image below illustrates the locality plan for Ridgeview, where this future development is expected to unfold



UPGRADING OF INFORMAL SETTLEMENT PROGRAMME (UISP)

The Upgrading of Informal Settlements Programme (UISP), introduced by the National Department of Human Settlements (NDoHS), aims to support municipalities in the upgrading or eradication of informal settlements across South Africa. To enhance this effort, the National Upgrading Support Programme (NUSP) was established to provide technical and strategic assistance in the implementation of UISP at the local level.

As part of this programme, an Upgrading of Informal Settlements Strategy was developed to categorise each informal settlement based on its unique context. Settlements are classified into two main categories:

- In-situ development (Category A or B1): where upgrading occurs on the existing land without relocating residents, involving the provision of basic infrastructure, civic amenities, and tenure security.
- Relocation (Category B2): where settlements are located in environmentally sensitive areas, privately owned land, or unsuitable locations, and require relocation to a more viable site.

The categorisation process is informed by several key factors, including land ownership, environmental constraints, and geographic location.

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Within Rand West City Local Municipality, there are currently 15 identified informal settlements. Several of these have been included in the municipality's UISP business plan and are receiving direct support from the Gauteng Department of Human Settlements. The overarching goal of UISP and NUSP remains the progressive upgrading and eventual eradication of informal settlements to improve living conditions and promote sustainable human settlements.

Significant progress has already been made in this regard. Notably, the Master and Scrapyard informal settlements have been successfully eradicated through ongoing mega human settlement developments, with former residents integrated into formal housing programmes. Current efforts are now focused on the remaining informal settlements, with initiatives underway to provide qualifying residents with access to housing subsidies and improved services.

The municipality and the Gauteng Department of Human Settlements continue to work proactively to reduce the number of informal settlements and enhance the quality of life for affected communities. The table and images below provide an overview of the current status of each informal settlement, along with visual documentation of progress made to date

List of Informal settlements	Household Re-numeration	Development Category in terms of UISP	Progress to date
Bekkersdal	13 000	B2	- It is under Upgrading of Informal Settlements Program. - Feasibility studies were conducted on land the informal settlement is situated, and it is not suitable for residential development. - It is categorised for relocation. - Qualifying beneficiaries for housing subsidies are linked to benefit houses in Westonaria Borwa, Montrose and Dan Tloome. - It receives assistance from Gauteng Department of Human Settlements for provision of interim services (honey suckers). It receives electricity from Eskom.
Baipei	232	B2	- It is under Upgrading of Informal Settlements Program. - It receives assistance from Gauteng Department of Human Settlements for provision of interim services (chemical toilets). - It receives water from the municipality through tankers. - It is situated on privately owned property, and it is earmarked for relocation. - It is not electrified. Qualifying beneficiaries for housing subsidies are linked to benefit houses in Affri – Village: Greenhills, Affri – Village: Droogeheuvel City, Montrose and Dan Tloome.
Thusanang	1000	B2	- It is under Upgrading of Informal Settlements Program. - It receives assistance from Gauteng Department of Human Settlements for provision of interim services (chemical toilets). - It receives water from the municipality. - It is situated on privately owned property, and it is earmarked for relocation. - It is not electrified. Qualifying beneficiaries for housing subsidies are linked to benefit houses in Westonaria Borwa.

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List of Informal settlements	Household Re-numeration	Development Category in terms of UISP	Progress to date
Jachfontein	120	B2	- It is situated on privately owned property, and it is earmarked for relocation. - It is not electrified. Qualifying beneficiaries for housing subsidies are linked to benefit houses in Westonaria Borwa.
Zenzele	5010	B2	- It is under Upgrading of Informal Settlements Program. - Feasibility studies were conducted on land the informal settlement is situated, and it is not suitable for residential development. - It is categorised for relocation. - Qualifying beneficiaries for housing subsidies are linked to benefit houses in Westonaria Borwa, Montrose and Dan Tloome. - It receives assistance from Gauteng Department of Human Settlements for provision of interim services (chemical toilets). - It receives electricity from the municipality. There is on – going installation of electricity on Waterworks section.
Bundu Inn	390	B2	- It is under Upgrading of Informal Settlements Program. - It is categorised for relocation due to status of land ownership; it is privately owned. - Qualifying beneficiaries for housing subsidies are linked to benefit houses in Westonaria Borwa, Western Mega, Affri – Village: Droogeheuvel and Greenhills Extension 12, Montrose and Dan Tloome. - It receives assistance from Gauteng Department of Human Settlements for provision of interim services (chemical toilets). It is not electrified.
Jabulani	159	A	- It is under Upgrading of Informal Settlements Program. - It is categorised for in-situ development. - It is situated on Council owned property. - Qualifying beneficiaries for housing subsidies are linked to benefit houses in Western Mega, Affri – Village: Droogeheuvel and Greenhills Extension 12, Montrose and Dan Tloome. - It receives assistance from Gauteng Department of Human Settlements for provision of interim services (chemical toilets). - It receives electricity from the municipality. There were four (4) solar high mast lights installed and commissioned in January 2025.
OR Tambo	468	B2	- It is under Upgrading of Informal Settlements Program. - It is categorised for relocation, however, there is request forwarded to GDHuS to change its category to “A”. - It is situated on state owned property. - Qualifying beneficiaries for housing subsidies are linked to benefit houses in Western Mega, Affri – Village: Droogeheuvel and Greenhills Extension 12, Montrose and Dan Tloome. It receives electricity from the municipality
Siyahlala	711	A	- It is under Upgrading of Informal Settlements Program. - It is categorised for in-situ development.

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List of Informal settlements	Household Re-numeration	Development Category in terms of UISP	Progress to date
			- It is situated on Council owned property. - Qualifying beneficiaries for housing subsidies are linked to benefit houses in Western Mega, Affri – Village: Droogeheuvel and Greenhills Extension 12, Montrose and Dan Tloome. - It receives assistance from Gauteng Department of Human Settlements for provision of interim services (chemical toilets). - It receives electricity from Eskom. There were four (4) solar high mast lights installed and commissioned in January 2025.
Dumping Site	234	B2	- It is suitable nearer to Landfill and the municipality is summoned by Gauteng Department of Agriculture and Rural Development to be removed due to hazardous conditions and environmental sensitivity. - It is categorised for immediate relocation. - It is situated on privately owned property. Qualifying beneficiaries for housing subsidies are linked to benefit houses in Western Mega, Affri – Village: Droogeheuvel and Greenhills Extension 12, Montrose and Dan Tloome.
Elandsvlei (Eureka)	128	B2	- It is situated on privately owned property, and it is earmarked for relocation. - It is not electrified. - Qualifying beneficiaries for housing subsidies are linked to benefit houses in Western Mega, Affri – Village: Droogeheuvel and Greenhills Extension 12, Montrose and Dan Tloome. The residents were granted opportunity to apply for housing subsidies and their applications are approved to Dan Tloome.
Crushers	160	B2	- It is under Upgrading of Informal Settlements Program. - It is categorised for relocation due to status of land ownership; it is privately owned. Qualifying beneficiaries for housing subsidies are linked to benefit houses in Westonaria Borwa, Western Mega, Affri – Village: Droogeheuvel and Greenhills Extension 12, Montrose and Dan Tloome.
Sporong		N/A	- It is a new emerged informal settlement. - It is situated on privately owned property. Qualifying beneficiaries for housing subsidies are linked to benefit houses in Westonaria Borwa, Western Mega, Affri – Village: Droogeheuvel and Greenhills Extension 12, Montrose and Dan Tloome.
Waterwork	1075	N/A	- It is a new emerged informal settlement. - It is situated on privately owned property. Qualifying beneficiaries for housing subsidies are linked to benefit houses in Westonaria Borwa.
Droogeheuvel	150	N/A	- It is a new emerged informal settlement. - It is situated on privately owned property. Qualifying beneficiaries for housing subsidies are linked to benefit houses in Westonaria Borwa, Western Mega, Affri – Village:

Chapter 3

List of Informal settlements	Household Re-numeration	Development Category in terms of UISP	Progress to date
			<i>Droogeheuvel and Greenhills Extension 12, Montrose and Dan Tloome.</i>



Housing Service Policy Objectives Taken From IDP – 2024-2025									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	Year 2021		Year 2022		Year 2023		Year 2024	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual
		*Previous Year		*Previous Year	*Current Year	Previous Year	*Current Year	*Current Year	*Following Year
		(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective									
AFRI - Village	2172	1000	1000	1172	1172	-	-	-	-
Montrose City	12812	1000	0	1913	0	-	-	999	396
Dan Tloome	13758	1218	200	1200	906	1958	1162	1555	813
Westonaria Borwa	13035	-	-	-	-	-	-	400	236
Western Mega	9385	-	-	-	-	-	-	410	356
Droogeheuvel Mega	10000	-	-	-	-	-	-	784	-
T 3.5.3									

Chapter 3

Employees: Housing Services					
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	1	1	1	0	0%
4 - 6	1	1	1	0	0%
7 - 9	6	8	6	2	25%
10 - 12	0	0	3	0	0
Total	7	9	9	2	18%
					T 3.5.4

Financial Performance Year 2024/2025: Housing Services					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	28	9,850	7,886	5,776	-0.37
Expenditure:					
Employees	1,279	2,396	2,396	2,666	0.10
Repairs and Maintenance	–	–	–	–	0.00
Other	10	17	17	14	-0.23
Total Operational Expenditure	1,289	2,414	2,414	2,680	0.10
Net Operational Expenditure	(1,261)	7,437	5,473	3,096	-0.77
T 3.5.5					

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
<i>Total All</i>	–	–	–	0%	
<i>Demolishing and Construction of 2 roomed houses</i>	–	–	–	0%	
<i>Land Development Portion of Middevlei/Luipaardsvlei Farm and Mohlakeng North Ext 17(Planning Phase)</i>	–	–	–	0%	
<i>Township establishment portion 83;255;136;246&68</i>	–	9,546	9,457		
T 3.5.6					

CAPITAL EXPENDITURE OVERALL: HOUSING
During the 2024/25 financial year the Township establishment portion 83;255;136; 246 & 68 project was implemented.
T 3.5.6

COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:
Over the past year, the Human Settlement Unit has achieved significant milestones in various areas, including the development of new housing projects, upgrading of informal settlements, redevelopment of hostels, Rapid land Release Program, issuance of title deeds and, and improving access to essential services.
Mega Human Settlements Projects
AFRI-Village –
2172 Breaking New Ground (BNG) Walk – up dwelling units are fully completed. 2102 units are allocated to rightful beneficiaries. 70 units are invaded. 1778 beneficiaries have received title deeds

Chapter 3

Dan Tloome –

- To date 2534 houses are allocated to qualifying beneficiaries.
- 434 Allocated free-standing BNG houses are still not electrified.
- 588 BNG walk-up dwelling units are at 95% completion but not yet allocated due to insufficient capacity of electricity.

Westonaria Borwa –

- To date 2534 houses are allocated.
- 286 units were invaded, and the matter is in court.
- 139 BNG Walk – up dwellings are currently under construction and are at 90% completion.

Western Mega –

- 350 units are invaded.
- 23 units allocated
- There are 268 dwelling houses which are at 95% of completion.
- Developer is currently building mini substation to electrify completed houses.
- There are 389 beneficiaries which have been approved for Western Mega.

Montrose –

- 173 Military Veteran houses are fully occupied qualifying beneficiaries, however not electrified.
- 223 BNG walk – up dwelling units which are at 95% complete

Project has stopped due to the developer experiencing challenges. The Provincial Department is looking forward to the matter.

Droogeheuwel

- Developer is currently installing internal engineering services.



Upgrading of Informal settlement Program (UISP)

There are currently fifteen (15) informal settlements within Rand West City, and these include Bekkersdal, Waterworks, Thusanang, Speru-peru, Zenzele, Bundu Inn, Sporong, Dumping Site/Landfill, O.R Tambo, Eureka, Siyahlala, Jabulani, Baipei, Droogeheuwel and Crushers. Bekkersdal is the biggest informal settlement with about 13000 households.

Out of the 15 informal settlements, only 9 are approved to be part of the UISP. The Gauteng Department of Human Settlements (GDHuS) has appointed various Professional Teams to assist with the process for upgrading of the informal settlements program. The scope of work for the professional teams includes conducting feasibility studies, household profiling, geotechnical studies, social compact study and township establishment application. Below is a list of informal settlements in the business plan and their appointed professional teams:

Chapter 3

Bekkersdal – Asande Projects
Thusanang – 02 M Projects
Zenzele – Pro serve consulting
Master – Andani Engineering Group
Bundu Inn - Andani Engineering Group
Baipei – JTP Consortium
OR Tambo - JTP Consortium
Siyahlala – Lilibara
Crushers – Bahlaping Consulting



Issuance of title deeds

1416 title deeds were handed over to the beneficiaries.



Ikageleng Rapid Land Release Program

In the financial year 2024/2025 the delivery of houses is as follows:

- Completed walk-up units are 696.
- Completed standalone houses are 434.
- Completed serviced stands are 343.
- The number of people allocated is 1473

Chapter 3

- New applications received in National Housing Needs Register are 3785.

T 3.5.7

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

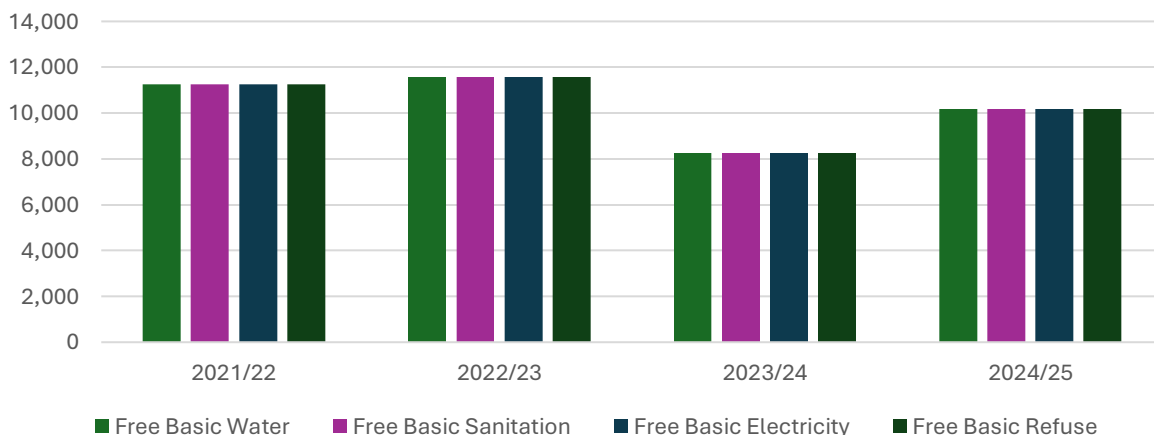
The municipality provides free basic services to the indigent consumers in the community. The municipality provides subsidies to indigent consumers on the following services; property rates, water, electricity, basic sewerage, and refuse. The subsidy provided to consumers is funded by equitable share. The Municipality is also contributing to the Municipality's indigent programme by assisting destitute families with indigent burials. The social package for the indigent households is as follows:

- Free basic water – 6 kl.
- Free basic electricity – 50 kWh.
- Refuse removal – 100%.
- Sanitation - 100%
- Assessment rates – 100%

The unemployment rate of the municipality has had an impact on the growing level of indigents and subsequently, increasing the need for free basic services that the municipality provides. Additionally, the municipality provides free water, sanitation, and waste services to communities in informal settlements. Before the beginning of the financial year Council approved an indigent policy that states that to qualify as indigent, a household must receive a combined income of not more than R5, 000-00. In addition, the municipality has a policy in place for assistance with burial to indigent individuals.

T 3.6.1

Free Basic Services To Low Income Households



T 3.6.2

Free Basic Services to Low Income Households 2024/2025

Number of households

Chapter 3

	Total	Households earning less than R4,500 per month.								
		Total	Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
			Access	%	Access	%	Access	%	Access	%
2021/22	128,144	11,249	11,249	9%	11,249	9%	11,249	9%	11,249	9%
2022/23	128,144	11,560	11,560	9%	11,560	9%	11,560	9%	11,560	9%
2023/24	128,144	8,250	8,250	6%	8,250	6%	8,250	6%	8,250	6%
2024/25	128,144	10,184	10,184	8%	10,184	8%	10,184	8%	10,184	8%
T 3.6.3										

Financial Performance Year: 2024/2025 Cost to Municipality of Free Basic Services Delivered					
Services Delivered	2023/2024	2024/2025			
	Actual	Budget	Adjustment Budget	Actual	Variance to Budget
Water	14,782	4,792	4,792	22,319	79%
Waste Water (Sanitation)	25,779	14,103	14,103	18,006	-15%
Electricity	5,318	10,753	10,753	6,559	-147%
Waste Management (Solid Waste)	26,266	10,753	10,753	24,356	27%
Total	72,144	59,579	59,579	71,239	16%
Water	14,782	4,792	4,792	22,319	79%
T 3.6.4					

Free Basic Service Policy Objectives Taken from IDP 2024/2025									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	2022/23		2023/24			2024/25	2025/26	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)		*Previous Year (v)	*Current Year (vi)		*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
Provision of alternative support to low-income households that do not receive all Free Basic Services	Low-income households (LIHs) who do not receive all the free basic services but <u>do</u> receive alternative support (Total number of LIHs not in receipt of free basic services)	LIHs receiving support (out of xxx LIHs in total)	LIHs receiving support (out of xxx LIHs in total)	LIHs receiving support (out of xxx LIHs in total)	LIHs receiving support (out of xxx LIHs in total)	LIHs receiving support (out of xxx LIHs in total)	LIHs receiving support (out of xxx LIHs in total)	LIHs receiving support (out of xxx LIHs in total)	LIHs receiving support (out of xxx LIHs in total)
Rebates to pensioners	The objective is for the municipality to provide minimum free basic services to low-income households.	12000	11560	12000	12500	8250	10184	10000	11500

Chapter 3

COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT:

The Council accepts that the municipality is responsible for the rendering of services in terms of Schedules 4 and 5 of the Constitution, as well as other services which may be delegated by National and Provincial Government. Main sources of income consist of income transfers from other spheres of government of which intergovernmental transfers are the most important. A portion of this income (equitable share) is earmarked for indigent relief which is used to alleviate and address poverty. All Indigent household who has been registered, verified, and approved are accorded assisted as follows:

*6kl Free Water
50 Kwh free Electricity
Full subsidy for Property Rates
Full subsidy for Sanitation
Full subsidy for refuse removal*

T 3.6.6

COMPONENT B: ROAD TRANSPORT

This component includes Roads; Transport; and Wastewater (stormwater drainage)

INTRODUCTION TO ROAD TRANSPORT

The section is aligned with the Integrated Development Planning (IDP) document as the strategic planning document of the municipality. Its priorities are based on the Budget and Service Delivery and Budget Implementation Plan (SDBIP) as approved by Council. The section is part of the Infrastructure Services Department and is responsible for providing and maintaining safe and accessible roads and storm water infrastructure and public transport facilities, as outlined by the constitution.

This section has multiple responsibilities that include, but are not limited to the following functions:

- Maintenance of surfaced roads (i.e. pothole repairing, crack sealing, edge breaking etc.).
- Re-gravel and scraping of unsealed roads.
- Construction of new roads; resurfacing and rehabilitation of Road infrastructure.
- Installation of storm water infrastructure, construction thereof and maintenance therein.
- Provision and maintenance of non-motorised pedestrian walkways;

There are no municipal bus services provided by Rand West City Local Municipality. All the taxi ranks as transport facilities are provided by the municipality to the taxi associations for operations.

T 3.7

3.7 ROADS

INTRODUCTION TO ROADS

The Section's mandate requires them to service populations and settlements sustainably through roads and storm water service provisions.

The Roads and Storm water section managed the provision of roads, storm water and public transport infrastructure for improving the mobility of people and goods, and the maintenance of these. Maintenance of road and storm water infrastructure was done across the entire expanse of the city, on paved and unpaved road.

Chapter 3

The Section manages the following network of roads, total of 1 161.4 Kilometers:

Paved roads: 781.1 Kilometres

Unpaved roads: 380.3 Kilometres

The section was able to fully spend their operational budget allocation of R37 million while they were able to carry out their mandate as defined by the Constitution.

Initiative Projects under MIG funded roads and storm water projects:

- Construction of roads in Zuurbekom Phase 5 (2.6Km).
- Construction of roads and Simunye (2Km).

The internal funding resurfacing projects: roads.

- Pakerman and Creswell Streets in Westonaria.
- Mahlangu, Makhata and Magalela Streets in Mohlakeng.

CHALLENGES FOR ROADS AND STORM WATER:

- Lack of resources (personal, vehicles, plant & equipment).
- Degradation of roads due to aging infrastructure.
- Vandalism and theft of storm water manhole covers.
- Very high underground water table (fountains) degrading roads infrastructure.

The Roads and storm water section's goals are to provide and maintain safe and accessible Roads and storm water infrastructure and provision of public transport facilities as stated in the constitution. The challenges faced by the section are aging roads infrastructure, limited resources, theft and vandalism, and very high-water table (fountains) across the city and more so in Randfontein where roads infrastructure has now been damaged. There are no municipal entity(ies) responsible for rendering Roads Services within the municipality. Support given to those communities that are living in poverty was through appointments of EPWP participants and contract workers during road and storm water construction projects.

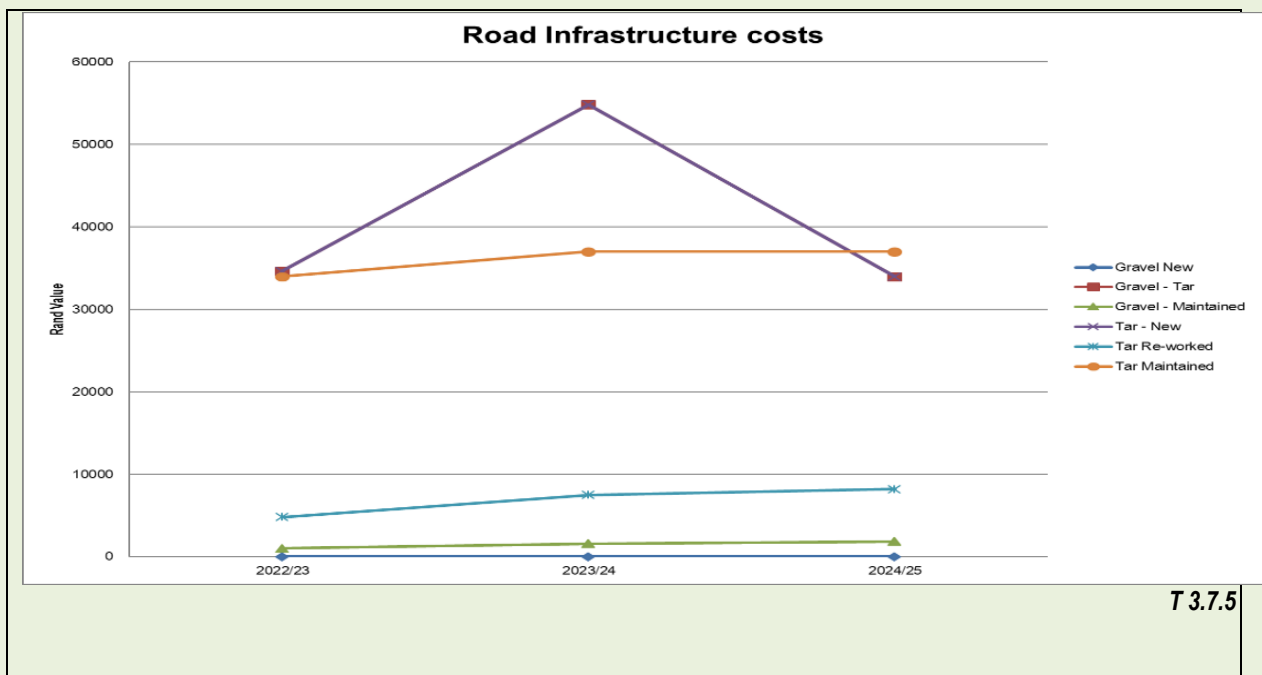
T 3.7.1

Gravel Road Infrastructure 2024/2025				
	Total gravel roads	New gravel roads constructed	Gravel roads up-graded to tar	Gravel roads graded/main-tained
2021/22	417	0	8.0	82
2022/23	413	0	4	90
2023/24	403	0	5	26
T 3.7.2				

Tarred Road Infrastructure 2024/2025					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads main-tained
2022/23	772	4	0	2	680
2023/24	777	5	0	5	692
2024/25	782	5	0	2	799
T 3.7.3					

Chapter 3

Cost of Construction/Maintenance 2024/2025						
	Gravel			Tarred		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
2022/23	0	34652	1000	34652	4800	34000
2023/24	0	54859	1600	54859	7500	37000
2024/25	0	34000	1850	34000	8200	37000
T 3.7.4						



Roads Service Policy Taken from IDP									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	Year 2021-22		Year 2022-23		Year 2023/24	Year 2024-25		
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
<i>Elimination of gravel roads in townships</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>4.5 Km</i>	<i>0Km (planning stage)</i>	<i>1.9Km</i>	<i>N/A</i>	<i>N/A</i>
<i>Development of municipal roads as required.</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>3.3 Km</i>	<i>Project still under construction</i>	<i>3Km</i>	<i>N/A</i>	<i>N/A</i>
<i>Construction of roads in Zuurbekom Phase 5</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>2.4 Km</i>	<i>2.4 Km</i>		<i>N/A</i>	<i>N/A</i>
<i>Construction of roads and stormwater in Mohlakeng Extension 11</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>1.4 Km</i>	<i>1.4Km</i>		<i>N/A</i>	<i>N/A</i>
T 3.7.6									

Chapter 3

Employees: Road Services					
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	1	3	1	2	67%
7 - 9	3	3	3	0	0%
10 - 12	9	25	9	16	64%
13 - 15	32	70	32	28	40%
Total					
T 3.7.7					

Financial Performance Year: 2024/2025 Road Services					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	27,479	(83,835)	72,573	27,479	4.05
Expenditure:					
Employees	18,774	23,296	23,296	18,774	-0.01
Repairs and Maintenance	11,210	11,442	11,442	11,210	-2.07
Other	1,131	14,816	14,816	1,131	-30.52
Total Operational Expenditure	31,115	89,147	79,044	31,115	-1.87
Net Operational Expenditure	(3,636)	(24,066)	(13,964)	(3,636)	-5.62
T 3.7.8					

Chapter 3

Capital Expenditure Year: 2024/2025 Road Services					
R' 000					
Capital Projects	2023/24				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	70,000	63,730	63,650	10%	
Resurfacing and Beautification of R28	20,000	17,719	17,649	13%	
Rehabilitation of roads in Zuurbekom (Phase 5)	14,000	14,000	14,000	0%	
Stormwater Management for Flooding in Toekomsrus	10,000	500	499	1904%	
Construction of roads in Simunye (Phase 9)	20,000	20,000	20,000	0%	
Construction of roads in Dan Tloome and Middelvlei	3,000	4,000	3,993	0%	
Construction of roads in Mohlakeng Ext 11	–	2,848	2,845	-100%	
Construction of roads in Pelzvale	3,000	4,663	4,663	0%	
Total All	70,000	63,730	63,650	10%	
T 3.7.9					

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

The municipality has the duty to plan, build, rehabilitate and maintain, roads and other stormwater infrastructure in the municipal area. The municipality performed its constitutional mandate of service delivery by the provision of sustainable services to the communities, during the financial year under review.

All roads capital projects for 2024/25 were funded from the MIG allocation and all of them funded fully realised successfully. The only two largest projects that were implemented are: Construction of Roads in Zuurbekom Phase 5 (2.6Km), Construction of Roads in Simunye 980m achieved from the planned 2027m. There were no budget variances for the financial year. These targets were taken from the approved IDP of the municipality.

All operational budgets were expended successfully at the end of the financial year under review. There were no provincial roads that were delegated for the municipality for the financial year under review

T 3.7.10

Chapter 3

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

INTRODUCTION TO TRANSPORT

Rand West City Local Municipality is currently not a Transport Authority. In the West Rand Region, the West Rand District Municipality (WRDM) has been given the competency of a Transport Authority for the entire region.

Currently there is no Public Bus Operation for the municipality. There is also no municipal entity responsible for rendering a public transport service within the municipality. The only viable public transport service is currently being provided by the taxi industry and train services.

The vehicle licensing function is taken care of by the Public Safety section of the municipality.

T 3.8.1

T 3.8.2

3.8.2.1

T 3.8.3

T 3.8.4

T 3.8.5

T 3.8.6

T 3.8.7

Tables T 3.8.1-T 3.8.7- are not applicable to the RWCLM.

Rand West City Local Municipality has no transport services nor is a Municipality, by law a Transport Authority. The entire district is a Transport Authority has been delegated to the West Rand District Municipality, as Transport Authority. There are no bus services from Rand West City municipality and obviously there are no employees for these service, no budget for this service, no capital expenditure for this service, and no operational expenditures for this service

T 3.8.1

3.9 WASTEWATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

Stormwater infrastructure comprises of both lined and unlined stormwater channels, stormwater inlets, outlets and grids. The progress to upgrade the storm water drainage system in the entire municipal jurisdiction can be accelerated through routine maintenance in the form of cleaning, this usually involves cleaning storm water channels and water kerb inlets on a periodical basis, especially during the dry season. The delay of not maintaining certain open stormwater channels was linked to not having the correct resources to conduct the activity during the review year.

Flooding was reported once in Mohlakeng for the year under review created by heavy rain. Challenges that the municipality finds is that residents regularly throw waste and unwanted foreign objects in the storm water channels, stormwater inlets, and stormwater outlets. There is also, theft on a continuous basis, and vandalism of angle irons that supports concrete slabs of water inlets, and manhole covers, which poses a challenge to redesign the inlets, and also places at risk and danger to residents. The infrastructure section has started to utilize nonrecyclable kerb inlets, with the view to limit the theft of the stormwater inlet.

The service delivery priorities were to maintain the existing storm water infrastructure in all the municipality with the limited funds, and to construct new infrastructure when new roads were constructed. Therefor being more effective in the storm water

Chapter 3

management. Improvements to performance included, the conducting of physical inspections of the entire infrastructure daily, followed the maintenance plan regarding the operation maintenance.

Every storm water channel flowing past the informal settlements, especially Bekkersdal and other areas, has not been cleaned least once a month as required as there are no sufficient resources to clean the stormwater channels. Relevant assistance was provided to impoverished communities. Issues raised during public consultative meetings and complaints were all attended to in a reasonable timeframe. No municipal entity is responsible for storm water drainage or render these services for the municipality, all work is done internally.

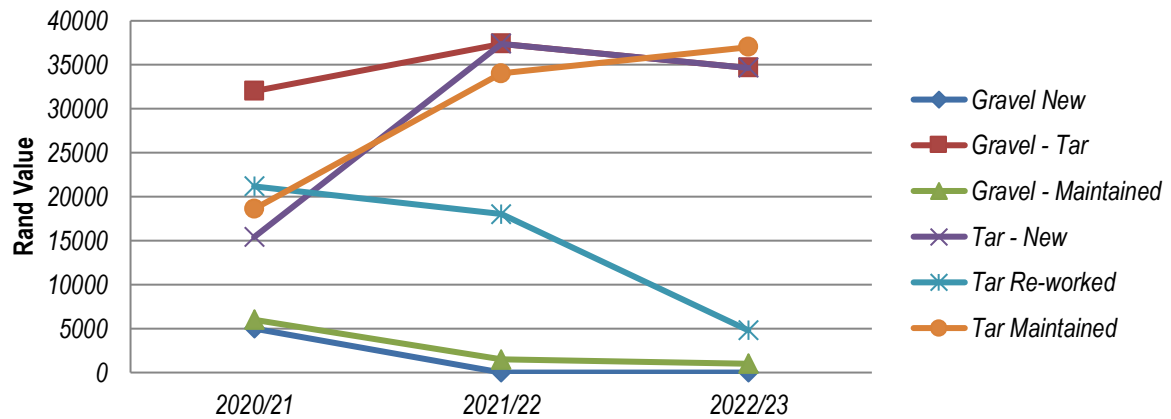
T 3.9.1

Stormwater Infrastructure 2024/2025				
Kilometres				
	Total Stormwater measures	New stormwater measures	Stormwater measures upgraded	Stormwater measures maintained
2021/22	261	7.5	0	69
2022/23	262	1	1	44
2023/24	264	2	0	52
2024/25	264	0	0	20
				T 3.9.2

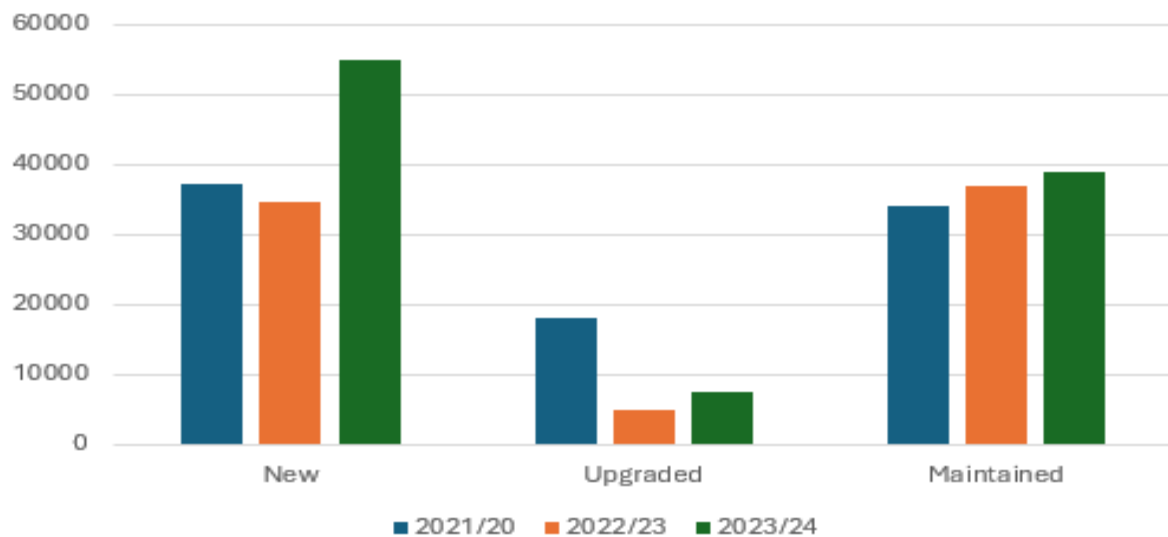
Cost of Construction/Maintenance -2024/2025			
R' 000			
	Stormwater Measures		
	New	Upgraded	Maintained
2021/22	0	0	0
2022/23	0	0	0
2023/24	0	0	0
2024/25	0	0	0
The cost of the stormwater measures is covered under the Roads – T 3.7.4			
T 3.9.3			

Chapter 3

Road Infrastructure costs



Cost of Construction/Maintenance



Stormwater Policy Objectives Taken From IDP -2024/2025									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year 2022-2023		Year 2024-2025			Year 2024-2025	Year 2025-2026	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Installation of new stormwater system in Westergloor and Mohlakeng					0.4Km	0.4Km			
Nothing for the year under re-view						0			
T 3.9.5									

Chapter 3

Employees: Storm Water Services -2024/2025					
Job Level	2023/2024	2024/2025			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3					
Total	0	0	0	0	0
Note: All employees accounted under Roads T 3.7.7					
T 3.9.6					

Financial Performance Year 2024/2025: Stormwater Services					
					R'000
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					0
Total Operational Expenditure					0
Net Operational Expenditure	0	0	0	0	0
Cost accounted under Road's construction, see table T.3.7.8					T 3.9.7

Capital Expenditure Year 2024/2025: Stormwater Service					
R' 000	Year 2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	#DIV/0!	
				#DIV/0!	
Cost accounted under Road's construction, see table T 3.7.9					T 3.9.8

COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:

The division has been undertaking cleaning and repair of its storm water systems and water kerb Inlets on recurring basis, particularly during dry weather, as and when required or reported. Floods were experienced in and around Mohlakeng because of the heavy storms. Issues that the division continues to deal with is the constant effort by residents that throw waste and unwanted foreign objects that include building rubble into the storm water channels and inlets on a daily basis.

The measures taken to optimize performance was having been to physically inspect the infrastructure on a daily basis and follow up the maintenance plans with regards to the operational maintenance related to that, enabled efficient service.

Chapter 3

While there is no official storm water infrastructure in the informal settlement, support was given to the informal settlements by managing surface run-off to alleviate proximate flooding. Related support was offered to the poor communities in that, indicated issues through public consultative meetings and complaints were responded to a reasonable time period. No administration exists with the responsibility to manage, deliver, storm water entity for the municipal area.

T 3.9.9

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes Planning; and Local Economic Development (LED).

INTRODUCTION TO PLANNING AND DEVELOPMENT

The Rand West City Local Municipality measures of a total area of 1 115 km² and it is in the western part of Gauteng Province. It is one of the three (3) Local Municipalities forming the West Rand District. The town borders Mogale City in the north, the City of Johannesburg (COJ) in the east as well as the Merafong City in the west.

The Rand West City is easily accessible through major routes such as the N14, N12 and R28. The city is strategically located due to its proximity to the major economies of Gauteng that is Johannesburg and Ekurhuleni. The town is also used as a “passageway” to other towns in the North-West and Northern Cape Provinces, and this present are huge potential for investment opportunities.

The Spatial Planning and Economic Development components of the municipality play a critical role in shaping the spatial and economic trajectory of the city. These components work in an integrated manner to promote sustainable land use, inclusive growth, and strategic investment.

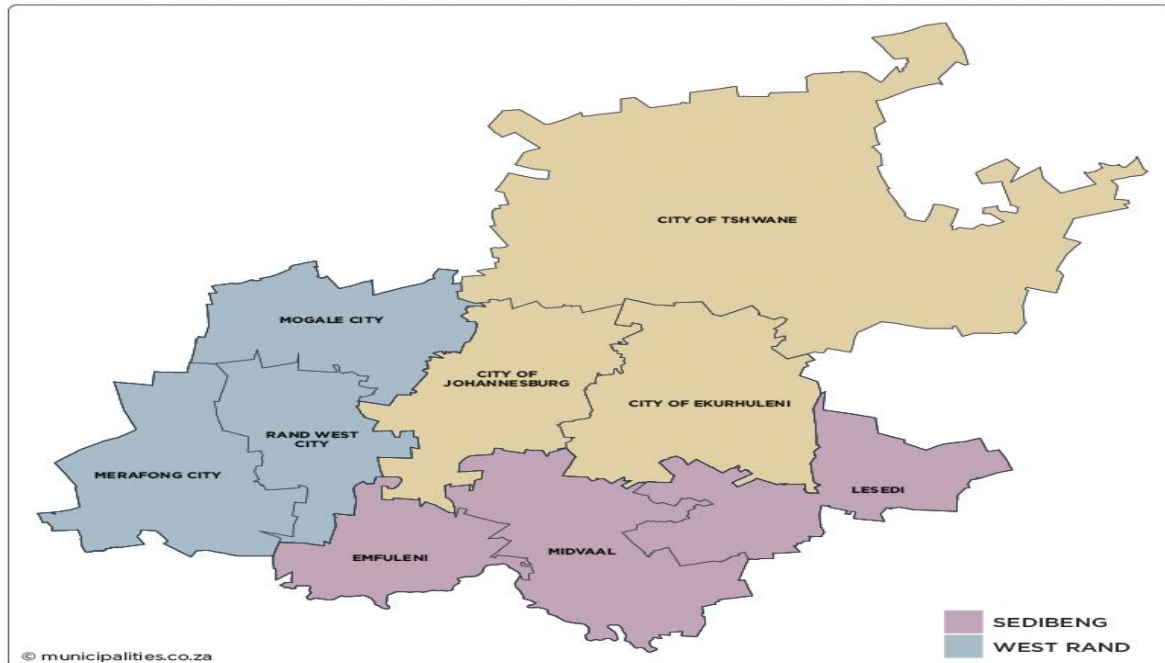
Planning in the area is focused on nodal and corridor development especially around the Randfontein primary node, Westonaria primary node, the Syferfontein secondary node and the Badirile rural node to enhance the business offering and investment attraction into the area.

The municipality also has strategic land within the industrial area of Aureus and Westonaria, which can be made available for investment.

Ageing infrastructure remains a key challenge within the Municipality; however, the municipality has developed a comprehensive Infrastructure Master Plan to address the infrastructure backlog.

As a principle of spatial justice to redress the spatial imbalances of the past, the city made a conscious decision to drive development towards the previously disadvantaged areas and promote integrated development to ensure the sustainable development of the area.

Chapter 3



T 3.10

3.10 PLANNING

INTRODUCTION TO PLANNING

The Spatial Planning and Land Use Management Unit within the Economic Development, Human Settlement & Planning Department renders the following Key Performance functions within the Municipal area of jurisdiction:

Spatial Planning focuses on guiding development through land use management, township establishment, building control, and outdoor advertising, ensuring that spatial transformation, environmental sustainability, and compliance with the Spatial Development Framework (SDF) are achieved

LAND USE MANAGEMENT AND CONTROL

Land use management in Rand West City is currently regulated through the Randfontein Town Planning Scheme of 1988, the Westonaria Town Planning Scheme of 1981 and the Peri-urban Scheme of 1975.

We are currently in the process of developing a new land use scheme that conforms with Spatial Planning and Land Use Management Act (SPLUMA) 16 of 2013, and it will replace the old and outdated Town Planning schemes. The project is funded by the Premier's Office (Planning Division) and the Department of Agriculture, Rural Development and Land Reform.

Chapter 3

The Act also requires municipalities to establish Municipal Planning Tribunals or form part of a Joint Municipal Planning Tribunals with adjacent municipalities or municipalities in the same District, to consider certain categories of land development applications and objections submitted.

Rand West City is part of the District Municipal Planning Tribunal (DMPT) and is represented in the tribunal by the Manager Spatial Planning and Land Use Management.

DEVELOPMENT FACILITATION / GIS

Facilitation of development in RWCLM is guided by the approved Municipal Spatial Development Framework that replaced the two former Spatial Development Frameworks of the former two municipalities.

One of the purposes of a SDF is to encourage and promote residential, business and industrial development through provision and dissemination of Spatial and Cadastral information. Over the last three years the Rand West City experienced enormous growth with the approval of six (6) Mega Human Settlements developments which includes the, Western Mega Development (Toekomsrus Extension 4), Montrose City (Middelvlei Township), AFRI-Village (Greenhills Extension 12), Dan Tloome City (Wheatlands Township), Westonaria Borwa and Droogeheuwel, which are a catalyst in the integration of our previously distorted spatial settlement patterns. Over and above the mega projects, there is also a private housing development called Toekomsrus Extension 2.

BUILDING CONTROL AND MANAGEMENT

The Building Control Section is responsible for regulating building activities and managing outdoor advertising within the municipal area, in line with the National Building Regulations and Building Standards Act (Act No. 103 of 1977), as well as the municipality's Outdoor Advertising By-laws.

The section ensures that all construction complies with safety standards, promotes orderly development, and protects the integrity of the built environment through the approval of building plans, site inspections, and enforcement actions where necessary.

In addition, the section oversees the control and management of outdoor advertising structures to ensure that signage is safe, aesthetically appropriate, and does not negatively impact public spaces or traffic safety.

By fulfilling its dual mandate, the section contributes to sustainable urban development, visual amenity, and compliance with regulatory frameworks that support the municipality's strategic spatial and economic goals.

There is a need to capacitate the Westonaria office as it is currently operating with only one (1) Building Inspector, who is expected to cover the entire Westonaria region

T 3.10.1

Applications for Land Use Development									
Detail	Formalisation of Townships			Rezoning			Built Environment		
	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
<i>Planning application received.</i>	0	1	1	21	22	23	36	24	21
<i>Applications withdrawn.</i>									
	0	0	0	0	0	0	0	0	0
<i>Applications outstanding at year end.</i>	0	0	0	5	10	0	5	0	0
T3.10.2									

Planning Policy Objectives Taken From IDP								
Service Objective	Service Indicator	Service Targets	2021/2022		2022/2023		2022/2025	
			Target	Actual	Target	Actual	Target	Actual
To promote integrated sustainable development planning for the future	Land Use Applications received and scrutinised and approved in terms of SPLUMA By-Law	Percentage (100) of compliant Land Use Applications received, scrutinised, and approved in terms of the RWCLM SPLUMA By-Law	100%	100%	100%	100%	100%	100%
	Building Plans Applications	Percentage (100) of compliant Building Plans applications received, scrutinised, and approved in terms of the National Building Regulations and Standards Act 1971	100%	100%	100%	100%	100%	90%
T 3.10.3								

Chapter 3

Employees: Planning Services					
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	1	1	1	1	0
4 – 6	8	9	8	1	2
7 – 9	4	7	4	7	33
<i>Total</i>	13	17	13	9	34.0
T 3.10.4					

Financial Performance Year 2024/2025: Planning Services					
R'000					
Details	Year -2023/24	Year 2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	2,983	431,698	523,773	538,204	0.20
<i>Expenditure:</i>					
Employees	14,441	17,995	17,995	23,087	0.22
Repairs and Maintenance	–	–	–	–	–
Other	559	29,377	22,377	42,637	0.31
Total Operational Expenditure	16,319	47,372	40,372	65,724	0.28
Net Operational Expenditure	(13,262)	384,326	483,401	472,480	0.19
T 3.10.5					

Capital Expenditure: Planning Services – 2024/2025					
R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Ex- penditure	Variance from original budget	Total Project Value
Mohlakeng North Extension	R 50 000 000	0	R 43 000 000	0	R 50 000 000
Total All	R 50 000 000	0	R 43 000 000	0	R 50 000 000
Township Establishment	1	0	R 43 000 000	0	R 50 000 000
T 3.10.6					

Chapter 3

COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

SPATIAL PLANNING SECTION PERFORMANCE

The Spatial Planning Unit plays a pivotal role in guiding the sustainable and integrated development of the municipality through the application of spatial planning principles, policies, and legislative frameworks. In the year under review, the Unit continued to implement and enforce the Spatial Planning and Land Use Management Act (SPLUMA), 2013 and worked towards aligning spatial development initiatives with the Integrated Development Plan (IDP), Municipal Spatial Development Framework (SDF), and precinct plans.

The unit's performance focused on promoting orderly development, spatial transformation, and efficient land use through the evaluation of land development applications, development of spatial policies and frameworks, and facilitation of strategic land-use decisions. Through these activities, the Spatial Planning Unit contributed to creating well-structured, inclusive, and resilient communities.

Below is the number of land use applications approved for the period under review:

During the First (1) quarter the Section approved 6 Land Use applications with a revenue of R 22 854

During the Second (2) quarter the Section approved 43 Land Use applications with a revenue of R105 197

During the Third (3) quarter the Section approved 11 Land Use applications with a revenue of R35 000

During the Fourth (4) quarter the Section approved 15 Land Use applications with a revenue of R33 154

BUILDING CONTROL SECTION PERFORMANCE

The Building Control Section is responsible for ensuring compliance with the National Building Regulations and Building Standards Act (Act No. 103 of 1977), as well as municipal by-laws governing construction and development.

During the year under review, the section continued to perform its mandate of regulating building activities, approving building plan applications, and conducting site inspections to ensure that all developments meet prescribed safety and quality standards.

In addition to its regulatory role, the section monitored unauthorised structures, issued notices where necessary, and provided technical support to developers and property owners.

The management of Outdoor Advertising also formed part of the section's responsibilities, ensuring that signage installations are compliant with municipal guidelines and do not pose risks to public safety or visual amenity.

The Building Control Section remained focused on promoting orderly development, safeguarding public health and safety, and contributing to the municipality's broader objectives of sustainable urban growth and infrastructure integrity.

Below is the number of building plans approved during the year:

During the First (1) quarter the Section approved 78 Building Plans with an estimated value of R 13 941

During the Second (2) quarter the Section approved 85 Building Plans with an estimated value of R 50 000

During the Third (3) quarter the Section approved 51 Building Plans with an estimated value of R 13 638

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During the Fourth (4) quarter the Section approved 90 Building Plans with an estimated value of R 75 133

CURRENT PROJECTS

COMPILATION OF THE NEW LAND USE MANAGEMENT SCHEME

The introduction of Spatial Planning and Land Use Management Act (SPLUMA) heralds a new chapter for Spatial Planning and Land Use Management in South Africa. The Act seeks to provide a uniform Framework for Spatial Planning and Land Use Management and provides for inclusive, developmental, equitable and efficient spatial planning, at the different spheres of government, including the local municipalities. Through the set of by-laws that have been introduced, decision making on development applications will be made easy and approval timeframes for land development applications will also be improved.

Through the financial assistance from the Department of Agriculture, Land Reform and Rural Development, Tshani Consulting Cc have been by the Department to assist the Municipality with the compilation of a new municipal wide Land Use Management Scheme. The Draft Land Use Scheme is ready for public participation subject to Council approval.

There is a dire need for the RWCLM to position itself for the rolling out of the implementation of the new planning legislation, through updating our land use management controls and reviewing of our outdated policies.

REVITALISATION OF THE CENTRAL BUSINESS DISTRICTS (RANDFONTEIN & WESTONARIA)

The Rand West City LM had applied for funding to the National Treasury under the Neighbourhood Development Partnership Grant (NDPG) for the revitalization of the two (2) main Central Business District areas of Randfontein and Westonaria.

According to National Treasury, the purpose of the grant is to fund and facilitate the planning and development of Neighbourhood Development Programmes and Projects that will be catalysts for further development in these areas. The fund is directly managed by the National Treasury.

The application for revitalisation of the Randfontein CBD has been approved for funding by Treasury and phase 1 of the project will include the following:

4.1km of Road rehabilitation and resurfacing of Main Reef Road (R28)

Stormwater rehabilitation

Signage and markings

Bollards, Bins and Benches

Landscaping and Trees

Pedestrian safety features

To date, 1.5km of the road has been resurfaced and road markings completed. Upon receiving the next allocation from National Treasury, phase 2 of the road rehabilitation and resurfacing will commence accordingly.

FUTURE PROJECTS

Chapter 3

SPATIAL INFORMATION DISSEMINATION SERVICES/ GIS

Through the GIS function, the department is aiming to be the custodian of the municipality's cadastral data which has a direct influence and impacts on non-spatial areas such as billing and revenue.

With necessary support given through the budget process, the department will continuously work to further develop a Spatial Integrated Information Management System (SIIMS) for the municipality and its customers, using GIS, aerial photography and other internet-based tools to increase public access to services provided by the GIS function. This supports the Municipality's vision of growing the municipal GIS to an enterprise GIS where capacity building and training is an integral part of the process.

The Municipality through its budgeting process should strive to allocate more budget and related resources to establish a municipal wide GIS, that will have linkage with the Municipal General Valuation Roll (GVR). Town Planning Cadastral information can then be linked to the central Deeds Office. External funding for this should be sourced from the Provincial or National Departments if possible.

REVIEW OF THE SPATIAL DEVELOPMENT FRAMEWORK (SDF) 2019

The Region is faced with unique development challenges in that it is highly reliant on mining and mineral assets. In addition, the mining assets are highly compromised by the declining mining industry in the area. This raises the urgent need for the diversification of the economy.

The RWCLM has specific coordination and facilitation responsibilities, which need to be addressed in an innovative way to initiate and promote local development and to attract investment. The review of the Rand West City Local Municipality Spatial Development Framework is very critical in order to ensure that the Municipality development trends are cognisance of the spatial planning policies as approved by Government through the various National Departments.

The SDF review addressed critical issues in the Municipality area including establishment of sustainable neighbourhoods, diversifying the local economy, providing a basis for integrated infra-structure planning, and the environmental issues caused by the impact of mining. Through the approved SDF, the Municipality had identified and approved two distinct nodes namely the Uncle Harry's Precinct Plan and the Badirile/Brandvlei Precinct Plan. With the envisaged review of the SDF, the two nodes will also have to reviewed and additional nodal points be added when necessary.

The SDF is undertaken with a view to informing interventions by both the public and private sectors, to facilitate economic growth and development, through social and spatial development and regeneration.

MUNICIPAL LAND USE AUDIT

A land use audit was conducted within the entire Randfontein area, to validate the cadastral information. The former Municipality had outdated land use information from a land use audit which was conducted in 2008. Due to a lack of capacity the Municipality was unable to keep track of new and changed land uses, and ownership of properties within the municipality for the last 4-5years. They were also unable to keep track of changes in their cadastral information.

A need has therefore arisen to conduct a new land use and audit as part of the compilation of the new Land Use scheme. This will result in:

- Better Governance*
- An updated spatial information (GIS) database (cadastral land parcels with land ownership Information, linked zoning, information potential vacant land, primary SDF features)*
- Verification of the General Valuation Roll*
- Verification of the Asset Register (Municipal Assets)*
- Identification of vacant land for future development*
- improved service delivery*
- improved spatial planning*

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- inform the SDF on current trends and development
- Identification of illegal land uses

T 3.10.7

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKETPLACES)

INTRODUCTION TO ECONOMIC DEVELOPMENT

The Economic Development component of Rand West City Local Municipality (RWCLM) is central to the City's mission of fostering sustainable local economic growth, job creation, and socio-economic transformation. Situated at the heart of the West Rand District, Rand West City serves as a strategic link between Gauteng's industrial and mining heritage and its evolving knowledge- and services-driven economy.

This component is mandated to drive inclusive economic growth through targeted support for Small, Medium and Micro Enterprises (SMMEs), promotion of entrepreneurship, facilitation of local investment, tourism development, and advancement of the informal economy. As part of the broader Economic Development, Human Settlements and Planning (EDHS&P) Department, it aligns its initiatives with the municipality's Integrated Development Plan (IDP), Gauteng Growth and Development Strategy (GDS 2030), and National Development Plan (NDP 2030).

In the 2024/2025 financial year, the Economic Development unit focused on:

- Enterprise and SMME Development: Strengthening entrepreneurial support systems and access to funding opportunities.
- Facilitation: Implementing programs aimed at linking job seekers to economic opportunities.
- Sector Development: Supporting high-potential sectors such as agriculture, mining, manufacturing, and the green economy.
- Informal Economy Development: Improving working conditions, infrastructure, and support for informal traders.
- Investment attraction and business retention

At the core of all the programs is to be biased towards township economic development, economic transformation and the support of designated groups.

These strategic interventions were undertaken in close collaboration with key stakeholders such as the West Rand District Municipality, Gauteng Department of Economic Development, development finance institutions, private sector partners, and civil society.

The following section provides an overview of the programmes implemented, challenges encountered, outcomes achieved, and key performance indicators that reflect the City's efforts to stimulate economic activity and uplift livelihoods.

T 3.11.1

Economic Activity by Sector			
R '000			
Sector	Year -2024/2025	Year -2023/2024	Year - 2022/2023

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<i>Agric, forestry and fishing</i>	1,5	1,5	-4,15
<i>Mining and quarrying</i>	5	2	5,67
<i>Manufacturing</i>	5,8	6,3	2,45
<i>Wholesale and retail trade</i>	5,1	5,2	-33
<i>Finance, property, etc.</i>	4,8	5,2	2,97
<i>Govt, community and social services</i>	2,5	2,5	3,64
<i>Infrastructure services</i>	3,8	4,1	5,13
Total	28,5	26,8	
T 3.11.2			

Source: Quantec 2023

Economic Activity by Sector			Number of Jobs
Sector	2023/2024	2024/2025	
<i>Agric, forestry and fishing</i>	25 000	6 814	
<i>Mining and quarrying</i>	435 000	25 724	
<i>Manufacturing</i>	300 000	47 413	
<i>Wholesale and retail trade</i>	200 000	52 148	
<i>Finance, property, etc.</i>	255 000	63 186	
<i>Govt, community and social services</i>	310 000	9 152	
<i>Infrastructure services (Electrical Services)</i>	430 000	960	
Total	1955000	205397	
T 3.11.3			

Source: Quantec: 2023

COMMENT ON LOCAL JOB OPPORTUNITIES:

The challenge of unemployment remains a critical concern for Rand West City, with Youth and Women Disproportionately affected. The municipality recognizes that enabling and expanding local job opportunities is essential for economic resilience and community well-being. During the 2024/2025 financial year, the Economic Development Unit focused on facilitating job creation through targeted programmes and partnerships. These included:

- Expanded Public Works (EPWP) - 797
- Community Works Programme (CWP) - 5000
- Rand West City Agri Park -13 (31 job opportunities)
- Mega Human Settlements Projects
- Construction of bulk infrastructure
- Approval of Private developments, like the Umphakathi Mall and Umphakathi Plaza
- Maintenance of roads
- Collections of waste
- Cleaning of illegal dumping sites

T 3.11.4

Jobs Created during 2024/2025 by LED Initiatives (Excluding EPWP projects)

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Total Jobs created / Top 3 initiatives	Jobs created No.	Jobs lost/displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created/lost
<i>Total (all initiatives)</i>				
2023/2024	599			<i>Reports</i>
2022/2023	537			<i>Reports, Contracts & Time sheets</i>
2021/2022	461			<i>Reports, Contracts & Time sheets</i>
T 3.11.5				

Job creation through EPWP* projects 2024/2025		
	EPWP Projects No.	Jobs created through EPWP projects No.
<i>Details</i>		
2022/2023	40	2 000
2021/2022	50	2 900
2020/2021	66	4 500
*2024/2025		T 3.11.6

Local Economic Development Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2022/2023		2023/2024		2024/2025	
		Target	Actual	Target	Actual	Target	Actual
Service Objectives							
To promote Economic Development and Growth by 30 June 2024							
Operationalisation of the Agripark	Number (4) of stages in the operationalisation of the Agripark by 30 June 2024	N/A	N/A	N/A	N/A	4	4
Registration of Businesses on CIPC	Number (300) of SMMEs assisted through business registration by 30 June 2024	N/A	N/A	N/A	N/A	300	312
Mechanisation program	Number (5) of days taken to respond to Farmers requests on the mechanisation pro-gram	N/A	N/A	N/A	N/A	5 DAYS	3 DAYS
T 3.11.7							

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Employees: Local Economic Development Services					
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	1	1	1	0	0
4 - 6	3	4	2	3	75%
7 - 9	4	4	3	1	25%
10 - 12	0	0	3	0	0
Total	7	9	9	2	18%
					T 3.11.8

Financial Performance: Local Economic Development Services – 2024/2025					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	399,006	4,078	4,378	4,851	0.16
<i>Expenditure:</i>					
<i>Employees</i>	10,581	1,469	1,469	9,580	0.85
<i>Repairs and Maintenance</i>	–	–	–	–	-
<i>Other</i>	35,952	10	10	37	0.73
Total Operational Expenditure	75,380	1,479	1,479	75,380	0.98
Net Operational Expenditure	319,349	2,599	2,899	319,349	0.99
					T 3.11.9

Chapter 3

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

The 2024/2025 financial year presented both opportunities and persistent challenges in advancing Local Economic Development (LED) within Rand West City. As a municipality with a mixed urban-rural character and a legacy mining economy, with a tress index of 54%, the City's LED strategy continues to focus on diversification, inclusion, and resilience.

KEY ACHIEVEMENTS:

The municipality successfully implemented several LED interventions that supported township enterprises, cooperatives, and informal traders. These included capacity-building workshops, business registration drives, and facilitating access to market opportunities.

Provision of trading stall to informal traders.

Through partnerships with the Gauteng Department of Economic Development, GDARD and national entities such as SEDA and NYDA, the City expanded support to youth- and women-owned businesses.

The Executive Mayor hosted a breakfast meeting with Local Big Businesses.

Community-based economic initiatives such as agricultural cooperatives and food gardens were supported to stimulate rural development and food security.

The municipality availed more than 400 hectares of land to the Provincial Government for the establishment of SEZ.

Infrastructure investments linked to catalytic economic nodes and housing development—such as mega human settlement projects, industrial zones, tourism assets, and Agri-Parks—laid the groundwork for longer-term job creation and investment attraction.

CHALLENGES ENCOUNTERED:

High levels of unemployment, particularly among youth and unskilled workers, remain a concern.

Investment inflows were constrained by broader economic uncertainty and limited bulk infrastructure capacity.

The continuous shedding of jobs by the mining sector.

T 3.11.11

Sectoral focus and priorities

Mining sector challenges	Opportunities
<i>Resource Depletion: making it more expensive to mine. Environmental Impact: which include water pollution, air pollution and habitat destruction. Relationships with hosting communities in terms of social and labour plans.</i>	<i>Strengthening the forward and backward linkages through the IPAP Focus on value-add activities, training, and R&D Economic diversification by supporting downstream industries, such as processing and manufacturing, and creating jobs in related sectors.</i>

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Mining sector challenges	Opportunities
<i>Safety Concerns: high potential for accidents, injuries, and fatalities.</i> <i>Global Economic Factors: The mining sector is sensitive to fluctuations in commodity prices,</i> <i>Infrastructure Challenges: Access to reliable infrastructure, including energy, and water supply.</i> <i>Old mining villages becoming ghost towns i.e., Venterspost in Westonaria</i> <i>Lack of forward and backward linkages in mineral beneficiation</i> <i>Dolomitic land</i>	<i>Through SLP to invest in community development projects, education, and healthcare to foster positive relationships and gain local support.</i> <i>Mineral Exploration and Innovation: Advancements in exploration technologies, including geophysical surveying, remote sensing, and artificial intelligence, offer new opportunities for the discovery of mineral deposits.</i> <i>Investing in integrate renewable energy sources, such as solar,</i>
Manufacturing sector challenges	Opportunities
<i>Access to reliable infrastructure e.g. energy supply.</i> <i>Ageing infrastructure including roads.</i> <i>Lack of investment incentives to encourage local and foreign investors.</i> <i>Lack of appropriate skills in the metals sector i.e. technical, artisan, and engineering.</i>	<i>Mineral beneficiation</i> <i>Agriculture beneficiation</i> <i>Strengthening the forward and backward linkages in the mining and agriculture sectors</i> <i>Manufacturing that deals with chemical waste</i> <i>Focus on value-add activities, training, and R&D</i>
Agriculture sector challenges	Opportunities
<i>Water availability for irrigation</i> <i>Large portions of the Local is conservancy areas.</i> <i>Dominance of mining activity</i>	<i>Intensive commercial farming</i> <i>Small scale commercial farming</i> <i>Subsistence farming</i> <i>Aquaculture development</i> <i>Agro-processing industries</i> <i>Promotion of local suppliers of agricultural inputs</i>
Tourism sector challenges	Opportunities
<i>Inadequate marketing and branding</i> <i>Poor east – west transport links to central Gauteng</i> <i>Poor road signage and directions</i>	<i>Proximity to the Cradle of Humankind</i> <i>N12 Treasure Route</i> <i>Upgrading of existing tourism facilities</i> <i>Township tourism</i> <i>Sports tourism</i> <i>SMME development</i> <i>Development of tourism packages</i> <i>Mining and Agri-tourism</i> <i>Development of tourist routes</i> <i>Tourism and hospitality training</i> T 3.11.11

Chapter 3

COMPONENT D: COMMUNITY & SOCIAL SERVICES

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

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

The community and social services are offered through three (3) sections located in the Community Services Department, namely Health and Social Services, Parks and Cemeteries, Sport, Arts, Culture, Recreation and Library Information Services.

Health and Social Services

Social Services focus on developmental programmes that aims at empowering and uplifting the vulnerable groups. Health Services coordinates the implementation of health programmes to instil healthy lifestyles.

Most programmes under the Health and Social Services Section are implemented in collaboration with other stakeholders such as government departments, private sectors, and NGOs due to lack of funding.

Health and Social Services also assist with the indigent management programme by providing subsidy to the destitute families who cannot afford to bury their loved ones in dignity. 40 Indigent families were subsidized on indigent burial in the period under review.

Social Development Unit

The community and social services are offered through three (3) sections located in the Community Services Department, namely Health and Social Services, Parks and Cemeteries, Sport, Arts, Culture, Recreation and Library Information Services.

Social Services focus on developmental programmes that aims at empowering and uplifting the vulnerable groups. Health Services coordinates the implementation of health programmes to instil healthy lifestyles. Most programmes under the Health and Social Services Section are implemented in collaboration with other stakeholders such as government departments, private sectors, and NGOs due to lack of funding.

Health and Social Services also assist with the indigent management programme by providing subsidy to the destitute families who cannot afford to bury their loved ones in dignity. 40 Indigent families were subsidized on indigent burial in the period under review with an amount of R 183 493,50.

Social Development Unit

Programmes which were implemented in the period under review includes amongst others:

- *Monitoring compliance of Early Childhood Development Centres (ECDs).*
- *Coordination of training for ECD practitioners in collaboration with Matthew Goniwe School of Leadership and Governance.*
- *Support programmes for people with disabilities.*
- *Coordination of Local Drug Action Committee (LDAC) activities.*
- *Youth programmes*

This unit is also responsible for intervention in disaster cases by offering counselling and referral for social relief of distress to other stakeholders as well as pre-statutory work through counselling and referral of clients in distress situations.

The approved organogram for Social Development Unit consists of three (3) posts comprising of:

1 x Community Development Specialist

2 x Development Officers

1 x vacant post of Manager Health and Social Services

Health Services Unit

Chapter 3

The Unit endorses preventative and curative measures informed by the National HIV/AIDS strategy. The Unit coordinates an HIV/AIDS programme which is funded through the West Rand District Municipality by the Gauteng Department of Health. The aim of the programme is to educate community members through the assistance of Ward Based Volunteers (WBV) on health aspects such as HIV/AIDS, Tuberculosis (TB) and Sexual Transmitted Infections (STIs). 96 WBV were recruited until the end of June 2023 under this programme and monthly stipends were paid through the grant funded by the Provincial Department of Health to the value of R3 636 480 as allocated for the year under review.

The approved organogram for the Health Unit consists of three (3) posts comprising of:

- 1 x Specialists
- 1 x Office Administrator

Statistics Narration

- 109 142 households were visited for the July 2022- June 2023
- 288 523 people were reached.
- 19 Follow ups
- 29 referrals
- 1371 media materials distributed
- Condoms issued
- o 34 201 male
- o 490 female

Programmes implemented under this unit during the period under review:

- *The Traditional health practitioners' workshop was held on the 11 August 2022 at Imbizo hall WRDM. All the traditional health practitioners of Rand West City were invited and 43 attended the workshop. The workshop was facilitated by the Department of Health, coordinated by the Secretariat of Rand West City local municipality.*
- *An anti-substance use campaign was held in Mosielele Community Hall, Dan Tloome Randfontein on the 24th of March 2023. 210 people attended the session, which was done in collaboration with Westview Clinic, Life Nkanyezi Recovery Centre, Department of Social Development and Essential Outreach International.*
- *A Tuberculosis (TB) awareness campaign was held on the 17th of March 2023 at Simunye Sport Ground. 126 people attended the*
- *An awareness campaign against stigmatization of the LGBTQI+ community was held at Badirile- Brandvlei on the 15 June 2023. Target population was the community of Rand West City including the West Rand Region community members. Total number of people who attended the campaign was 88.*
- *The job-hunting skills programme was held on the 29 June 2023 at Dan Tloome. 37 attendees, which includes 33 people with disabilities and 04, care givers attendant the programme. People with disabilities were from these organisations and communities:*
- *The youth consultation session was held on the 24 June 2023 at Mosielele Community Hall. Dan Tloome. 60 youth and young adults' attendant the session. Consultation and coaching were done in terms of the development and empowerment of youth in that area. The purpose of the session was the "let's talk" session as an engagement to find out the following: Who the youth of Dan Tloome are? What do they have in terms of skills and resources. What do they need (training, business, and other opportunities? What are their interest and goals?*

The needs and interests of the community are as follows:

Job, learnership and internship opportunities., Registration and funding of NPO's., Skills training required. Projects to be initiated e.g., Aftercare for learners.

Chapter 3

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

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



LIBRARY & INFORMATION SERVICES CORE FUNCTIONS:

To ensure access to information as prescribed by the South African Constitution.

To promote employment equity and skills development, therefore effecting efficiency and effectiveness to clientele.

Position libraries as centres for the dissemination of information and knowledge.

Position libraries as places where people from all backgrounds can interact (promoting social cohesion)

Implement I.G.R. joint plans and programmes with other spheres of government.



The Rand West City Local Municipality has 14 X Community Libraries that provide access to information services to the public.

- Westonaria Town Library
- Zuurebekom Library

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- Bekkersdal Library
- Venterspost Library
- Glenharvie Library
- Hillshaven Library
- Bekkersdal Modular Library
- Randfontein Town Library
- Mohlakeng Library
- Toekomsrus Library
- Randgate Library
- Kocks Oord Library
- Jabulani Modular Library
- Badirile Modular Library

T 3.12.1

SERVICE STATISTICS FOR LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

The core mandate of the section is to provide sport and recreational facilities to promote social cohesion. The following facilities were inspected and monitored:

Mohlakeng Recreation Centre, Ace Ntsoelengoe Stadium, Westonaria Sports Complex, Simunye Multi-Purpose, Zurbekom Multi-purpose, Badirile Sports Complex, Simunye Gymnasium, Mohlakeng Recreation Centre, Finsbury Sport Complex, Mohlakeng Tennis Court, Mohlakeng Swimming Pool, Finsbury Swimming Pool, and Toekomsrus Swimming Pool. In inspecting and monitoring of facilities the section was able to meet the annual target.

Strategic goal is Long and healthy life for all socially integrated communities. And the top 2 service delivery priorities are:

1. Management of Arts and Culture unit ensuring effective implementation of all programmes
- 2 Management of the Sport and Recreation unit ensuring effective implementation of all programmes

Management of Arts and Culture unit ensuring effective implementation of all programmes

The Gauteng Organisation of Community Arts and Culture in partnership with Municipality, and Gauteng Department of Arts and Culture hosted an Arts festival on the 31 August 2024 at Simunye Multipurpose Hall.



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T 3.12.2

- The Goldfields South Deep Mine in partnership with Municipality held a successful Heritage Day Celebration on the 24th of September 2024 at Westonaria Civic Centre (Banquet Hall).



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- The Kgantshe Lesedi Foundation in partnership with Municipality held successful Heritage Day Celebration called "kgaba ka setso" on the 28th of September 2024 at Dan Tloome.



Chapter 3



- The Gauteng Organisation of Community Arts and Culture in partnership with Municipality, and Gauteng Department of Arts and Culture hosted Arts festival on the 31 August 2024 at Simunye Multipurpose Hall.



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The Municipality in partnership with Living Hope Gospel Choir hosted Clap and Tap festival on the 24th November 2024 at Ramosa Community Hall.



- *The Municipality in partnership with the Interim Rand West City Arts Council held the Annual General Meeting to elect the new Arts Council on the 30th November 2024 at Ramosa Community Hall.*

Chapter 3



-
- The Municipality in partnership with Olerato Youth Development (NPC), Gauteng Civil Society Forum under AIDS Council, Gauteng Department of Sport, Culture, Arts and Recreation and Healing Sizabantu NGO hosted a dance for cause event on the 13 December 2024 at Ramosa Hall.



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- The Municipality in partnership with 4 RONA BY RONA hosted a Christmas Explosion Music festival on the 25th of December 2024 at Ace Ntsoelengoe Stadium in Mohlakeng township.



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- *The Municipality in partnership with TDM holdings was supposed to host an Arts in Communities event, but due to financial constraints the event could not happen.*
- *The Municipality in partnership with Rand West City Arts Council hosted a successful Arts Council Launch event on the 29th of March 2025 at Westonaria Civic Centre, Banquet Hall.*



Management of the Sport and Recreation unit ensuring effective implementation of all programmes

- *The Municipality, in partnership with Goldfields South Deep Gold Mine hosted the successful Mandela day celebration soccer tournament on the 20th of July 2024.*

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- The Gauteng Department of Sports, Arts, Culture and Recreation in partnership with the Municipality hosted successful West Rand Golden Games 2024 on the 26 July 2024 at Westonaria Sports Complex.



Chapter 3



- The Gauteng Department of SARC in partnership with West Rand Municipalities hosted successful Rand West Games on the 09 August 2024 and West Rand Games on the 24 August 2024 respectively.

Rand West Games



Chapter 3

West Rand District Games



- The Municipality in partnership with Thanya Productions, Boxing South Africa hosted successful Rirothe Professional Boxing Tournament on the 30 August 2024 at Greenhills Stadium.



Chapter 3



The Gauteng Department of SACR in partnership with all Gauteng Municipalities hosted successful Provincial O.R Tambo Soncini games on the 26th and 27th October 2024 at university of Johannesburg, Auckland Park.



Gauteng Department of SARC and Office of the MEC SACR hosted Gauteng Sports Awards Finalists Announcement in partnership with Municipalities and federations to announce the finalist of the main event which will be on the 24 November 2024 at University of Johannesburg.

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The Gauteng Department of SARC in partnership with the Municipality hosted Phetogo Wellness Programme on the 23rd of November 2024 at Dan Tloome Community Hall.



SERVICE STATISTICS FOR LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

T 3.12.2

Libraries; Archives; Museums; Galleries; Community Facilities; Other Policy Objectives Taken From IDP 2024/2025									
Service Objectives Service Indicators (i)	Outline Service Tar-gets (ii)	2022/2023	2022/2023	2023/2024			2023/24	2024/2025	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)		*Previ-ous Year (v)	*Current Year (vi)		*Current Year (viii)	*Current Year (ix)	*Fol-lowing Year (x)
Management of Arts and Culture unit ensuring effective implemen-tation of all programmes	One (1) program	1	1	1	1	1	3	3	3
Management of the Sport and Recreation unit ensuring effective implementation of all programmes	One (1) program	1	1	1	.1	1	1	1	2
T 3.12.3									

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Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
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	1	1	1	0	0%
4 - 6	1	2	1	1	50%
7 - 9	11	12	11	1	8%
10 - 12	5	16	6	8	50%
13 - 15	16	20	18	6	30%
Total	30	51	39	16	31%
T 3.12.4					

Financial Performance: Libraries; Archives; Museums; Galleries; Community Facilities; Other 2024/2025					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	33,730	52,794	52,794	52,243	-0.01
<i>Expenditure:</i>					
<i>Employees</i>	19,863	43,542	43,542	44,448	0.02
<i>Repairs and Maintenance</i>	215	5,058	5,058	3,578	0.00
<i>Other</i>	2,171	1,381	1,381	1,306	-0.06
Total Operational Expenditure	34,938	49,981	49,981	49,331	-0.01
Net Operational Expenditure	6,853	2,813	2,813	2,912	0.03
T 3.12.5					

Capital Expenditure: Libraries; Archives; Museums; Galleries; Community Facilities; Other 2024/2025					
R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Ex- penditure	Variance from original budget	Total Project Value
<i>Total All</i>	198	198	198	0%	
<i>Procurement of Library Books</i>	198	198	198	0%	
T 3.12.6					

Chapter 3

COMMENT ON THE PERFORMANCE OF LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC) OVERALL:



During the 2024/25 financial year the municipality achieved the following:

- *Library Literacy Programmes: Successfully Promoted ("E.C.D. Born to Read for expectant Mothers, Spelling BEE competitions for Primary Schools, Book Whizz Mobi readathon for Secondary Schools")*
- *Increased public internet access at all libraries*
- *Procured new books for all libraries*
- *Distribution of new books to all libraries*

Chapter 3



T 3.12.7

In the 2024/25 financial year the following capital project was implemented:

- Procurement of Library Books

3.13 CEMETORIES AND CREMATORIIUMS

INTRODUCTION TO CEMETORIES & CREMATORIIUMS

Rand West City Local Municipality (Municipality) is mandated by Part -B of Schedule – 5 of the Constitution of South Africa (Act 106 of 1996) to develop, and maintain Cemeteries, Funeral Parlours, and Crematoriums. Services rendered by the Municipality are currently limited to developing and maintaining cemeteries. The West Rand District Municipality (District) is responsible for issuing licensing, and auditing crematoriums and funeral parlours.

The Municipality maintains twelve (12) cemeteries, ten of which are owned by the Municipality, and the remaining two (2) are established on private lands. These cemeteries include Badirile, Bekkersdal, Greenhills, Kocksoord, Mohlakeng, Randfontein South, Rikasrus, Simunye, Toekomsrus, and Westonaria.

The Westonaria cemetery is also provided with a columbarium burial facility. This facility provides for above-ground interment (burial) of cremated remains.

The two other cemeteries established on private lands include Zuurbekom, and Borwa. Services relating to cemeteries include but are not limited to grave bookings, grave preparations, monitoring of funeral operations, record keeping of interments, grave-stone applications, general maintenance, and development of cemetery infrastructure.

T 3.13.1

Chapter 3

Cemetery	Status	Size	Capacity (No. of Graves)	Number of Burial Graves Space Available	Burial Space Available in Years
Bekkersdal	Passive	20.5 Ha	45000	0	0
Simunye	Active	16.395 Ha	27000	13,516	16
Westonaria	Active	9 Ha	15000	6,731	15
Zuurbekom	Passive	2,125 M ²	500	0	0
Westonaria Borwa	Passive	8,097 M ²	1800	0	0
Randfontein South	Active	14.111 Ha	22000	6,102	5
Greenhills	Active	36.94 Ha	66000	937	2
Badirile	Passive	2,000 M ²	500	0	0
Mohlakeng	Passive	13,75 Ha	19000	0	0
Toekomsrus	Passive	5,36 Ha	11000	0	0
Kocksoord	Passive	9,800 M ²	4000	0	0
Rikasrus	Active	2 Ha	6000	245	4
Total			217800	27,531	42

SERVICE STATISTICS FOR CEMETORIES & CREMATORIIUMS				
Cemetery	Status	Size	Capacity	Burial Space Available
Bekkersdal	Passive	20.5 ha	45000	0
Simunye	Active	16.395 ha	27000	14018
Westonaria	Active	9 ha	15000	6844
Zuurbekom	Passive	2125 m ²	500	0
Westonaria Borwa	Passive	8097 m ²	1800	0
Randfontein south	Active	14.111 ha	22000	6654
Greenhills	Active	36.94 ha	66000	1557
Badirile	Passive	2000 m ²	500	0
Mohlakeng	Passive	13.75 ha	19000	0
Toekomsrus	Passive	5.36 ha	11000	0
Kocksoord	Passive	9800 m ²	4000	0
Rikasrus	Active	2 ha	6000	275
Total			217800	29348
				T 3.13.2

Cemeteries and Crematoriums Policy Objectives Taken From IDP									
Service Objec- tives <i>Service Indica- tors</i> (i)	Outline Service Targets (ii)	Year 2022-2023		Year 2023-2024			Year 2023-2024	Year 2024-2025	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
Provide a clean and green ceme- tery environment	Continuous improvement of cemeteries maintenance and upkeep	12	12	12	12	12	12	12	12
Implement interna- tionally approved burial best prac- tices	% Increase in the use of dee per graves to increase ca- pacity of existing cemeteries (8 Feet) which will lead to in- creased cemetery life span.	100%	100%	100%	100%	100%	100%	100%	100%
	Ensure zero reservation of graves policy is enforced timeously.	0%	0%	0%	0%	0%	0%	0%	0%
Safety and security	Upgrading all existing ceme- teries infrastructure	0	0	0	0	0	0	0	0
T 3.13.3									

Chapter 3

Employees: Cemeteries and Crematoriums					
Job Level	2022/2023	2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
0 - 3	1	1	1	0	0%
4 - 6	1	1	1	0	0%
7 - 9	3	6	3	3	50%
10 - 12	3	32	3	29	91%
13 - 15	15	20	18	2	10%
Total	23	60	26	0	0%
T 3.13.4					

Financial Performance: Cemeteries and Crematoriums					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	2,604	931	2,932	2,830	0.67
Expenditure:					
Employees	7,282	7,311	7,311	7,433	0.02
Repairs and Maintenance	40	472	972	877	0.46
Other	183	181	181	181	0.00
Total Operational Expenditure	7,506	7,963	8,463	8,491	0.06
Net Operational Expenditure	(1,397)	(7,033)	(5,532)	(5,661)	(0.24)
T 3.13.5					

Capital Expenditure Year 2024/2025: Cemeteries and Crematoriums					
R' 000					
Capital Projects	Year 2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0	
Project A (No capital budget approved)	0	0	0	0	0
Project A (No capital budget approved)	0	0	0	0	0
T 3.13.6					

COMMENT ON THE PERFORMANCE OF CEMETORIES & CREMATORIIUMS OVERALL:

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During the term under review, the Sub-Section: Cemeteries maintained a total of twelve (12) Municipal owned cemeteries. The maintenance referred is mainly confined to cutting long grass and weeds and pruning of trees. Cemeteries that were maintained include: Badirile, Bekkersdal, Borwa, Greenhills, Kocksoord, Mohlakeng, Randfontein-South, Rikassus, Simunye, Toekomsrus, Westonaria, and Zuurbekom. These services were rendered using mainly using internal resources. External contractors were sourced on short-term basis augment for inadequate human capital and physical implements.

Other significant cemetery activities undertaken the Sub-Section include preparing and availing a total of 1098 new grave plots, grave numbering at active cemeteries, approving 205 second burials, overseeing the installation of tombstones (523), and approving a total of 56 free graves.

As at the end of the reporting cycle, the remaining total burial space of all active cemeteries stood at 28250 grave plots. Greenhills cemetery had the least available burial plots (1233) when compared to other active cemeteries. This cemetery has a burial capacity of 24 months or less.

To address this, the Municipality is on the verge of securing a 25H plot to extend the lifespan of this cemetery. Other measures put in place to conserve burial space capacity included encouraging the public and funeral conductors to consider alternative burial methods such as cremations, imposition of high tariff fees applicable to non-local residents, second burials, and excavating 8-feet deep graves. The Sub-Section recorded a 100% performance in terms of preparing and availing grave plots for scheduled burials.

This actual operational budget expenditure incurred by the Sub-Section during the term under review amounted to R 12,911,000.00 against the original approved budget of R 11, 712,000.00. The original budget was exceeded by R 1,199,000.00 thus was within the acceptable 10% margins. Most of the expenditure was incurred on employee related costs (R6,937,000.00). Expenditure on this line segment is expected to rise sharply upon the filling of critical positions especially pertaining to machine operators and drivers.

No capital budget was allocated to this function to acquire new or upgrade existing assets during the term under review. A capital funding of approximately, R 17,000,000.00 (5-year multi-year project budget) is required to maintain and establish new cemetery infrastructure (i.e. paving and extending Greenhills cemetery, fencing of Randfontein cemetery, among others).

PHOTOGRAPHS OF CEMETERIES AND CREMATORIUMS ACTIVITIES

CEMETERIES (GRAVE DIGGING, PREPARATIONS, & GRASS CUTTING)



Chapter 3

CEMETERY MANAGEMENT PROGRAMME



No capital project undertaken in the 2024/25 financial year

T 3.13.7

Chapter 3

3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

INTRODUCTION TO CHILDCARE; AGED CARE; SOCIAL PROGRAMMES

Environmental protection refers to the practices and policies that are aimed at safeguarding the natural environment from harm or degradation. The goal is to maintain a healthy planet for current and future generations by reducing pollution, conserving resources, protecting ecosystems, and promoting sustainable development.

It involves efforts to:

- a) Reduce Pollution: Minimizing the release of harmful substances (like chemicals, waste, and carbon emissions) into air, water, and soil.*
- b) Conserve Resources: Using natural resources (like water, minerals, and fossil fuels) in a way that ensures they remain available for future generations.*
- c) Protect Biodiversity: Preserving the variety of life on Earth, including plants, animals, and ecosystems, which are essential for the planet's balance.*
- d) Sustainable Practices: Encouraging the use of renewable energy, sustainable agriculture, recycling, and eco-friendly technologies to reduce the human impact on the environment.*
- e) Climate Change Mitigation: Reducing greenhouse gas emissions and supporting policies that prevent global warming and its associated effects on ecosystems and weather patterns.*

Environmental Protection is all about safeguarding the environment not just for us today, but for future generations too. It's a collective effort to preserve air, water, land, and ecosystems from harm caused by pollution, overconsumption, and human activities. Environmental protection priorities should focus towards:

- a) Conservation of natural resources like forests, wildlife, and water supplies*
- b) Reducing waste and recycling to limit landfills and pollution*
- c) Protecting air and water quality by controlling emissions and runoff*
- d) Promoting sustainable practices in agriculture, energy, and manufacturing*
- e) Educating communities about how small choices—like using reusable bags or saving energy—make a big difference*

Section 152 (1) (d) of the constitution, tasks local government with the following: to promote a safe and healthy environment. Furthermore, Chapter 2 Section 24 of the constitution under the Bill of rights states that Everyone has the right to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures.

Other relevant environmental legislation that governs environmental protection is ;

- a) The National Environment Management Act (Act 107 of 1998)*
- b) The National Environment Management Biodiversity Act (Act 10 of 2004)*
- c) The National Environmental Management Protected Areas Act (Act 57 of 2003)*
- d) The National Environmental Management Air Quality Act (Act 39 of 2004)*
- e) The National Environmental Management Waste Act (Act 59 of 2008)*
- f) The National Water Act (Act 36 of 1998)*
- g) NEMA Regulations and Notices.*

Chapter 3

Environmental protection within the three spheres of government overlaps in some facets and interdependent in others. They key challenge in the past has been competing priorities between the three spheres. The objective of sustainable development, therefore, is to ensure that national economic growth priorities are not pursued at the expense of societal rights of citizens and the environment. Striking a balance between rendering services, growing the economy, meeting social needs and protecting d the environment is paramount.

T 3.14.1

1. ENVIRONMENTAL PROTECTION PROGRAMMES

The following Environmental Protection programmes were undertaken during 2024/2025.

ACTIVITIES	NUMBER
<i>Environmental Commemorative Events</i>	12
<i>Cleanup Campaigns</i>	4
<i>Greening programmes</i>	9
<i>Education and Awareness Programmes</i>	8
<i>Training/Workshops</i>	2

Greening Programmes



Figure 1: Take a tree home campaigns Randfontein & Westonaria Civic Centres & Tambotie Mall

1.1 ENVIRONMENTAL EDUCATION AND AWARENESS PROGRAMMES

1.1.1 Environmental commemoration programmes

Chapter 3

ACTIVITY	VENUE	DATE
Arbor day Celebrations	Bekkersdal Library	12 September 2024
	Randfontein Library	6 September 2024
National Alien Invasive Plant (AIP) Week	Riebeeck lake	11 October 2024
Tree planting (Santam tree planting launch)	Bird Sanctuary	24 October 2024
World Wetlands week celebrations	Door to Door Wetland awareness (Bekkersdal)	10 December 2024
Biodiversity day	Westonaria Library	28 May 2025
World Bee Day	Randfontein Library	20 May 2025
Environmental day celebrations	Toekomsrus	3-4 th June 2025
Youth day Event	Westcol Westonaria	18 June 2025
Environmental week celebrations	Recreation hall	20 June 2025
	Ramosa Hall	26 June 2025



Arbor month commemoration events

**ARBOR MONTH COMMEMORATION
READING CORNER**

**06 SEPTEMBER 2024
RANDFONTEIN LIBRARY
09:30**

"Commemorating 30 years of freedom: Promoting environmental conservation and sustainable forest management"

ENQUIRIES
Lebogang Mabena 076 495 0630

ENVIRONMENTAL MANAGEMENT

**RAND WEST CITY
LOCAL MUNICIPALITY
CITY OF GPWES**

Chapter 3



Figure 2: Arbor Day Celebrations Bekkersdal Library 12 September 2024

1.1.2 Climate Change Programmes

ACTIVITY	NUMBER	AREAS
Take a Tree Home & Greening Awareness campaign	7	RWCLM Civic Center Westonaria Civic Centre Umphakathi mall Tambotie mall Recreation hall Ramosa hall Toekomsrus

Chapter 3



1.1.3 Cleanup Campaigns

ACTIVITY	NUMBER	AREAS	PARTNERSHIPS
Clean up, litter picking and Environmental duration and awareness	4	Riebeeck lake Toekomsrus Bird Sanctuary Bekkersdal	GDARD, Rand Water & WRDM

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Figure 3: Bekkersdal Cleaning campaign and Environmental Awareness 14 March 2025

1.1.4. Training/Workshops

1.1.5.

PROGRAMME	TARGET AUDIENCE	AREA	DATE
Biodiversity day	Backyard Farmers	Westonaria Library	28 May 2025
Waste Workshop	Waste Reclaimers	Mohlakeng	26 June 2025

PROGRAMME	TARGET AUDIENCE	AREA	PARTNERSHIPS
Air Quality Workshop	EPWP Participants	Rand West City Local Municipality	
Climate Change Workshop	Local Emerging Farmers	Randfontein	GDARD, PETCO, Eco clean cycle
Environment Day Celebration	Learners and teachers	Zuuberkom Intermediate Primary School	GDARD, DFFE, Rand water, Goldfields

2. IGR Structures

- ✓ The municipality is a member and participant of the Air Quality Forum and Waste Officers Forum
- ✓ The municipality's Environmental Management Forum and Climate Change Advisory Forum both sit quarterly. Its membership comprises of representatives of National government,
- ✓ Provincial government, the West Rand District Municipality, different Sections within the rand West City Local municipality, NGOs, Rand Water, Local Mining companies and Industry.

Chapter 3

The forms of environmental degradation within the jurisdiction of the RWCLM area of Jurisdiction are the following.

- a) *Depletion of resources such as air, water and soil.*
- b) *The destruction of ecosystems*
- c) *Destruction of habitats*
- e) *Air and Water Pollution*
- f) *Extreme weather conditions due to climate change*

Main drivers of environmental degradation within the municipality's area of jurisdiction are:

- a) *Mining Activities*
- b) *Industries*
- c) *Infrastructure Development (Roads, Bulk Water, Bulk Sewer, Electrical Infrastructure)*
- d) *Aggressive agricultural activities (Highly mechanized, heavy use of fertilizers and other chemicals).*
- e) *Pressure of water resources*

Competent authorities and Environmental practitioners in all three spheres of government are therefore tasked with the responsibility of finding a point of equilibrium between meeting socio-economic needs of society in terms of employment amongst others and infrastructural needs such as roads, electricity, bulk water provision housing.

The municipality's role has been to comment and input on development applications submitted to the municipality as well as EIA applications forwarded by Proponents and Competent authorities for comments.

T 3.14.2

[illegible]

Social Development reports were not received by the municipality.

Chapter 3

Employees: Childcare; Aged Care; Social Programmes / HIV/AIDS					
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	01	0	01	0
4 - 6	5	06	04	02	33%
7 - 9	1	03	1	02	66%
Total	6	10	05	05	50%
T 3.14.4					

Financial Performance: Child Care; Aged Care; Social Programmes					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	792	5,027	5,027	3,220	-0.56
Expenditure:					
Employees	2,733	10,198	9,858	6,493	-0.57
Repairs and Maintenance	–	–	–		-
Other	2,624	598	938	422	-0.42
Total Operational Expenditure	–	10,795	10,795	6,915	-0.56
Net Operational Expenditure	792	(5,768)	(5,768)	(3,695)	-0.56
T 3.14.5					

Capital Expenditure: Childcare; Aged Care; Social Programmes					
R' 000					
Capital Projects	2023/24				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	N/A	N/A	N/A	N/A	
NO CAPITAL PROJECTS UNDERTAKEN IN 2023/24 FINANCIAL YEAR					
T 3.14.6					

Chapter 3

COMMENT ON THE PERFORMANCE OF CHILDCARE; AGED CARE; SOCIAL PROGRAMMES OVERALL: 2024/2025

The forms of environmental degradation within the jurisdiction of the RWCLM area of Jurisdiction are the following. Biodiversity challenges are pressing issues affecting ecosystems, species, and the environment on a global scale. Here are some of the main challenges:

1. *Habitat Destruction and Fragmentation due to deforestation, urbanization and agricultural expansion. risky.*
2. *Climate Change that manifest as temperature shifts and extreme weather events.*
3. *Pollution in the form of chemical pollution, plastic pollution: air pollution and water pollution.*
4. *Invasive Species*
7. *Loss of Genetic Diversity*
8. *Land Use Changes due to agricultural intensification land reclamation for construction/development projects.*
10. *Lack of Conservation Efforts and Funding*

Major contributors to environmental degradation within the municipality's area of jurisdiction have been identified as:

- a) *Mining Activities*
- b) *Industries*
- c) *Infrastructure Development (Roads, Bulk Water, Bulk Sewer, Electrical Infrastructure)*
- d) *Aggressive agricultural activities (Highly mechanized, heavy use of fertilizers and other chemicals).*
- e) *Pressure of water resources*

The functions of the Environmental Protection rendered by the Rand West City Local municipality are;

- a) *Pollution Control*
- b) *Environmental legislation compliance monitoring*
- c) *Investigation of Environmental Complaints*
- d) *Environmental Education and Capacity building*
- e) *Climate change mitigation and adaptation*
- f) *Greening*
- g) *Biodiversity protection and Management*
- h) *Land use management*

The municipality has prioritised the following to ensure that development is sustainable, and irreparable damage to the environment is avoided at all costs. These are namely.

- a) *Investigation and addressing of Environmental Complaints*
- b) *Protection and Conservation terrestrial and aquatic natural resources (wetlands and river streams and dams)*
- c) *Biodiversity preservation, conservation and management (animals, plants, fungi and micro-organisms)*
- d) *Land use management*
- e) *Monitoring compliance to permit conditions in terms of air emissions and water effluent disposed of by industries*
- f) *Implementation of climate change mitigation and adaptation initiatives*
- g) *Implementation of Environmental education and awareness programmes*

In summary, the municipality strives to comply with the constitutional mandates prescribed in the constitution specifically the Bill of rights, as well as ensuring the adherence of citizens to all Environmental Legislation, with its limited resources. The municipality has formed partnerships with local mining houses, industries, provincial and National Environmental departments, Rand Water, and West Rand District Municipality in meetings such mandates.

T 3.14.7

COMPONENT E: ENVIRONMENTAL PROTECTION

Chapter 3

This component includes pollution control; biodiversity and landscape; and costal protection. 2024/2025

INTRODUCTION TO ENVIRONMENTAL PROTECTION

Environmental protection refers to the practices and policies that are aimed at safeguarding the natural environment from harm or degradation. The goal is to maintain a healthy planet for current and future generations by reducing pollution, conserving resources, protecting ecosystems, and promoting sustainable development. It involves efforts to:

- a) Reduce Pollution: Minimizing the release of harmful substances (like chemicals, waste, and carbon emissions) into air, water, and soil.*
- b) Conserve Resources: Using natural resources (like water, minerals, and fossil fuels) in a way that ensures they remain available for future generations.*
- c) Protect Biodiversity: Preserving the variety of life on Earth, including plants, animals, and ecosystems, which are essential for the planet's balance.*
- d) Sustainable Practices: Encouraging the use of renewable energy, sustainable agriculture, recycling, and eco-friendly technologies to reduce the human impact on the environment.*
- e) Climate Change Mitigation: Reducing greenhouse gas emissions and supporting policies that prevent global warming and its associated effects on ecosystems and weather patterns.*

Environmental Protection is all about safeguarding the environment not just for us today, but for future generations too. It's a collective effort to preserve air, water, land, and ecosystems from harm caused by pollution, overconsumption, and human activities. Environmental protection priorities should focus towards:

- a) Conservation of natural resources like forests, wildlife, and water supplies*
- b) Reducing waste and recycling to limit landfills and pollution*
- c) Protecting air and water quality by controlling emissions and runoff*
- d) Promoting sustainable practices in agriculture, energy, and manufacturing*
- e) Educating communities about how small choices—like using reusable bags or saving energy—make a big difference*

Section 152 (1) (d) of the constitution, tasks local government with the following: to promote a safe and healthy environment. Furthermore, Chapter 2 Section 24 of the constitution under the Bill of Rights states that everyone has the right to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures.

Other relevant environmental legislation that governs environmental protection is.

- a) The National Environment Management Act (Act 107 of 1998)*
- b) The National Environment Management Biodiversity Act (Act 10 of 2004)*
- c) The National Environmental Management Protected Areas Act (Act 57 of 2003)*
- d) The National Environmental Management Air Quality Act (Act 39 of 2004)*
- e) The National Environmental Management Waste Act (Act 59 of 2008)*
- f) The National Water Act (Act 36 of 1998)*
- g) NEMA Regulations and Notices.*

Environmental protection within the three spheres of government overlaps in some facets and interdependent in others. The key challenge in the past has been competing priorities between the three spheres.

Chapter 3

The objective of sustainable development, therefore, is to ensure that national economic growth priorities are not pursued at the expense of societal rights of citizens and the environment. Striking a balance between rendering services, growing the economy, meeting social needs and protecting d the environment is paramount.

T 3.14

ENVIRONMENTAL PROTECTION PROGRAMMES

The following Environmental Protection programmes were undertaken during 2024/2025.

ACTIVITIES	NUMBER
Environmental Commemorative Events	12
Cleanup Campaigns	4
Greening programmes	9
Education and Awareness Programmes	8
Training/Workshops	2

Greening Programmes



Chapter 3



Figure 1 Take a tree home campaign Randfontein & Westonaria Civic centres & Tambotie Mall

2.1 ENVIRONMENTAL EDUCATION AND AWARENESS PROGRAMMES

2.1.1 Environmental commemoration programmes

ACTIVITY	VENUE	DATE
Arbor day Celebrations	Bekkersdal Library	12 September 2024
	Randfontein Library	6 September 2024
National Alien Invasive Plant (AIP) Week	Riebeeck lake	11 October 2024
Tree planting (Santam tree planting launch)	Bird Sanctuary	24 October 2024
World Wetlands week celebrations	Door to Door Wetland awareness (Bekkersdal)	10 December 2024
Biodiversity day	Westonaria Library	28 May 2025
World Bee Day	Randfontein Library	20 May 2025
Environmental day celebrations	Toekomsrus	3-4 th June 2025
Youth day Event	Westcol Westonaria	18 June 2025
Environmental week celebrations	Recreation hall	20 June 2025
	Ramosa Hall	26 June 2025

Chapter 3



Figure 2 Door to Door awareness Bekkersdal & Take a tree home campaign on the 16 September 2024

Arbor month commemoration events

ARBOR MONTH COMMEMORATION READING CORNER



 **06 SEPTEMBER 2024**
 **RANDFONTEIN LIBRARY**
 **09:30**

"Commemorating 30 years of freedom: Promoting environmental conservation and sustainable forest management"

ENQUIRIES
Lebogang Mabena 076 495 0630

ENVIRONMENTAL MANAGEMENT



**RAND WEST CITY
LOCAL MUNICIPALITY**
CITY OF CHOICE



Chapter 3



Figure 3Arbor day Celebrations Bekkersdal Li-
brary 12 September 2024

Chapter 3

2.1.2 Climate Change Programmes

ACTIVITY	NUMBER	AREAS
Take a Tree Home & Greening Awareness campaign	7	RWCLM Civic Center Westonaria Civic Centre Umphakathi mall Tambotie mall Recreation hall Ramosa hall Toekomsrus



Chapter 3



Figure 5 Take a Tree home campaign at Tambotie mall

2.1.3 Cleanup Campaigns

ACTIVITY	NUMBER	AREAS	PARTNERSHIPS
Clean up, litter picking and Environmental education and awareness	4	Riebeeck lake Toekomsrus Bird Sanctuary Bekkersdal	GDARD, Rand Water & WRDM

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Figure 4 Cleanup at Riebeeck Lake, Randfontein
11th October 2024



Chapter 3



Figure 6 Bekkersdal Cleaning campaign and Environmental Awareness 14 March 2025

Chapter 3

1.1.6. Training/Workshops

PROGRAMME	TARGET AUDIENCE	AREA	DATE
Biodiversity day	Backyard Farmers	Westonaria Library	28 May 2025
Waste Workshop	Waste Reclaimers	Mohlakeng	26 June 2025

3. IGR Structures

The municipality is a member and participant of the Air Quality Forum and Waste Officers Forum
The municipality's Environmental Management Forum and Climate Change Advisory Forum both sit quarterly. Its membership comprises of representatives of National government, Provincial government, the West Rand District Municipality, different Sections within the rand West City Local municipality, NGOs, Rand Water,, Local Mining companies and Industry.

COMMENT ON THE PERFORMANCE OF ENVIRONMENTAL PROTECTION OVERALL

The forms of environmental degradation within the jurisdiction of the RWCLM area of Jurisdiction are the following;

Biodiversity challenges are pressing issues affecting ecosystems, species, and the environment on a global scale. Here are some of the main challenges:

1. Habitat Destruction and Fragmentation due to deforestation, urbanization and agricultural expansion. rsity.
2. Climate Change that manifest as temperature shifts and extreme weather events.
3. Pollution in the form of chemical pollution, plastic pollution: air pollution and water pollution.
4. Invasive Species
7. Loss of Genetic Diversity
8. Land Use Changes due to agricultural intensification land reclamation for construction/development projects.
10. Lack of Conservation Efforts and Funding

Major contributors to environmental degradation within the municipality's area of jurisdiction have been identified as:

- a) Mining Activities
- b) Industries
- c) Infrastructure Development (Roads, Bulk Water, Bulk Sewer, Electrical Infrastructure)
- d) Aggressive agricultural activities (Highly mechanized, heavy use of fertilizers and other chemicals).
- e) Pressure of water resources

The functions of the Environmental Protection rendered by the Rand West City Local municipality are;

- a) Pollution Control
- b) Environmental legislation compliance monitoring
- c) Investigation of Environmental Complaints
- d) Environmental Education and Capacity building
- e) Climate change mitigation and adaptation
- f) Greening
- g) Biodiversity protection and Management
- h) Land use management

The municipality has prioritised the following to ensure that development is sustainable, and irreparable damage to the environment is avoided at all costs. These are namely.

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- a) Investigation and addressing of Environmental Complaints
- b) Protection and Conservation terrestrial and aquatic natural resources (wetlands and river streams and dams)
- c) Biodiversity preservation, conservation and management (animals, plants, fungi and micro-organisms)
- d) Land use management
- e) Monitoring compliance to permit conditions in terms of air emissions and water effluent disposed of by industries
- f) Implementation of climate change mitigation and adaptation initiatives
- g) Implementation of Environmental education and awareness programmes

In summary, the municipality strives to comply with the constitutional mandates prescribed in the constitution specifically the Bill of rights, as well as ensuring the adherence of citizens to all Environmental Legislation, with its limited resources. The municipality has formed partnerships with local mining houses, industries, provincial and National Environmental departments, Rand water, and West Rand District Municipality in meetings such mandates.

T 3.14.7

3.15 POLLUTION CONTROL

INTRODUCTION TO POLLUTION CONTROL

Pollution is defined as the presence or release of contaminants (pollutants) into the natural environment that cause adverse change. Alternatively, pollution control refers to the measures and strategies used to reduce or eliminate the release of pollutants into the environment. Its main goal is to minimize the harmful effects of human activities on air, water, and land, protecting both human health and the ecosystem.

Main Types of Pollution with the Municipality are air pollution, water pollution, soil (land) pollution, noise pollution, thermal pollution, radioactive pollution and light pollution. The key pollution control priorities within the Rand West City Local Municipality area of jurisdiction are:

1. Air pollution (e.g., emissions from vehicles, factories)
2. Water pollution (e.g., industrial waste in rivers, sewage)
3. Soil pollution (e.g., chemical spills, pesticides)
4. Noise pollution
5. Thermal and radioactive pollution

The economy of the Rand West City Local Municipality's area of jurisdiction is reliant on mining, industries and agriculture. The common pollutants resulting from the economic activities are mainly:

1. Carbon monoxide (CO)
2. Sulfur dioxide (SO₂)
3. Plastic waste
4. Oil and heavy metals
5. Noise (measured in decibels)
6. Fertilizers, Herbicides & Pesticides

The main legal framework governing pollution control is Section 24, 28 and 152 of the Constitution of the Republic of South Africa, of 1996 which assigns responsibility to the three spheres of government (National, Provincial and Local government) to protect the rights of citizens to a clean, safe, and healthy environment which is not detrimental to their health.

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Additional legislation governing the management and mitigation of Environmental pollution within the local government sphere is the following;

- a) The National Environmental Management Air Quality Act (Act 39 of 2004)
- b) The National Environmental Management Waste Act (Act 59 of 2008)
- c) The National Water Act (Act 36 of 1998)
- d) NEMA Regulations

The specific mandate of the Community Services department in terms of pollution control comprises of the following:

- a) Ensuring compliance of communities, businesses, and industry with environment legislation and relevant municipal bylaws
- b) Investigation and addressing of Environmental complaints
- c) Undertaking planned and routine environmental compliance inspections
- d) Monitoring of environmental compliance of mines with emission licence permit conditions
- e) Monitoring of environmental compliance of industries with effluent permit conditions
- f) Issuing compliance notices where there are incidents of non-compliance
- g) Environmental Bylaw enforcement
- h) Referral of cases of non-compliance to relevant provincial and/or national departments where necessary.

T 3.15.1

Pollution Control Activity 2024/2025	Number	Reason (Routine/Complaints)		Action Taken	Status
		Routine	Complaints		
Air Quality Inspection	4	2	2	Air Quality Inspection	4
Water quality Inspections	2	1	1	Water quality Inspections	2
Illegal dumping	10	8	2	Illegal dumping	10
Sewer spillages	13	3	10	Sewer spillages	13
					T 3.15.2

Compliance Inspections

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Figure4: Compliance Inspection at Small Industries, Aureus, Randfontein

Illegal dumping Inspection



Figure 5: Illegal dumping Inspection, Greenhills, Randfontein

Pollution Control Policy Objectives Taken from IDP 2024/2025									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	2022/2023		2023/2024			2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
Air Quality Management	Air Quality Management	Implementation of programmes in the Air Quality Management Plan	2	2	2	4	4	4	4
		Implement programmes in the Climate Change mitigation strategy.	2	2	2	0	0	0	0
T 3.15.3									

Chapter 3

Employees: Pollution Control 2024/2025					
Job Level	2023/2024	2024/2025			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	N/A				
4 - 6	2	5	2	3	60%
7 - 9	0	9	5	4	44%
10 - 12	N/A				
Total	1	2	1	1	52%
					T 3.15.4

Financial Performance 2024/25: Pollution Control: Environmental Health and Protection					
					R'000
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	N/A	N/A	N/A	N/A	N/A
Expenditure:	N/A	N/A	N/A	N/A	N/A
Employees	N/A	N/A	N/A	N/A	N/A
Repairs and Maintenance	N/A	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A	N/A
Total Operational Expenditure	N/A	N/A	N/A	N/A	N/A
Net Operational Expenditure	N/A	N/A	N/A	N/A	N/A
					T 3.15.5

Capital Expenditure 2024/2025: Pollution Control					
					R' 000
Capital Projects	2023/2024				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
NO CAPITAL PROJECTS WERE IMPLMENTED IN THE 2024/2025 FINANCIAL YEAR					T 3.15.6

Chapter 3

COMMENT ON THE PERFORMANCE OF POLLUTION CONTROL OVERALL:

Pollution is an environmental crisis in South Africa as it threatens human health (e.g., asthma, cancer), harms wildlife and ecosystems, contributes to global warming and reduces quality of life of citizens.

In South Africa, pollution control is governed by a comprehensive legal framework rooted in the Constitution's environmental rights and implemented through a suite of national legislation. Local government is bound by the Constitutional to ensure compliance with environmental legislation within the areas of jurisdiction.

Section 24 of the Constitution (Bill of Rights) guarantees:

- (a) the right to an environment not harmful to health or wellbeing, and*
- (b) the right to have the environment protected through "reasonable legislative and other measures" aimed at preventing pollution and ecological degradation, promoting conservation, and securing sustainable development.*

Additionally, the National Environmental Management Act (NEMA), 1998 (Act 107 of 1998):

- (a) Serves as the overarching legal framework for environmental governance.*
- (b) Implements Section 24 of the Constitution by establishing environmental principles such as precautionary measures, the "polluter pays" principle, sustainable development, duty of care, and environmental justice.*
- (c) Imposes a duty of care on individuals and entities to prevent pollution, environmental degradation, and to remediate if damage occurs.*
- (d) Identifies listed activities that require environmental authorisation (EA) before commissioning and that issues of concern raised in public participation engagements are incorporated in decision-making processes.*

Fifteen (15) inspections were routine(planned) inspections conducted as part of the Key Performance Areas of the Section. The routine inspections comprised of 1 Air quality inspection, 1 Water quality inspection, 3 Sewer Spillage inspections and 8 illegal dumping inspections.

Furthermore, 25 Complaints were investigated, these comprised the two (2) air quality complaints, water pollution complaints, eight (8) Sewer spillage complaints, two (2) Illegal dumping complaints and ten (10) miscellaneous complaints were also investigated.

Most complaints received were a result of mines and industries non-compliance with permits/licenses in terms of air pollution, and water pollution resulting from the non-compliance of industries and Wastewater treatment plants with water effluent permits resulting in water pollution. A significant number of pollution offenses, therefore, are committed by business premises. On the other hand, Soil pollution that occurred was mainly through illegal dumping, and illegal disposal of chemicals, oils and by products by businesses and light industry facilities.

Best practice that is proposed to offenders during compliance and enforcement inspections is the following.

- 1. Adherence to regulations and legislative requirements*
- 2. Exploring alternative technological solutions to reduce pollutant s(e.g., filters, scrubbers, wastewater treatment)*
- 3. Waste Management (e.g. Recycling, proper disposal)*
- 4. Green Alternatives (e.g. electric vehicles, renewable energy)*

T 3.15.7

Chapter 3

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

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

Biodiversity conservation activities within the Municipality are vital towards the provision of a safer and healthier living environment for residents. This legal mandate extends to managing and controlling land-use, economic and development planning activities. The latter activities often overlap with critical biodiversity areas since most Local Municipalities are characterized by high levels of poverty, unemployment, and poor service delivery. It is against this backdrop that the efficient and effective management of biodiversity and ecological infrastructure at a local level is critical for economic development, poverty alleviation, improving the quality of life, and service delivery.

The vital role of the Municipality regarding the protection and management of biodiversity includes:

- *Supporting the integration of biodiversity considerations into land use planning & environmental decision-making.*
- *Developing policies and tools that support better biodiversity management and environmental management.*
- *Providing capacity building and awareness raising initiatives for improved land use planning and decision-making at municipal level.*

During the term under review, the Municipality prioritized biodiversity conservation at these environmental sensitive parks; Riebeeck Lake, Greenhills dam, Bird Sanctuary, and Union Park

Municipal landscaping activities include developing and managing; parks, nurseries, public gardens, converting public spaces into more attractive and usable spaces, planting trees and shrubs, developing and maintaining relate infrastructure. Added value -adds for undertaking these activities include but are not limited to improving, environmental aesthetics, property value, provision of a safer and pleasant environment.

The landscaping scope was mainly confined to cutting long grass, weeding, and pruning of trees at developed and undeveloped parks mainly due to inadequate budget. Municipal parks prioritized for landscaping purposes include-: Ventespost Park; Van der Stel Park; Musselpoort Park; Finsbury Park; Phukwile Park; Issac Lebopa Park Ma-dupe Park; Ext 8 Park; Gaugher Park; Eland Park; Oranje Park; Diamond Park; Diale Park; Mahlangu Park; and Constancia Park.

T 3.16.1

SERVICE STATISTICS FOR BIO-DIVERSITY AND LANDSCAPE

The Sub-Section: Parks & Street Trees (Sub-Section) is in the main responsible for landscaping functions within the Municipality. This include maintaining a total of 39 developed and undeveloped public open spaces (parks). Basic maintenance of parks included grass cutting and weeding, tree planting, maintaining flower beds, repairing play equipment.

Public parks that are protected and are significant for conserving biodiversity and established at environmentally sensitive areas include.

- 1 *Riebeeck Lake: 19,8 Ha,*
- 2 *Greenhills dam: 9,2 Ha,*
- 3 *Bird Environmental Education Centre in Helikon (Bird Sanctuary): 33 Ha, and*
- 4 *Union Park: 69 Ha.*

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In addition to this, the following 15 x public parks were prioritised and maintained (cutting of long grass and weeding) as indicated below:

Landscaping is also prioritised for main arterials and intersections, around business nodes especially those within proximity to Randfontein Civic Centre and Westonaria Civic Centre, and within Municipal owned facilities. These facilities include libraries, infrastructure building, local business hives, traffic, and licencing department.

T 3.16.2

CLIMATE CHANGE IMPACT

South Africa is a partner to Nations Climate Change Conference or Conference of the Parties of the UNFCCC that sits annual to review global plans to reduce impact climate change in the world. South Africa through its The National Development Plan (NDP) Chapter on Climate Change outlines its commitment to reducing its dependency on carbon, natural resources, and energy by 2030.

Rand West Local Municipality management is quite aware of the impact caused by climate change due to emissions of the anthropogenic Green House Gases into the natural environmental that has resulted into catastrophic events like floods, drought, extinction of species and disruptions of ecosystem in the world. This is also evident and felt in some regions South Africa like Limpopo, Mpumalanga, Eastern Cape and Kwazulu-Natal where floods have left communities homeless, their livelihood destroyed, and social and economic distressed.

The municipality has since developed a disaster recovery plan which is reviewed on annually basis and as and when there is a different need to respond to potential disaster in the area. Currently, the Municipality in consultation and participation with Municipal district and other local municipalities in the district to develop a climate change impact resilience plan that is aligned and fit for the district area.

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SERVICE STATISTICS FOR BIO-DIVERSITY AND LANDSCAPE				
ID	PARK NAME	SIZE	TIME FRAMES	PROGRESS
1	Ventespost Park	19044	Q2	100% Complete.
2	Van der Stel Park	16720	Q2	100% Complete.
3	Musselpoort Park	25210	Q2	100% Complete.
4	Finsbury Park	4000	Q2	100% Complete.
5	Phukwile Park	3000	Q2	100% Complete.
6	Issac Lebopa Park	10000	Q3	100% Complete.
7	MA dupe Park	4600	Q3	100% Complete.
8	Ext 8 Park	4000	Q3	100% Complete.
9	Gaughier Park	2000	Q3	100% Complete.
10	Eland Park	1000	Q3	100% Complete.
11	Oranjerivier Park	820	Q4	100% Complete.
12	Diamond Park	2206	Q4	100% Complete.
13	Diale Park	3200	Q4	100% Complete.
14	Mahlangu Park	3100	Q4	100% Complete.
15	Constantia Park	6400	Q4	100% Complete.
		105300m ²		
T 3.16.2				

Biodiversity; Landscape and Other Policy Objectives Taken From IDP – 2024/2025									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	2022/2023		2023/2024			2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)		*Previous Year (v)	*Current Year (vi)		*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
Maintenance of Municipal Owned Parks	<i>The Number (15) of Municipal I Owned Parks Maintained.</i>	15	15	15	15	15	15	15	15
									T 3.16.3

Chapter 3

Financial Performance: Biodiversity; Landscape and Other (Parks)					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	-	0%
<i>Expenditure:</i>	N/A				0%
Employees	N/A	N/A	N/A	N/A	0%
Repairs and Maintenance	N/A	N/A	N/A	N/A	0%
other	N/A	N/A	N/A	N/A	0%
Total Operational Expenditure	N/A	N/A	N/A	N/A	0%
Net Operational Expenditure	N/A	N/A	N/A	N/A	0%
T 3.16.5					

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

Fifteen (15) prioritized Municipal-owned parks which are 105300m2 in extent were maintained as planned. Five (5) additional parks will be maintained as part of the fifteen (15) prioritized parks in the forthcoming reporting cycle (2024/25). This brings the total of number of parks prioritized for maintenance to twenty (20). The fifteen parks maintained during the term under review included: Ventepost Park; Van der Stel Park; Musselpoort Park; Finsbury Park; Phukwile Park; Issac Lebopa Park, Madupe Park; Ext 8 Park; Gaugher Park; Eland Park; Oranje Park; Diamond Park; Diale Park; Mahlangu Park; and Constancia Park.

Other areas and facilities maintained (tree pruning, grass cutting, and weeding) included: major road arterials & inter-sections, open public spaces & places, business nodes, central business districts, civic centers, libraries, traffic & licensing facilities, clinics, and other Municipal owned facilities.

Prioritized ecologically sensitive parks were maintained (removal of debris, cutting long grass and weeds) during the term under review included: Riebeeck Lake, Greenhills Dam, Bird Sanctuary, and Union Park. A major part of Rie-beck Lake remained in ruins due to the lack of internal capacity (human capital, implements, and budget) to maintain this facility. External service providers were contracted as and when needed to augment Municipal resources.

Expenditure on the allocated operational budget was incurred mainly on employee-related costs. These costs included employee salaries, overtime, and other related allowances. The vacancy rate within the sub-section: parks & street trees (landscaping) at the end of the term under review was 62% thus significant budget increase is required for employee-related costs noting the need to fill critical positions.

The other significant portion of the budget was incurred on repairs and maintenance (which included fuel & oil, vehicle repairs, and other contracted services). Significant in-creases are required on the operational budget given the impending filling of critical positions, and the need to upscale the cemetery maintenance programme.

No capital budget was allocated to this function to acquire new or upgrade existing assets during the term under re-view. A capital funding of approximately, R12,000,000.00 (55-year multi-year project budget) is re-quired to maintain and establish new parks infrastructure (i.e. repair and upgrade Bambo Nobela Park and the Plant Propagation facility at the Bird Sanctuary among others).

T 3.16.7

Chapter 3

PHOTOGRAPHS OF LANSCAPING & OTHER RELATED ACTIVITIES



PARKS MAINTENANCE PROGRAMME



Maintenance of main arterials & intersections

Chapter 3

COMPONENT F: HEALTH

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

INTRODUCTION TO HEALTH

Note: Recent legislation includes the National Health Act 2004.

Primary Health Care Services are rendered by the Provincial Department of Health and Municipal Health Services. The WRDM support this process it's Environmental Health Practitioners.

T 3.17

3.17 CLINICS

INTRODUCTION TO CLINICS

Rand West sub-district (Health) has 14 fixed healthcare facilities, 2 Community Health Centres (CHC's), and 2 mobile clinics. The mobile clinics serve mainly the far to reach areas, farms, and most informal settlement, and offer majority of Primary Health Care (PHC) package. Referrals from mobiles are sent to nearby fixed facility and hospitals.

T 3.17.1

Service Data for Clinics – 2024/2025				
	Details	Year (2023/2024)		Year (2024/2025)
		Actual No.	Actual No.	Actual No.
1	Average number of patient visits on an average day	437 082		Department of health did not provide any update for 2024/2025 to the municipality.
2	Total Medical Staff available on an average day			
3	Average Patient waiting time	52.8mins		
4	Number of HIV/AIDS tests undertaken in the year	228 505		
5	Number of tests in 4 above that proved positive	3022		
6	Number of children that are immunised at under 1 year of age	5150		
7	Child immunisation s above compared with the child population under 1 year of age	111,00%		
				T 3.17.2

Concerning T 3.17.2

The waiting time benchmark is 180 minutes. This applies to all healthcare facilities within Rand West City Local Municipality.

Chapter 3

For the year 2024//2024, only Community Health Centres (CHC's) were reporting on waiting times. The average monthly waiting time is 145.5 minutes.

For the years 2023/2024 & 2024/2025, all 16 facilities were reporting on waiting times. The average monthly waiting time is 74.5 minutes and 52.8, respectively.

For the years 2023/2024 & 2024/2025, all 16 facilities were reporting on waiting times. The average monthly waiting time is 74.5 minutes and 52.8, respectively.

T 3.17.5

T 3.17.6

T 3.17.7

T 3.17.2.1

Clinics Policy Objective Taken From IDP									
		Year 2021/2022		Year 2021/2022		Year 2023/2024		Year 3 (2024/2025)	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual
Service Objectives									
No inputs from Clinics									
									T 3.17.3
Please note: TB Success rate reports a year behind, and reports in calendar year.									
The success rate is affected mainly by deaths. Death rate stands at 8.2%. Number of TB deaths include all who died while on TB treatment, irrespective of the cause of death.									

Chapter 3

3.18 AMBULANCE SERVICES

INTRODUCTION TO AMBULANCE SERVICES

NOT THE COMPETENCY OF RWCLM

T 3.18.1
T 3.18.2
T 3.18.2.1
T 3.18.3
T 3.18.4
T 3.18.5
T 3.18.6
T 3.18.7

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

INTRODUCTION TO HEALTH INSPECTIONS; FOOD AND ABATTOIR LICENCING AND INSPECTIONS, ETC

The core function of Environmental Health Practitioners is to co-ordinate the application of procedures and sequences associated with investigation, inspection, monitoring, evaluation, reporting and enforcing compliance and disseminating information or advising on practices that negatively impact on the environment and appropriate measures to curb and control risks, to ensure the provision of a clean and health environment.

Health surveillance of premises:

Includes assessment of an overcrowded, dirty, or unsatisfactory condition in any residential, commercial, industrial or other occupied premises. This function has saved lives of many people e.g. ECDC and social facilities which were health hazards have been closed.

Food control

It includes though it is not limited food to inspections at production, distribution, and consumption areas.

Disposal of the dead

It includes controlling, of the business of undertakers or embalmers, mortuaries and other places or facilities for the storage of dead bodies.

T 3.19.1

SERVICE STATISTICS FOR HEALTH INSPECTION, Etc

The function of health inspections falls under WDRM.

T 3.19.2
T 3.19.3
T 3.19.4
T 3.19.5
T 3.19.6
T 3.19.7

3.20 POLICE

Chapter 3

INTRODUCTION TO PUBLIC SAFETY

Rand West City, as a local municipality, has the Public Safety Department. The main mandate of this department is to contribute to the municipality's achievement of an objective – to ensure safer communities.

The Main mandate of this department is derived from the National Road Traffic Act 93/96 and Criminal Procedure Act 51 of 1977.



Public Safety Department is made of four components, namely:

1. Traffic Law Enforcement, Security and VIP, Traffic Administration and Prosecution.
2. Registration, Licensing and Testing of motor vehicles for roadworthy.
3. Social Crime Prevention and
4. Road Safety Promotion Management

THE TRAFFIC LAW ENFORCEMENT AND SECURITY COMPONENT IS RESPONSIBLE TO COVER THE FOLLOWING AREAS:

TRAFFIC MANAGEMENT

The main objective of Traffic Management is to fight and reduce the road carnage.

This is achieved through the high visibility patrols on hazardous roads, stop and search of vehicles (for crime detection), traffic flow and general law enforcement.

The Unit does escort of the high-profile visits and events, abnormal load trucks and funerals.

ROAD CARNAGE

Chapter 3



ROADBLOCKS

Integrated roadblocks are conducted with other law enforcement agencies, SAPS, Immigration Department, Correctional Services, Gauteng Traffic Police, Community Patrollers Forum Local traffic etc

SAPS, Immigration Department, Correctional Services, Gauteng Traffic Police, Local traffic, Media, Gauteng Traffic Wardens etc.



Chapter 3



BY-LAW ENFORCEMENT

This is one of the municipality's core functions of the Law Enforcement Unit. The function is largely executed by the Traffic Wardens sometime in an intergraded approach with other Law Enforcement agencies.

The function ensures that the Municipal By-Laws are enforced and adhered to,

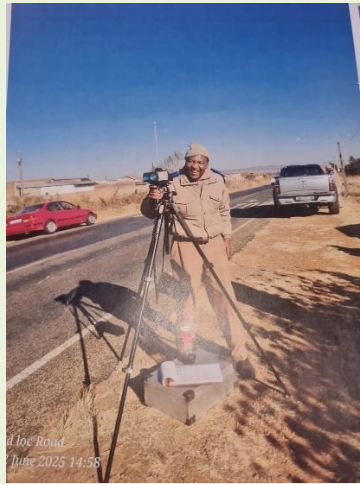
These Law-Enforcement agencies confiscate and destroy the counterfeit goods and expired food stuffs.



SPEED OPERATION

The execution of speed camera prosecution is conducted in order to apprehend and prosecute motorists who do not comply or adhere to the prescribed speed limit as per the National Road Traffic Act.

Chapter 3



ROAD SAFETY PROMOTION AND EDUCATION

The team conducts the Road Safety Promotion and Education Programs with the sole purpose of educating and bringing awareness to the community on how to become responsible road users in the form of motorist, passenger, pedestrian and cyclist. Awareness Campaigns are jointly conducted with Gauteng Road Safety Promotion team by visiting schools, creches, busy intersections etc



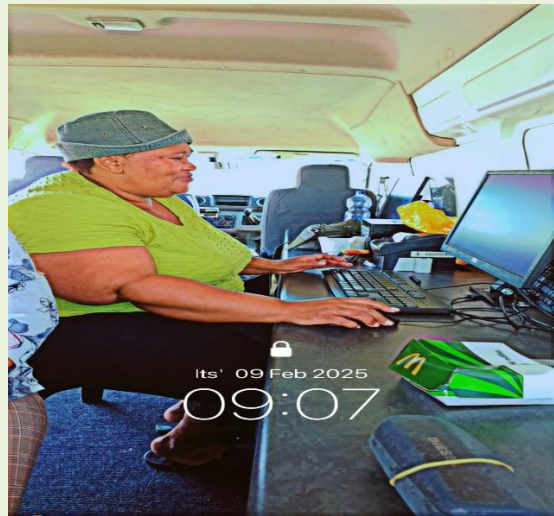
TRAFFIC ADMINISTRATION AND PROSECUTION

- *The functions of Traffic Administration and Prosecution Unit are:*
- *Capturing of traffic fines (Section 56 and 341).*

Chapter 3

- Capturing of accident reports.
- Capturing of Representation results.
- Taking payments of traffic fines, accident reports, municipal tariffs and balancing daily.
- Conducting Warrant Blitz Roadblocks.
- Making enquires (traffic fines and accident reports).
- Printing of Court Roll.
- Capturing of Case Results.
- Printing of Case Results.
- Filing of Documents namely: Accident reports, Control documents (Section 56 and 341) and Payment receipts.

The Unit has established a Warrant Blitz that sole responsibility will be to the outstanding traffic fines and warrants.



OTHER FUNCTIONS PROVIDED BY TRAFFIC SECTION

Social Crime Prevention is done jointly with SAPS & Gauteng Province Department of Community Safety and other community-based organisation. This is another function that the municipality is required to do but due to lack of capacity, it is not fully functional, however a local Community Safety Forum comprising of government institutions, private sector and community-based structures has been established.

Social Crime Prevention Awareness Campaign conducted in the year under review:

Chapter 3



The functions of Social Crime Prevention:

- Co-ordinate social crime prevention management awareness campaigns.
- Initiate and execute social crime prevention programs.
- Plan, organize and implement all social crime prevention management activities.
- Develop, consolidate, prioritize and aligned all programs as per relevant legislation (NRTA 93/1996).
- Do research on agent programs that require immediate attention regarding social crime prevention.
- Develop and implement campaigns.
- Attend all relevant stakeholder's meetings
- Manage personnel within the units.
- Prepare and submit weekly and monthly reports to the Superintendent

ROAD MARKINGS

Chapter 3

Road markings is part of Law Enforcement duties with dedicated Road Marking Unit to oversee the repairing and installation of road signs and to paint the road for road signs to be visible at all times.

The functions of Road Marking Unit are:

- Maintain road surface markings.
- Review road designs and markings
- Replace markings and road signs
- Assist in road accidents where markings may be contributed factor.
- Coordinate road closures of traffic management.



LICENSING SERVICES

This function is performed on behalf of Gauteng Department of Roads and Transport through a Service Level Agreement with a commission split of 80/20% of which 20% is retained by the municipality as an agent. The Section comprising of three sub-sections, namely: Registration and Licensing of motor vehicles (MVRA), Driving License Testing Centre (DLTC) and Vehicle Testing Station (VTS).

REGISTRATION AND LICENSING OF MOTOR VEHICLES

The National Road Traffic Act requires that motor vehicles be registered and licensed before they can be operated on a public road. Motor vehicles that are not registered and licensed are said to be un-roadworthy and can be removed from the roads. The section continues to experience interruptions due to the short supply of face value documents from Gauteng Department of Roads and Transport because of the long outstanding debt.



Chapter 3

DRIVING AND LICENSE TESTING GROUND



APPLICATION AND ISSUING OF LEARNERS LICENCE

A Learner's License affords the learner driver the opportunity to drive a motor vehicle on a public road whilst learning how to drive. This learner can only do so in the presence of an authorised driver who sits as a passenger. For a person to get a learner's license they must have passed a theory test on rules of the road, road signs that need to be adhered to on the public road and the knowledge of controls that need to be used when operating a motor vehicle.



APPLICATION AND ISSUING OF DRIVERS LICENCE

Every driver needs to be authorized by law to operate a motor vehicle on a public road. To be authorized to get a driver's license the driver applies, get tested practically on the road and if all requirements are met, then a driver's license is issued that declares him competent to drive a motor vehicle on the public road.

Chapter 3



VEHICLE TESTING STATION

The National Road Traffic Act requires that testing of motor vehicles are performed in order to declare the vehicle roadworthy to be used on a public road. The function is performed through a VTS in Randfontein region, however the one in Westonaria has since remained decommissioned due to obsolete testing equipment. The Station could not be recommissioned due to lack of funds.



T 3.20.1

Local Traffic Service Data						
Details	Year - 2022/2023		Year 2023/2024		Year 2024/2025	
	Actual No.	Estimate No.	Actual No.	Estimate No.	Estimate No.	Actual No

Chapter 3

1	Number of Road Traffic Accidents during the year	805	-	-	-	2831
2	Number of By-Law Operations conducted	39	4	19	4	13
3	Number of Police Officers in the Field on an average day	81	85	76	85	81
4	Number of Police Officers on Duty on an average day	81	85	76	85	81
						T 3.20.2

Concerning T 3.20.2

See input on T 3.20.1

T 3.20.2.1

Traffic Officers Policy Objectives Taken From SDBIP -2024/2025									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	Year -2022/2023		Year 2023/2024			Year 2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	 (iv)	*Previous Year (v)	*Current Year (vi)	 (vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x) (x) 2025/2026
Service Objective									
Number of Roadblocks held for the enforcement of out-standing traffic fines.	N/A	N/A	N/A	N/A	200	178		200	178
Number of K78 Roadblocks conducted.	N/A	N/A	N/A	N/A	4	12		4	12
Number of By-Law enforcement programmes implemented on a quarterly basis.	N/A	N/A	N/A	N/A	4	4		4	4
Number of Road Safety awareness programmes implemented on a quarterly basis	N/A	N/A	N/A	N/A	4	4		4	4
Compliance monitoring of the signed SLA with the DoT	N/A	N/A	N/A	N/A	90%	90%		90%	90%
T 3.20.3									

Chapter 3

Employees: Traffic Officers					
Job Level	Year - 2023/2024	Year 2024/2025			
Police	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
<i>Executive Director Public Safety</i>		1	1	0	0
<i>Other Traffic Officers</i>					
T 3.20.4					

Financial Performance Year 2024/2025: Police					
R'000					
Details	Year 2023/2024	Year 2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	14,442	58,046	58,395	50,571	(0.15)
<i>Expenditure:</i>					
<i>Police Officers</i>	68,416	91,043	91,043	96,638	0.06
<i>Other employees</i>	208	1,260	2,460	1,244	-0.01
<i>Repairs and Maintenance</i>	3,440	3,463	4,463	3,023	-0.15
<i>Other</i>	72,064	95,766	97,966	100,904	0.05
Total Operational Expenditure	(57,621)	(37,721)	(39,571)	(50,333)	0.25
Net Operational Expenditure	14,442	58,046	58,395	50,571	(0.15)
T 3.20.5					

Chapter 3

Capital Expenditure Year 2024/2025: Traffic Officers					
					R' 000
Capital Projects	Year 2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All					
Project A					
Project B	NO CAPITAL PROJECTS FOR PUBLIC SAFETY 2024/2025				
Project C					
Project D					
					T 3.20.6

COMMENT ON THE PERFORMANCE OF POLICE OVERALL:

In terms of the Safety and Security Planned Programmes for the year under review, the following targets were achieved:

Scholar Patrol Training – Scholar Patrol training is done as per request from schools. In the 2024/2025 financial year Scholar Patrol Training was provided to all schools that are involved in Scholar Patrol. Scholar Patrol Refreshers Training is done when the need arises from specific schools.

Static K78 Roadblock Operations were held at specific National roads within the province and roving ones within the municipalities under the “O Kae Molao” Programme.

ACHIEVEMENTS

The following employees were appointed in the Public Safety department in the 2024/25 financial year to address the issue of high vacancy rate:

Mr. Dumisani Chiya was a Traffic Officer Law Enforcement and has now been appointed as Assistant Superintendent Law Enforcement on level 6

Mr. AS Mashige was a Traffic Officer under Law Enforcement and has now been appointed as Assistant Superintendent under Social Crime Prevention Services on level 6

Ms. Lesego Mosito was Admin Clerk at Traffic Administration and has now been appointed as the Executive Secretary under Public Safety.

Ms. Betty Mahlangu was an External Candidate and has now been appointed as Management Representative under Licensing.

Mr. Freddy Steyn was an Examiner under licensing and has now been appointed as Management Representative under Licensing.

Mr. Tebogo Malefo was Superintendent and has now been appointed as Chief Law Enforcement and Traffic Administration

The following posts were advertised, and appointment processes is underway:

8 x Traffic Wardens

2 x Traffic Prosecutors

1 x Superintendent Security and VIP Protection

55 x Road Safety Promotions campaigns were done at Primary Schools and Crèches with the purpose of educating learners on road safety.

Chapter 3

87 x Social Crime Prevention Campaigns were held jointly with other Stakeholders especially on issues of Substance Abuse and Gangsters. School searches were conducted jointly with local SAPS at various schools.

30 x Joint Roadblock Operations with SAPS were conducted.

15 x By-Law Enforcement operations were conducted. The enforcement of By-Laws on counterfeit goods is done jointly with the Gauteng Law Enforcement Agency Forum which is made up of all Municipalities within Gauteng Province.

19762 Fines were captured during the period under review – 2024/2025 financial year.

LICENSING SECTION:

6713 Learners Licenses were issued for the 2024/2025 period.

17592 Drivers Licenses were issued during this period; this includes the applications for driver's license renewals and professional driving permits.

42 782 vehicles were registered, and 39 314 vehicles were licensed during the 2024/2025 financial year.

305 Vehicles were tested for roadworthiness and 225 were issued at the Randfontein Region Vehicle Testing Station.

Other Achievements:

The recommissioning and upgrading of Westonaria VTS are underway.

CHALLENGES

- ▮ The By-Law Enforcement Unit has not yet been able to operate optimally as expected due to the lack of fleet.
- ▮ Tools of trade in performing duties are still a serious challenge within the Public Safety Section, namely, mobile and handheld radio communication
- ▮ The high rate of cable theft within the area of jurisdiction had increased the financial burden to the Municipality.



T 3.20.7

Chapter 3

Public Safety became a stand-alone Department in 2023/2024 financial Year. This component includes law enforcement, fire, disaster management, licensing and control of animals, and control of public nuisances, etc.

INTRODUCTION TO SECURITY & SAFETY

See input on T 3.20.1

T 3.20

3.21 FIRE

INTRODUCTION TO FIRE SERVICES

COMMENT ON THE PERFORMANCE OF FIRE SERVICES OVERALL:

This function resides with WRDM.

To ensure that West Rand communities feel and are safe, firefighting services has continued to respond to distressed calls promptly with the help of intervention programmes, such as first responder principals, which by nature allows the municipality to draw resources from different sources to meet its objective.

T 3.21.1

T 3.21.2

T 3.21.2.1

T 3.21.3

T 3.21.4

T 3.21.5

T 3.21.6

Rand West City recently embarked on a serious development on the following areas:

- On R28 Road next to Westonaria Borwa, a Gulf Service Station was built
- New Housing development construction is underway along the R28 road
- Two shopping complex were built along Ralerata street and old location road respectively

The above was reported to alert the reader of the escalated risks and/or challenges that the above developments will pose, i.e;

- *Risk of increased road accidents since the development is adjacent to a Provincial Road.*
- *Risk/ challenges of fires – additional human factor and additional households*
- *Risks / challenges of increased crime and service delivery protests*

T 3.21.1

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

Chapter 3

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

Disaster Management is co-ordinated at the level of the West Rand District Municipality. Lack of capacity at municipal level does not allow this function to be operationalised although it is required that disaster management function to be based at the municipalities.

T 3.22.1

SERVICE STATISTICS FOR DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL, CONTROL OF PUBLIC NUISANCES, ETC

T 3.22.2

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

Disaster Management is co-ordinated at the level of the West Rand District Municipality. Lack of capacity at municipal level does not allow this function to be operationalised although it is required that disaster management function to be based at the municipalities.

T 3.22.1

T 3.22.2

T 3.22.2.1

T 3.22.3

T 3.22.4

T 3.22.5

T 3.22.6

T 3.22.7

COMPONENT H: SPORT AND RECREATION

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

INTRODUCTION TO SPORT AND RECREATION

The Sport and Recreation Section have the responsibility to ensure that basic programmes are developed, implemented, and sustained for the benefit of all members of the community, e.g., Children, Youth, people with disability and the Elderly.

Strategic goal is Long and healthy life for all socially integrated communities. And the top 2 service delivery priorities are:

1.Management of Arts and Culture unit ensuring effective implementation of all programmes

2.Management of the Sport and Recreation unit ensuring effective implementation of all programmes

T 3.23

3.23 SPORT AND RECREATION

Chapter 3

SERVICE STATISTICS FOR SPORT AND RECREATION

The following are the main function of the section:

- Facilitate and coordinate the construction of new sport and recreation facilities
- Maintenance of existing sport and recreation facilities
- Manage usage of existing sport and recreation facilities
- Manage working Relationships with all sport and recreation stakeholders
- Develop and implement Sport, Recreation, Arts and Culture programmes and projects

Management of Arts and Culture unit ensuring effective implementation of all programmes

The Gauteng Organisation of Community Arts and Culture in partnership with Municipality, and Gauteng Department of Arts and Culture hosted an Arts festival on the 31 August 2024 at Simunye Multipurpose Hall.



The Goldfields South Deep Mine in partnership with Municipality held a successful Heritage Day Celebration on the 24th September 2024 at Westonaria Civic Centre (Banquet Hall).

Chapter 3



T 3.23.1

The Kgantsha Lesedi Foundation in partnership with Municipality held successful Heritage Day Celebration called "kgaba ka setso" on the 28th of September 2024 at Dan Tloome.



Chapter 3



The Gauteng Organisation of Community Arts and Culture in partnership with Municipality, and Gauteng Department of Arts and Culture hosted an Arts festival on the 31 August 2024 at Simunye Multipurpose Hall.



The Municipality in partnership with Living Hope Gospel Choir hosted Clap and Tap festival on the 24th November 2024 at Ramosa Community Hall.



Chapter 3



The Municipality in partnership with the Interim Rand West City Arts Council held the Annual General Meeting to elect the new Arts Council on the 30th of November 2024 at Ramosa Community Hall.



Chapter 3



The Municipality in partnership with Olerato Youth Development (NPC), Gauteng Civil Society Forum under AIDS Council, Gauteng Department of Sport, Culture, Arts and Recreation and Healing Sizabantu NGO hosted a dance for cause event on the 13 December 2024 at Ramosa Hall.



The Municipality in partnership with 4 RONA BY RONA hosted a Christmas Explosion Music festival on the 25th of December 2024 at Ace Ntsoelengoe Stadium in Mhlakeng township.

Chapter 3



The Municipality in partnership with TDM holdings was supposed to host an Arts in Communities event, but due to financial constraints the event could not happen.

Chapter 3



The Municipality in partnership with Rand West City Arts Council hosted a successful Arts Council Launch event on the 29th of March 2025 at Westonaria Civic Centre, Banquet Hall.



Management of the Sport and Recreation unit ensuring effective implementation of all programmes

- *The Municipality in partnership with Goldfields South Deep Gold Mine hosted successful Mandela day celebration soccer tournament on the 20th of July 2024.*

Libraries; Archives; Museums; Galleries; Community Facilities; Other Policy Objectives Taken from IDP 2024/2025									
Service Objectives Service Indicators (i)	Outline Service Tar-gets (ii)	2022/2023	2022/2023	2023/2024			2023/2024	2024/2025	
		Target	Actual	Target		Actual	Target		
		*Previ-ous Year (iii)	 (iv)	*Previous Year (v)	*Current Year (vi)	 (vii)	*Current Year (viii)	*Cur-rent Year (ix)	*Follow-ing Year (x)
Service Objective Maintenance sport and recrea-tion facilities	16 x facilities	16	16	16	16	16	16	N/A	N/A
Management of Arts and Cul-ture unit ensuring effective im-plementation of all programmes	One (1) program	1	1	1	1	1	1	3	3
Management of the Sport and Recreation unit ensuring effec-tive implementation of all pro-grammes	One (1) program	1	3	1	.1	1	2	2	1
T 3.23.2									

Chapter 3

Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	Year 2023/2024	Year 2024/2025			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of to- tal 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	21	11	10	48%
19 - 20	18	30	18	12	40%
<i>Total</i>	55	93	55	38	41%
					T 3.23.3

Financial Performance: Sport and Recreation					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	126	1,904	1,918	90	(20.05)
<i>Expenditure:</i>					
<i>Employees</i>	12,937	10,017	10,017	13,900	0.28
<i>Repairs and Maintenance</i>	230	393	393	134	(1.94)
<i>Other</i>	11,244	605	605	222	(1.73)
Total Operational Expenditure	24,411	11,015	11,015	14,255	0.23
Net Operational Expenditure	(24,284)	(9,111)	(9,097)	(14,165)	0.36
					T 3.23.4

Capital Expenditure: Sport and Recreation					
R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Ex- penditure	Variance from original budget	Total Project Value
<i>Total All</i>	10,000	4,000	3,997	0	
<i>Upgrading of Toekmorus (phase 3)</i>	10,000	4,000	3,997	0	
					T 3.23.5

Chapter 3

COMMENT ON THE PERFORMANCE OF SPORT AND RECREATION OVERALL:

The section performed well overall in terms of implementation of programmes aligned in the Service Delivery Budget Implementation plan (SDBIP). However, the Section was faced with the challenge of renovation and maintenance of its facilities.

During the 2024/25 financial year the following capital projects were implemented:

-Upgrading of Toekomsrus Stadium Phase 3.

T 3.23.6

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

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

INTRODUCTION TO CORPORATE POLICY OFFICES, Etc

a) CORPORATE POLICY OFFICE

b) FINANCIAL SERVICES

The Financial Services Department continued to play a critical role in safeguarding the financial sustainability of Rand West City Local Municipality during the year under review. Despite ongoing cash constraints, rising service delivery demands and broader economic pressures. The department focused on strengthening financial governance, improving revenue management and ensuring compliance with the Municipal Finance Management Act (MFMA).

Improving Revenue Collection and Financial Sustainability

Enhance billing accuracy and debt management to improve revenue collection levels. Implement targeted credit control and customer engagement initiatives to reduce outstanding consumer debt. Implement cost containment measures including stricter expenditure controls and prioritisation of essential spending. Improve supply chain management processes resulting in reduced turnaround times and better value for money.

Strengthening Financial Governance and Compliance

Improved compliance with MFMA and National Treasury reporting requirements. Timely submission of statutory reports including monthly Section 71 and mid-year Section 72 reports. Strengthen internal controls to reduce audit findings and supported progress towards improved audit outcomes.

Supporting Efficient and Sustainable Service Delivery

Ensure effective budget management that funds are aligned with service delivery priorities. Improve expenditure monitoring to reduce unauthorised, irregular and wasteful expenditure. Financial support to line departments to enhance planning, procurement and project implementation.

c) HUMAN RESOURCE SERVICES

Chapter 3

The HR Division is delegated to provide support and coordination of HR Planning and benefits administration, Skills Development and Employee Wellness.

HR Planning

the division is responsible for recruitment of employees to ensure that the municipality has sufficiently skilled workforce to deliver services as mandated by the Constitution. The department filled the two outstanding Senior Manager positions that were left vacant with the resignation of the COO and the Executive Director: Infrastructure in 2023. Key middle management positions were also filled including Manager Supply Chain, Manager Water and Sanitation, Manager Fleet, Manager OD and Performance Management, Manager Distribution Loss and Chief Traffic Admin. Various other low-level positions were filled.

Skills development

During their tenure in the municipality employees are given an opportunity to upgrade their skills as part of lifelong development and also to be able to perform at their maximum capacity. The department also facilitates granting of bursaries by the LGSETA, in the year under review 18 employees received bursaries funded by LGSETA towards obtaining Local Government scarce and critical skills. The unit also provides unemployed learners with an opportunity to gain workplace experience through Internships and Learnerships.

Employee Wellness

The department also assists employees who present with psycho-social problems through its Employee Wellness Unit to ensure such problems do not affect their work performance. The unit also assists employees who can no longer work by facilitating the medical boarding programme to ensure smooth exit. A couple of employees were referred to rehabilitation centres for substance abuse and are back at work recovering. Employee Wellness also steps in as a first point to assist employees with behavioural problems such as absenteeism to receive help before they are referred to Labour Relations for disciplinary processes.

d) ICT SERVICES

The Information and Communication Technology (ICT) Section forms a core part of the Corporate Support Services within Rand West City Local Municipality (RWCLM), delivering essential technology services that enable effective governance and service delivery. Our mandate is to provide, maintain and secure Information Systems that meet the Municipality's operational needs while ensuring continuous connectivity and seamless integration across departments.

Guided by best practices and aligned with RWCLM's strategic objectives, ICT services encompass application and network administration, infrastructure management, system support and the safeguarding of municipal information assets. Our key priorities remain:

- * Security of IT Systems and Assets – Protecting and maintaining the integrity of all ICT infrastructure.*
- * Availability and High Performance of Systems – Ensuring systems are always accessible, reliable, and optimised for efficiency.*
- * Improved Service Delivery Through Technology – Leveraging digital tools to streamline processes and enhance municipal services.*

During the past year, significant milestones were achieved:

- 1. Time & Attendance System – Fully deployed across all sites, replacing manual attendance tracking, improving accountability, and streamlining payroll processes through accurate, real-time reporting.*
- 2. Push-to-Talk Communication System – Rolled out to key infrastructure departments, enabling rapid coordination, faster response times, and customised performance reporting.*
- 3. Network Infrastructure Upgrade – Replacement of core switches and installation of Wi-Fi access points at the*

Chapter 3

Randfontein and Westonaria Data Centres, improving reliability, speed, and remote connectivity.

Collectively, these initiatives reduced manual processes, improved communication and strengthened ICT governance, building a resilient technology foundation for RWCLM's ongoing digital transformation. The year's progress has positioned the Municipality to deliver smarter, faster and more connected services to our community in the years ahead.

e) PROPERTY SERVICES

T 3.24

3.24 EXECUTIVE AND COUNCIL

This component includes Executive office (Mayor; Councillors; and Municipal Manager).

INTRODUCTION TO EXECUTIVE AND COUNCIL

The executive is established in terms of Chapter 4 of the Structures Act (Internal Structures and Functionaries (ss 42-82). In Part 1, ss 42-53 deals with the establishment of executive committees. The Rand West City Executive is led by the Executive Mayor, assisted by 10 (ten) members of the Mayoral Committee, of which each member of the committee chairs a section 80 committee.

The duty of the Executive is to assist the Executive Mayor in the execution of his duties and to attend to responsibilities assigned to them by the Executive Mayor. Furthermore, the Executive Mayoral Committee through the Executive Mayor report to the Council through the tabling of formal reports.

The executive is established in terms of Chapter 4 of the Structures Act (Internal Structures and Functionaries (ss 42-82). In Part 1, ss 42-53 deals with the establishment of executive committees. The Rand West City Executive is led by the Executive Mayor, assisted by 10 (ten) members of the Mayoral Committee, of which each member of the committee chairs a section 80 committee. The duty of the Executive is to assist the executive Mayor in the execution of his duties and to attend to responsibilities assigned to them by the Executive Mayor.

The Municipal Council is established in terms of Section 157 (1) of the Constitution and Section 22 (1) of the Local Government: Municipal Structures Act. This section stipulates that a local council consists of councillors elected in accordance with schedule 1, by voters on the municipal segment of the national common voters roll to proportionally represent parties and by voters represented in the wards to directly represent the wards.

It is composed of the Speaker of council who presides at meetings of the council and must ensure that council meets at least quarterly, the Council Whip who is appointed by council and must ensure that councillors attend to their duties and account to their constituencies and gives political management of council meetings and councillors elected in terms of schedule 1.

At the heart of Rand West City Local Municipality's success lies its Information and Communication Technology (ICT) services. This essential unit within Corporate Support Services provides the crucial technological backbone that powers daily operations, keeps everyone connected, and delivers vital services across the municipality.

Rand West City Local Municipality's ICT services play a multifaceted role in keeping the city running smoothly. From managing essential applications and networks to maintaining complex infrastructure and systems, they ensure information systems cater to the municipality's needs and empower users with continuous connectivity and the resources they rely on.

Seamless workflows, effortless connections, and instant access to information – these are just a few benefits of Rand West City Local Municipality's robust ICT services. This dedicated team works behind the scenes to ensure uninterrupted operations and a smooth, digital experience for everyone within the municipality."

Chapter 3

The executive is established in terms of Chapter 4 of the Structures Act (Internal Structures and Functionaries (ss 42-82). In Part 1, ss 42-53 that deals with the establishment of executive committees. The Rand West City Executive is led by the Executive Mayor, assisted by 10 (ten) members of the Mayoral Committee, of which each member of the committee is the Chairperson of a dedicated Section 80 Committee.

The duty of the Executive is to assist the Executive Mayor in the execution of his duties and to attend to responsibilities assigned to them by the Executive Mayor.

The Municipal Council is established in terms of Section 157(1) of the Constitution and Section 22(1) of the Local Government: Municipal Structures Act. This section stipulates that a local council consists of councillors elected in accordance with schedule 1, by voters on the municipal segment of the national common voters roll to proportionally represent parties and by voters represented in the wards to directly represent the wards. It is composed of the Speaker of council who presides at meetings of the council and must ensure that council meets at least quarterly, the Council Whip who is appointed by council and must ensure that councillors attend to their duties and account to their constituencies and gives political management of council meetings and councillors elected in terms of schedule 1.

T 3.24.1

SERVICE STATISTICS FOR THE EXECUTIVE AND COUNCIL – 2024/2025

MAYORAL		COUNCIL	
Date	Quantity of reports	Date	Quantity of reports
31 July 2024 (Special)	23	03 July 2024 (Special)	1
29 August 2024 (Special)	6	02 August 2024 (Ordinary)	33
06 September 2024 (Ordinary)	9	30 August 2024 (Special)	5
		12 September 2024 (Special)	9
22 October 2024 (Special)	2	23 October 2024 (Special)	2
29 October 2024 (Special)	9	30 October 2024 (Ordinary)	10
19 November 2024 (Special)	4	11 November 2024 (Special)	1
	6	20 November 2024 (Special)	4
		20 November 2024 (Sp. Memorial)	1
02 December 2024 (Special)	6	04 December 2024 (Ordinary)	6
09 January 2025 (Special)	1	14 January 2025 (Special)	1
23 January 2025 (Special)	13	29 January 2025 (Special)	17
20 February 2025 (Ordinary)	13	26 February 2025 (Ordinary)	15
24 March 2025 (Special)	15	26 March 2025 (Special)	15
01 April 2025 (Special)	2	03 April 2025 (Special)	2
20 May 2025 (Special)	14	29 May 2025 (Special)	15
26 May 2025 (Special)	2	06 June 2025 (Special)	1
25 June 2025 (Ordinary)	14	26 June 2025 (Ordinary)	6
TOTAL	139		144

T 3.24.2

The Executive and Council Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'.

* 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *Current Year' refers to the targets set in the Year 0 Budget/IDP round. *Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs

T 3.24.3

No Capital Budget for Executive Council for 2024/2025

Chapter 3

Employees: The Executive and Council					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	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	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.24.4

Financial Performance: The Executive and Council					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	126	1,904	1,918	90	(20.05)
Expenditure:					
Employees	12,937	10,017	10,017	13,900	0.28
Repairs and Maintenance	230	393	393	134	(1.94)
Other	11,244	605	605	222	(1.73)
Total Operational Expenditure	24,411	11,015	11,015	14,255	0.23
Net Operational Expenditure	(24,284)	(9,111)	(9,097)	(14,165)	0.36

T 3.24.5

Capital Expenditure: The Executive and Council – 2024/2025					
R' 000					
Capital Projects	2024/25				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	N/A	N/A	N/A	N/A	
Project A	N/A	N/A	N/A	N/A	N/A
Project B	N/A	N/A	N/A	N/A	N/A

T 3.24.6

Chapter 3

COMMENT ON THE PERFORMANCE OF THE EXECUTIVE AND COUNCIL:

No capital projects were implemented in the 2024/25 financial year

T 3.24.7

3.25 FINANCIAL SERVICES

INTRODUCTION FINANCIAL SERVICES

Finance directorate must annually review Budget related Policies and by-Laws, which will govern consistent charging of levies for services rendered to the communities. Collection of money owed to Council as revenue must also be covered in terms of these policies

There will be internal and external audits conducted to ensure effective management of risk and fraud and corruption while encouraging customers to make payments. The indigent status of customers is verified on an annual basis to ensure that only those customers that meet the requirements, receive the free basic services.

T 3.25.1

Debt Recovery 2024/2025										
R' 000										
Details of the types of account raised and recovered	2022/23		2023/24			2024/25			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 billed that were collected %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Estimated out-turn for accounts billed in year	Estimated Proportion of accounts billed that were collected %
Property Rates	202,107,942	83%	600,862	470,212	78%	485,008,794	347,444,111	72%	511,199,269	90%
Electricity - B	-	0%	-	-	0%	-	-	0%	-	0%
Electricity - C	550,207,101	103%	1,400,395	1,199,910	86%	883,583,060	795,682,444	90%	996,151,542	90%
Water - B	-	0%	-	-	0%	-	-	0%	-	0%
Water - C	163,831,843	71%	691,077	422,441	61%	370,755,289	240,638,082	65%	427,480,848	90%
Sanitation	33,617,069	54%	156,376	82,746	53%	127,494,341	55,883,230	44%	134,379,035	90%
Refuse	35,967,119	55%	175,622	88,377	50%	117,444,558	56,731,335	48%	123,786,564	90%
Other	101,014,983	100%	546,992	503,294	92%	183,571,819	65,105,668	35%	201,929,001	90%

Financial Service Policy Objectives Taken From IDP									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	Year 2021/2022		Year 2022/2023			Year 2023/2024	Year 2024/2025	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)		*Previous Year (v)	*Current Year (vi)		*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
Increase in speed of payment of tariffs, tax demands, invoices	No more than x% of creditors raised (in Rand value) during the year outstanding (o/s) at year end	No more than T0% of current yr. creditors o/s at yr. end	No more than A0% of current yr. creditors o/s at yr. end	No more than T1% of current yr. creditors o/s at yr. end	No more than T1% of current yr. creditors o/s at yr. end	No more than A1% of current yr. creditors o/s at yr. end	No more than T2% of current yr. creditors o/s at yr. end	No more than T5% of current yr. creditors o/s at yr. end	No more than T5% of current yr. creditors o/s at yr. end
Reducing the number of invoices raised by increasing advance payment for services rendered (A project requiring participation by all departments but let by the central finance department)	x% reduction in number of invoices raised over the previous year's target	T0% reduction in invoices raised; target limit of invoices	A0% reduction in invoices raised; target limit of invoices	T1% reduction in invoices raised; target limit of invoices	T1% reduction in invoices raised; target limit of invoices	A1% reduction in invoices raised; target limit of invoices	T2% reduction in invoices raised; target limit of invoices	T5% reduction in invoices raised; target limit of invoices	T5% reduction in invoices raised; target limit of invoices
Improving speed of legal measures to recover revenues	Commence legal proceedings for recovery of revenues within 4 weeks of the due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	% of legal proceeding commenced within 4 weeks of due date	% of legal proceeding commenced within 4 weeks of due date	% of legal proceeding commenced within 4 weeks of due date

T 3.25.3

Chapter 3

Employees: Financial Services					
Job Level	Year 2022/2023	Year 2023/2024			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	8	8	8	1	8%
4 - 6	32	62	32	1	2%
7 - 9	47	108	47	1	1%
10 - 12	23	38	23	1	3%
13 - 15	1	0	1	0	0%
Total	111	216	111	4	2%
T 3.25.4					

Financial Performance: Financial Services					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	177,418	123,004	164,449	149,167	0.18
<i>Expenditure:</i>					
<i>Employees</i>	69,423	65,284	64,895	73,709	0.11
<i>Repairs and Maintenance</i>	–	–	–	–	–
<i>Other</i>	606,082	31,903	14,118	12,434	(1.57)
Total Operational Expenditure	675,505	97,187	79,013	86,143	(0.13)
Net Operational Expenditure	(498,087)	25,817	85,437	63,025	0.59
T 3.25.5					

Capital Expenditure: Financial Services					
R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Ex- penditure	Variance from original budget	Total Pro- ject Value
<i>Total All</i>	200	711	422	53%	
<i>Procurement of Intern Laptops</i>	200	711	422	59%	
<i>Procurement of Cashier Printers</i>	–	–	–	0%	
T 3.25.6					

Chapter 3

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

This function is responsible for the administration of funds for the entire Municipality as well as the receipts from government allocations. The revenue variance may be attributed to factors such as the increase in money collected from customers, increase in transfers as well as interest earned.

Employee costs variance is due to an enhanced cost reduction strategy, which has affected overtime worked. The function also includes expenditure on contracted services and also expenditure incurred on debt collections.

The Municipality financial service is responsible for the planning, administration, and management of all finance related matters of the entire functions across all the departments. The income and expenditure budget were fairly utilized in the 2022/2023 financial year, with all related variances being favourable. The planned capital project for the year under review was completed and all the funding spent.

T 3.25.7

3.26 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

The mandate of the Human Resources department ordinarily is to provide support to all departments in terms of Management of Employee Relations, Recruitment, Benefits Management, Employee Wellness, Skills Development, Organisational Development & Design and Occupational Health and Safety. In the year under review however, the OHS function was allocated under Risk Management in the Chief Operations Officer directorate, while Employee Relations was placed under the Legal Services department.

It is the municipality's intention to always maintain a sound employer-employee relationship that is also cordial to ensure labour stability, which is why it is committed to addressing various issues and matters of mutual interest through the Local Labour Forum (LLF).

This ensures that all stakeholders focus their attention to the Constitutional mandate of the municipality which is delivering services to the people. Labour peace also minimises the risk of labour unrest and potential industrial action which negatively impacts on organisational efficiency and also affects the economy of the region.

The municipality is further mandated by the Skills Development and Skills Development Levies Act, to provide continuous learning to its employees for the betterment of their lives as well as to ensure the municipality has sufficiently skilled employees to help it deliver on its service delivery mandate.

To fulfil this obligation, the municipality continues to develop the skills of its employees and those of the unemployed graduates and school leavers to ensure it has sufficient pool of skilled employees to be able to achieve its organisational objectives.

The municipality through its skills development unit also offers skills development opportunities for the unemployed, thus contributing to the efforts to combat unemployment amongst its communities.

This obligation is mainly carried through with the collaboration with external stakeholders who partner with the municipality to place learners who require work integrated learning, training of artisans and provision of learnerships. Through compliance with the Skills Development and Skills Development Act, the municipality can access grants from the LGSETA to fund its training initiatives.

Chapter 3

An analysis of workforce exit at Rand West City shows a low rate of attrition and mostly due to retirement. The number of retiring employees also presents the municipality with an opportunity to introduce mentorship programmes for junior staff where the aging personnel occupy management positions, skilled and scarce skills which would leave a vacuum if no plans were in place to mitigate the effects.

The municipality continues to record terminations due to death and medical boarding, mostly due to chronic illnesses, this poses a challenge for the Employee Wellness Unit to develop more programmes to assist employees to maintain a healthy lifestyle and to look after their health in general.

The municipality needs to capacitate the Employee Wellness Unit to enable it to fully assist employees in need, noting that one of the resignations was an Employee Wellness Officer.

T 3.26.1

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

In the year under review the Human Resources section had thirty-five (25) positions in the organogram of which 12 were filled and 13 vacant. One employee resigned in the year under review.

T 3.26.2

Human Resource Services Policy Objectives Taken From IDP									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	2022/2023		2023/2024			2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
Develop a learning organisation	WSP and ATR compiled and submitted to LGSETA.	1	1	1	1	1	1	1	1
	Training of employees and the unemployed implemented	1	1	1	1	1	1	1	1
	Employment Equity Report compiled and submitted to Department of Employment and Labour	1	1	1	1	1	1	1	1
	Review of HR Policies	0	0	0	10	10	10	8	0
T 3.26.3									

Chapter 3

Employees: Human Resource Services					
Job Level	Year - 2023/2023	Year 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	17	17	7	10	65%
7 - 9	7	7	4	3	0%
Total	25	25	12	13	65%
T 3.26.4					

Financial Performance: Human Resource Services					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
<i>Total Operational Revenue</i>	25,052	22,964	22,964	22,879	0.08
<i>Expenditure:</i>					
<i>Employees</i>	15,304	12,757	12,757	18,385	0.17
<i>Repairs and Maintenance</i>	–	–	–		0.00
<i>Other</i>	25,783	3,797	4,947	3,470	0.85
<i>Total Operational Expenditure</i>	41,087	16,553	17,703	21,855	0.24
<i>Net Operational Expenditure</i>	(16,036)	6,411	5,261	1,023	-5.27
T 3.26.5					

Capital Expenditure: Human Resource Services					
R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
<i>Total All</i>	–	200	174	–	
<i>Procurement of Laptops</i>	–	200	174	–	
T 3.26.6					

Chapter 3

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

*The following capital projects were implemented in the 2024/25 financial year
- Procurement of Laptops*

T 3.26.7

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) services are an integral part of the Corporate Support Services within Rand West City Local Municipality. ICT Services play a pivotal role by providing essential technology services and support. These services encompass several key responsibilities, including application management, network administration, infrastructure management, and system administration.

The primary mandate of the ICT Section is to provide and maintain Information Systems (IS) that cater to the information needs and requirements of the Municipality. Additionally, these services ensure continuous connectivity for the users within the Rand West City Local Municipality (RWCLM). Here are the key focus areas for ICT services:

- Security of IT Systems and Assets: Ensuring the protection and integrity of all Information Technology (IT) systems and assets to safeguard against potential threats and breaches.*
- Availability of Systems: Ensuring that IT systems are consistently available and operational to meet the needs of the Municipality.*
- High Performance of Systems: Optimizing the performance of IT systems to enhance efficiency and effectiveness.*
- Improved Service Delivery: Enhancing the Municipality's ability to serve its customers more effectively through highly efficient IT systems.*
- Support and Maintenance: Providing ongoing support and maintenance for the various systems used by RWCLM departments.*
- Alignment with Business Requirements: Ensuring that IT systems are aligned with the specific business requirements and goals of the Municipality.*
- Seamless Integration: Facilitating the seamless integration of various systems and technology platforms to streamline operations.*
- Adherence to Best Practices: Leading the delivery of IT systems and services in accordance with industry best practices and government-based procedures.*

Priorities of the ICT Section over the past year and the significant efficiencies achieved:

Telephony Solution (VoIP): The deployment of a cloud-based unified communication solution has been successfully implemented. A new number and 600 numbers/extensions have been allocated. Handsets have been delivered, and training on the Telephone Management System has been conducted.

UPS – Westonaria: An inverter system has been installed and tested as part of the Westonaria UPS replacement project.

Tools of Trade: A grant of R 5 million has been allocated for the procurement of tools of trade. The procurement process was concluded, and distribution of equipment is in process.

Network Infrastructure Upgrade: Appointment of a Service Provider to undertake a comprehensive network infrastructure upgrade/refresh. This project, spanning three years, will include ongoing support and maintenance services.

Chapter 3

In summary, the successful implementation of a cloud-based VoIP telephony solution with allocated extensions and comprehensive training enhances communication capabilities. The installation and testing of the inverter system at Westonaria Service Area improve power reliability for critical operations. The allocation of R5 million for tools of trade and the advanced procurement stage demonstrate significant progress in resource allocation. The network infrastructure upgrade project marks a critical first step in addressing the outdated and inadequate network infrastructure.

T 3.27.1

SERVICE STATISTICS FOR ICT SERVICES

1. *Section and User Support: The ICT Section of the Municipality consists of 12 (twelve) full-time officials and 2 (two) Interns responsible for supporting approximately 900 users.*
2. *Data Centres: The Municipality has 2 (two) data centres, Westonaria & Randfontein, equipped with 4 (four) physical servers hosting 32 (thirty-two) virtual servers and 3 (three) Network Attached Storage (NAS) devices. Having redundancy in the data centers ensures data availability and disaster recovery capabilities.*
3. *Wide Area Network (WAN): The data centers are connected via the Gauteng Broadband Network (GBN) WAN, providing a reasonably fast upload and download speed of approximately 100 Mbps. A reliable WAN connection is crucial for interconnecting remote sites and data centers.*
4. *Active Directory and Azure AD Integration: Active Directory Domain Services are being used on physical machines in both data centers, and they are also connected to Azure AD. This setup provides centralized user management and authentication.*
5. *Virtualization: It's mentioned that the physical machines running Active Directory are virtualized on corresponding virtual hosts. Virtualization helps optimize resource utilization and ease of management.*
6. *Backup Solution: Veeam Backup solution is used for backing up servers, including operating systems and applications. A robust backup strategy is essential for data protection and disaster recovery.*
7. *Email Services: Email services are provided through a hybrid setup between Exchange Online and Microsoft Exchange 2019, with protection by Mimecast. This combination allows for flexibility and email security.*
8. *Remote Sites: There are 11 (eleven) remote sites at Westonaria Service Area and 14 (fourteen) at Randfontein Service Area, all connecting via fibre or the GBN WAN to the main building.*

Overall, the IT infrastructure of the Municipality is robustly designed, featuring redundancy, virtualization and a strong emphasis on data security and disaster recovery. The hybrid email setup reflects a contemporary approach to communication services, while the WAN connectivity ensures efficient communication between the main sites and remote locations.

T 3.27.2

ICT Services Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	2022/2023		2023/2024			2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)		*Previous Year (v)	*Current Year (vi)		*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Continuity	Backup and Disaster Recovery	R4 268 600.00	R3 253 413.00		R4 911 658.00	R2 877 767.00	R1 899 919.00	R1 899 919.00	R2 013 914.00
ICT Governance Framework	Aline with MCGICT	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00
Master Systems Plan	IT Systems Master Plan and Implementat ion Plan	R886 975.02	R886 975.02	R0.00	R0.00	R0.00	R298 844.75	R298 844.75	R298 844.75
IT Equipment	Replace absolute IT Equipment	R1 000 000.00	R1 000 000.00	R1 000 000.00	R1 000 000.00	R1 000 000.00	R1 000 000.00	R1 000 000.00	R1 000 000.00
T 3.27.3									

Chapter 4

Employees: ICT Services					
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		1	1	0	0%
4 - 6		9	7	2	22%
7 - 9		7	6	1	14%
10 - 12		1	0	1	100%
Total		18	14	4	22%
T 3.27.4					

Financial Performance: ICT Services					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	34,650	31,763	31,763	31,644	-
Expenditure:					
Employees	8,066	8,268	8,268	9,946	0.17
Repairs and Maintenance	700	716	916	877	0.18
Other	13,696	17,444	16,894	14,080	(0.24)
Total Operational Expendi- ture	22,462	26,428	26,078	24,903	(0.06)
Net Operational Expendi- ture	12,189	5,335	5,685	6,741	0
T 3.27.5					

Capital Expenditure: ICT Services					
R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Ex- penditure	Variance from original budget	Total Project Value
Total All	1,000	1,000	1,020	2%	
I.T Equipment	1,000	1,000	1,020	2%	
T 3.27.6					

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

Tools of Trade

Challenge: Ineffective tools of trade as some of the user's laptops and desktops are old, out of warranty, and not compatible with the current technology.

Solution: R 5 million grant to procure tools of trade. Procurement was concluded and distribution of equipment is in an advanced stage.

Network Infrastructure Upgrade/Refresh

Challenge: Inability to provide the necessary service to users and members of the public due to aged Network Infrastructure.

Solution: Appointment of a service provider for the support and maintenance of our network infrastructure was completed during Q4, and the network infrastructure upgrade/refresh project is well under way. This project will ensure that applications and systems function optimally.

Under capacitated ICT Staff

Challenge: Failure to attend to calls within the designated time frames overstretch our current officials' capacity.

Solution: Vacant positions have been filled.

T 3.27.7

3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes: (a) Property; (b) Legal; (c) Risk Management and (d) Procurement Services.

INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

(a) PROPERTY

Property Management Division is located within the Department of Economic Development, Human Settlement and Planning. The management of municipal owned properties is in accordance with the prescripts of the Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) and the Municipal Assets Transfer Regulations.

The key objectives of the division are:

Provide a framework for the management of acquisition and disposal of land and immovable properties.

Utilising the immovable property assets to encourage new developments, regenerate spatial integration and stimulate local economic development. Ensure maximum return on investment from the immovable property asset portfolio which ultimately contribute to the municipality's financial sustainability. Provide the right building at the right place to meet service delivery demand whilst ensuring realisation of value for money.

The main functions of the division include the following:

Management of the investment properties

Coordination and maintenance of the municipal property lease register

Conducting inspections on municipal owned properties

Counter land invasion.

The effective coordination of these functions helps ensure orderly and sustainable development within a municipality, balancing the needs of the community with environmental, economic, and social considerations.

a) LEGAL SERVICES:

Legal Services is in within the directorate of Corporate Support Services. The fundamental strategic functions of the Legal Services Section is to provide support in the form of sound legal advice and to the Municipal Council, the Mayoral and Section 80 Committees of Council, as well as to the Political Office Bearers, the Municipal Manager, Executive Managers and Managers of the different Directorates and Sections of the Municipality.

The main focus of the Section during the year under review was to embark on a process of reviewing the system of delegations as well as to continue the mandate to development and/or review by-laws in order to create a basic legal framework to ensure that the Rand West City Local Municipality would operate with uniform by-laws within the jurisdiction of Rand West City Municipality. This is an ongoing process and is initiated based on the needs of the Municipality.

(c) RISK MANAGEMENT

According to Section 62(1) (c) (i) of the Municipal Finance Management Act, the Accounting Officer is required to ensure that the Municipalities have and maintain effective, efficient and transparent systems of Risk Management.

The implementation of Risk Management will assist the Municipality to achieve, among other things, the following outcomes needed to underpin and enhance performance:

- More sustainable and reliable delivery of services.
- Informed decisions underpinned by appropriate rigour and analysis.
- Innovation.
- Reduced waste.
- Prevention of fraud and corruption.
- Better value for money through more efficient use resources.
- Better outputs and outcomes through improved project and programme management.

The following Strategic Risks were identified for mitigation in the 2023/2024 Financial year:

- Inability to deliver quality services
- Outdated IT Infrastructure
- Theft and vandalism of municipal assets
- Inadequate critical skills to deliver services
- Increase in Unauthorised, Irregular, Fruitless and Wasteful Expenditure
- Litigation
- Declining Local Economy
- Fraud and Corruption
- Illegal occupation of land and properties

d) PROCUREMENT

The Procurement department is within the Finance directorate. The strategic functions of the procurement unit are to provide procurement of goods and services for service delivery purposes in line with SCM regulations, section 217 of the Constitution of the Republic of South Africa, the MFMA act 56 of 2003 and all the applicable National Treasury circulars.

The procurement unit assists the municipality to regulate the way the public funds are utilized when procuring goods and service whilst in pursuit of service delivery that is responsive to the needs of the society by ensuring transparency, efficiency, and accountability in the acquisition of goods and services.

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

a) PROPERTY STATISTICS

b) LEGAL

Litigation against the Municipality initiated by third parties – 68

- *Litigation initiated by the Municipality – 2*
- *Litigation against the municipality - 68*
- *Litigation by municipality - 0*
- *Disciplinary hearings finalized -1*
- *Disciplinary Hearings pending -4*
- *Disciplinary hearings completed -1*
- *Arbitrations finalized - 6*
- *Arbitrations Pending - 9*
- *Labour Court Matters finalised -0*
- *Labour Court Matters pending -4*
- *SALGBC matters pending -9*
- *SALGBC matters completed -6*

*Number of land parcels identified and reserved for business and/or mix-use development throughout the city – 1046 stands.
The city released 14 stands.*

Number of Land parcels identified and reserved for the development of religious denominations and other social uses – 105 stands.

Number of Land parcels identified and reserved for the development of student accommodation is – 6 stands.

c) RISK MANAGEMENT

d) PROCUREMENT STATISTICS

1.1 Purchases / Appointments from R 0.00 up to R 2000.00

9 appointments were done of the aforementioned

1.2 Purchases / Appointments from R 2000.01 up to R 30 000.00

197 appointments were done of the aforementioned

1.3 Purchases / Appointments from R 30 000.01 up to R 300 000.00

40 appointments were done of the aforementioned

1.4 Purchases / Appointments from R 300 000.00 and above

29 appointments were done of the aforementioned

T 3.28.1

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

T 3.28.2

Property Management Policy Objectives Taken From IDP									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	Year -2022/2023		Year 2023/2024			Year 2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	(viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
Property Management	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
T 3.28.3									

Legal Management Policy Objectives Taken From IDP									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	Year -2022/2023		Year 2023/2024			Year 2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	(viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
<i>Legal Management</i>		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
T 3.28.3									

[illegible]

Procurement Management Policy Objectives Taken From IDP									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Tar-gets (ii)	Year -2022/2023		Year 2023/2024			Year 2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	(viii)	*Current Year (ix)	*Following Year (x)
Service Objective									
Procurement Manage-ment	.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
T 3.28.3									

Chapter 4

Employees: Property					
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	1	1	1	0	100%
Total					33%
T 3.28.4					

Employees: Legal					
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	1	1	1	0	
4 - 6	10	10	10	3	
Total	11	11	11	3	
T 3.28.4					

Employees: Risk Management;					
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	1	1	1	0	0%
4 - 6	2	3	2	1	33%
Total	3	4	3	1	33%
T 3.28.4					

Employees: Procurement					
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	6	11	6	5	60%
Total	6	11	6	5	60%
T 3.28.4					

Chapter 4

Financial Performance: A) Property					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	19,607	18,256	18,256	17,843	-0.0
<i>Expenditure:</i>					
Employees	9,181	10,505	10,505	13,136	0.20
Repairs and Maintenance	606	3,876	–	–	-
Other	255	254	254	226	(0.13)
Total Operational Expenditure	10,041	14,635	10,759	13,362	(0.10)
Net Operational Expenditure	9,566	3,622	7,497	4,481	0.19
T 3.28.5					

Financial Performance: B) Legal					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	6,106	6,830	6,830	7,022	0.03
<i>Expenditure:</i>	–	–	–	–	-
Employees	12,357	10,064	10,064	9,265	(0.09)
Repairs and Maintenance	18,463	16,895	16,895	16,288	(0.04)
Other	(13,298)	(12,161)	(12,161)	(11,572)	(0.05)
Total Operational Expenditure	6,106	6,830	6,830	7,022	0.03
Net Operational Expenditure	–	–	–	–	-
T 3.28.5					

Financial Performance: C) Risk Management					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	5,359	4,913	4,913	4,894	-0.0
<i>Expenditure:</i>					
Employees	2,914	4,205	4,205	3,845	(0.09)
Repairs and Maintenance	–	–	–	–	-
Other	23	1,727	1,727	1,711	(0.01)
Total Operational Expenditure	2,937	5,932	5,932	5,556	(0.07)
Net Operational Expenditure	2,422	(1,019)	(1,019)	(662)	(0.54)
T 3.28.5					

Chapter 4

Financial Performance: D) Procurement Services					
R'000					
Details	2023/24	2024/25			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	73	35	35	32	-0.1
<i>Expenditure:</i>					
<i>Employees</i>	8,849	14,396	14,396	9,515	(0.51)
<i>Repairs and Maintenance</i>	–	–	–	–	-
<i>Other</i>	67	112	112	91	(0.23)
Total Operational Expenditure	8,917	14,508	14,508	9,605	(0.51)
Net Operational Expenditure	(8,844)	(14,473)	(14,473)	(9,573)	(0.51)
T 3.28.5					

Capital Expenditure: Property, Legal, Risk and Procurement Services – 2024/2025					
R' 000					
Capital Projects	2024/25				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
<i>Property</i>	N/A	N/A	N/A	N/A	N/A
<i>Legal</i>	N/A	N/A	N/A	N/A	N/A
<i>Risk</i>	N/A	N/A	N/A	N/A	N/A
<i>Procurement</i>	N/A	N/A	N/A	N/A	N/A
T 3.28.6					

COMMENT ON THE PERFORMANCE OF PROPERTY, LEGALL SERVICES, RISK & PROCUREMENT OVERALL:

No capital projects were implemented in the 2024/25 financial year

COMMENT ON THE PERFORMANCE OF PROPERTY, LEGAL, RISK AND PROCUREMENT OVERALL:

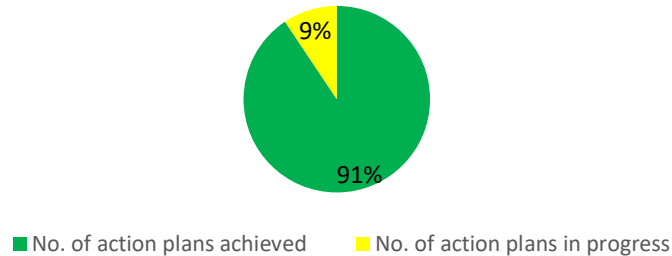
No capital projects were implemented in the 2024/25 financial year

RISK COMMENTS

- *Four Risk Management Committee meetings were held during the 2023/2024 financial year, and the committee approved the following:*
 - *Risk Management Policy Framework*
 - *Risk Management Committee Charter*
 - *Enterprise Risk Management Plan, and*
 - *2023/2024 Strategic Risk Register*

The graph below provides an overview of the implementation of Strategic risk action plans for 2023/2024 Financial Year

Summary SR mitigation Plans



T 3.28.7

COMPONENT J: MISCELLANEOUS

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

INTRODUCTION TO MISCELLANEOUS

The RWCLM has no Airport, Abattoirs, Municipal Courts, or any Forestry in its magisterial District.

T 3.29.0

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

This component includes the Annual Performance Report (APR) for the current year.

OVERALL ANNUAL ORGANISATIONAL PERFORMANCE (TOP LAYER 2024/2025)

The Annual Performance Report was compiled based on the 2024/2025 Revised SDBIP. In terms of the progress for the Annual Performance Report on 30 June 2025, the municipality planned 73 targets for the Strategic/ Top Layer SDBIP, 58 targets were achieved, and 15 targets were not achieved which represented 79% overall achievement.

It is a regression of 3% from the previous Financial Year (2023/2024). The scores per KPA is depicted on Table A below.

SUMMARY OF TOP LAYER SCORES PER KEY PERFORMANCE AREAS (KPAs)

Table A: *The table below illustrates the achievement made by the municipality based on planned targets and the achievement/under/non-achievement thereof per KPA:*

Chapter 4

KEY PERFORMANCE AREA	TARGETS PLANNED	TARGETS ACHIEVED	TARGETS NOT ACHIEVED
KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	16	13	3
KPA: 2 INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY	23	18	5
KPA: 3 LOCAL ECONOMIC DEVELOPMENT	4	4	0
KPA: 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	9	7	2
KPA: 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	16	12	4
KPA: 6 SPATIAL ANALYSES	3	3	0
Total Scores	71	57	14

2023/2024 DEPARTMENTAL SCORES TABLES

The table below depicts performance results of each department on a Strategic level.

DEPARTMENT	ANNUAL - 2024/25			
	PLANNED TARGETS	TARGETS ACHIEVED	TARGETS NOT ACHIEVED	% Achieved
Community Services	6	6	-	100%
Public Safety	1	1	-	100%
Corporate Support Services	8	7	1	88%
Economic Development and Human Settlement	6	6	-	100%
Financial Services	10	8	2	80%
Governance and Transformation	7	4	3	57%
Infrastructure	23	17	6	74%
Office of the Municipal Manager:	12	9	3	75%
Internal Audit	4	4	-	100%
Political ad IGR	6	3	3	50%
Strategic Support Management	2	2	-	100%
Overall Score	73	58	15	79%

Chapter 4

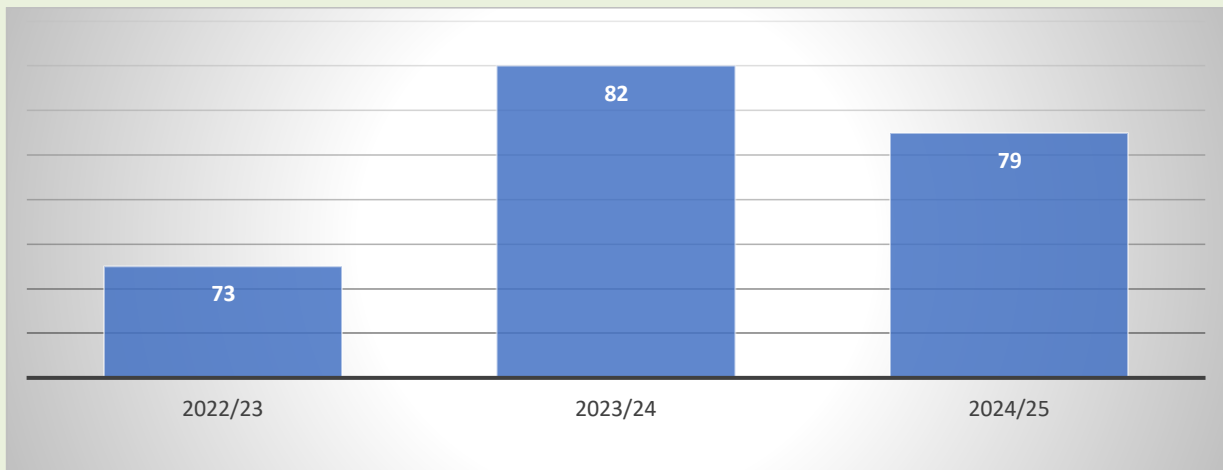
COMPARISON OF 2021/2022, 2022/2023 AND 2023/2024

COMPARISON OF THE THREE (3) FINANCIAL YEARS

The overall performance of the municipality for the 2021/22 Financial year was 58%, for 2022/23 Financial year it was 73%. For 2023/224 financial year, the Municipality's achievement was 86%, which increased by 13% from the previous financial year.

2022/2023	73%
2023/2024	82%
2024/2025	79%

Graph: 1 below details out the Comparison of 2022/2023, 2023/2024, and 2024/2025 achievement by percentage %.



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

INTRODUCTION

The Human Resources section is mandated to provide institutional support to all departments on matters pertaining the human capital management. The HR support functions include human resource planning, benefits management, employee wellness, skills development, organisational development and change management. Ordinarily, Occupational Health and Safety, and Labour Relations management fall under Human Resources, however for operational reasons, RWCLM resolved to place OHS under Governance and Transformation (Risk Management), while Labour Relations is housed under the Legal Services section of the Corporate Support Services department.

The Skills Development and Skills Development Levies Act, requires municipalities to provide continuous capacity building initiatives to employees to prepare them for career advancement and to ensure the municipality is sufficiently staffed at all times. With sufficiently skilled employees, the municipality is able to deliver on its service delivery mandate. To fulfil this obligation, the municipality continuously engages on training programmes for the employees and Councillors. The municipality also offers skills development opportunities for the unemployed, through learnership and internship programmes to provide unemployed youth with workplace experience, thus increasing their chances of finding employment in the job market. This obligation is carried through in partnership with external stakeholders who place learners who require work integrated learning, training of artisans and provision of learnerships at no financial cost to the municipality.

The municipality appointed 7 Executive Directors positions therefore all senior managers positions are filled.

T 4.0.1

ACOMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

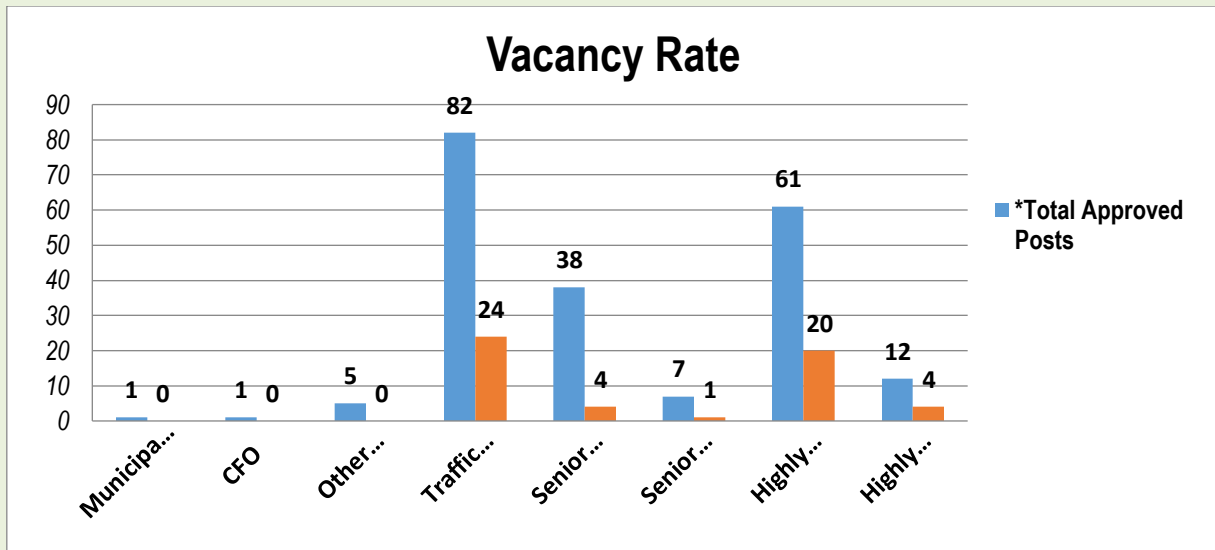
Employees					
Description	Year -2023/2024	Year 2024/2025			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
Water	26 485	26 485	23 572	23 572	%
Waste Water (Sanitation)	8 541	8 541	8 285	8 285	%
Electricity	12 355	12 355	10 254	10 254	%
Waste Management	14 232	14 232	13 235	13 235	%
Housing	6 542	6 542	5 496	5 496	%
Waste Water (Stormwater Drainage)	5 643	5 643	5 530	5 530	%
Roads	5 643	5 643	5 530	5 530	%
Transport	5 322	5 322	4 470	4 470	%
Planning	1 254	1 254	1 003	1 003	%
Local Economic Development	2 516	2 516	2 063	2 063	%

Chapter 4

Employees					
Description	Year -2023/2024	Year 2024/2025			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
<i>Planning (Strategic & Regulatory)</i>	12 546	12 546	10 413	10 413	%
<i>Local Economic Development</i>	2 355	2 355	2 190	2 190	%
<i>Community & Social Services</i>	4 565	4 565	3 698	3 698	%
<i>Environmental Protection</i>	5 649	5 649	4 971	4 971	%
<i>Health</i>	5 649	5 649	4 971	4 971	%
<i>Security and Safety</i>	5 649	5 649	4 971	4 971	%
<i>Sport and Recreation</i>	5 649	5 649	4 971	4 971	%
<i>Corporate Policy Offices and Other</i>	5 649	5 649	4 971	4 971	%
Totals	136 240	136 240	120 592	120 592	–
					T 4.1.1

Vacancy Rate: Year 2024/2025			
Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
<i>Municipal Manager</i>	1	0	0,00
<i>CFO</i>	1	1	100,00
<i>Other S57 Managers (excluding Finance Posts)</i>	10	1	10,00
<i>Other S57 Managers (Finance posts)</i>	3	1	33,33
<i>Police officers</i>	12	3	25,00
<i>Fire Fighters</i>	20	3	15,00
<i>Senior Management: Levels 13-15 (excluding Finance Posts)</i>	25	5	20,00
<i>Senior Management: Levels 13-15 (Finance posts)</i>	6	2	33,33
<i>Highly Skilled Supervision: levels 9-12 (excluding Finance posts)</i>	35	8	22,86
<i>Highly skilled supervision: levels 9-12 (Finance posts)</i>	8	1	12,50
Total	121	25	20,66
			T 4.1.2

Chapter 4



Turn-Over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2022/2023	50	18	36%
2023/2024	50	12	24%
2024/2025	50	10	20%
T 4.1.3			

COMMENT ON VACANCIES AND TURNOVER:

With the municipality filled vacant senior manager positions. One critical position, Manager SCM position was vacant by the end of the financial year due to death of incumbent.

An analysis of attrition patterns at Rand West City shows a low rate of attrition due to resignations. A high percentage of attrition can be attributed to death and retirement. Proper workforce planning is necessary considering the number of employees who go on pension, year on year, to ensure skills transfer and retaining of institutional memory, which may negatively affect service delivery.

In the year under review, the municipality did not record an increase in the number of employees who apply for medical boarding. The employee wellness unit continues to provide the employee health and wellness sessions on a quarterly basis to create an awareness of the importance of living a healthy lifestyle to prevent terminal illnesses associated with bad lifestyle choices.

T 4.1.4

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998. The municipality is an affirmative action employer and believes in gender balance in its workforce and therefore strives to achieve employment equity at all level levels of employment.

The municipality is also fully cognisant of the need to balance the ration of gender in senior management positions to demonstrate the transformation that government seeks to achieve in all organs of state in particular. However, the municipality made some strides in terms of EE at strategic level with the appointment of the second female Executive Director.

T 4.2.0

4.2 POLICIES

HR Policies and Plans 2024/2025				
	Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt
1	Skills Development	100%	100%	12-Sep-24
2	Overtime Management	100%	100%	12-Sep-24
3	Transport Allowance	100%	100%	12-Sep-24
4	Remuneration	100%	100%	12-Sep-24
5	Leave Management	100%	100%	12-Sep-24
6	Acting Appointments	100%	100%	12-Sep-24
7	Career Progression	100%	100%	12-Sep-24
8	Homeowners Allowance	100%	100%	12-Sep-24
9	Termination of Services	100%	100%	12-Sep-24
10	Internship and Learnership	100%	100%	12-Sep-24
12	Cellphone Allowance	100%	100%	Still at LLF
13	Employee Wellness	100%	100%	Still at LLF
14	Incapacity due to ill-Health	100%	100%	Still at LLF
15	Intoxicating Substance Abuse	100%	100%	Still at LLF
16	Promotion, Transfer and Secondment	100%	100%	Still at LLF
17	Recruitment and Selection	100%	100%	Still at LLF
18	Sexual Harassment	100%	100%	Still at LLF
19	Travel Subsistence	100%	100%	Still at LLF
T 4.2.1				

Chapter 4

COMMENT ON WORKFORCE POLICY DEVELOPMENT:

The municipality reviewed the Leave, transport allowance, termination of service, Remuneration, Leave, Overtime, career progression, skills development, employee bursary and Internship policy, to align them with the Municipal Staff Regulations.

T 4.2.1.1

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty 2024/2025					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	240	18	0%		265892
Temporary total disablement	1	1	0%		
Permanent disablement	0				
Fatal	0				
Total	241	19	8%	48	265892

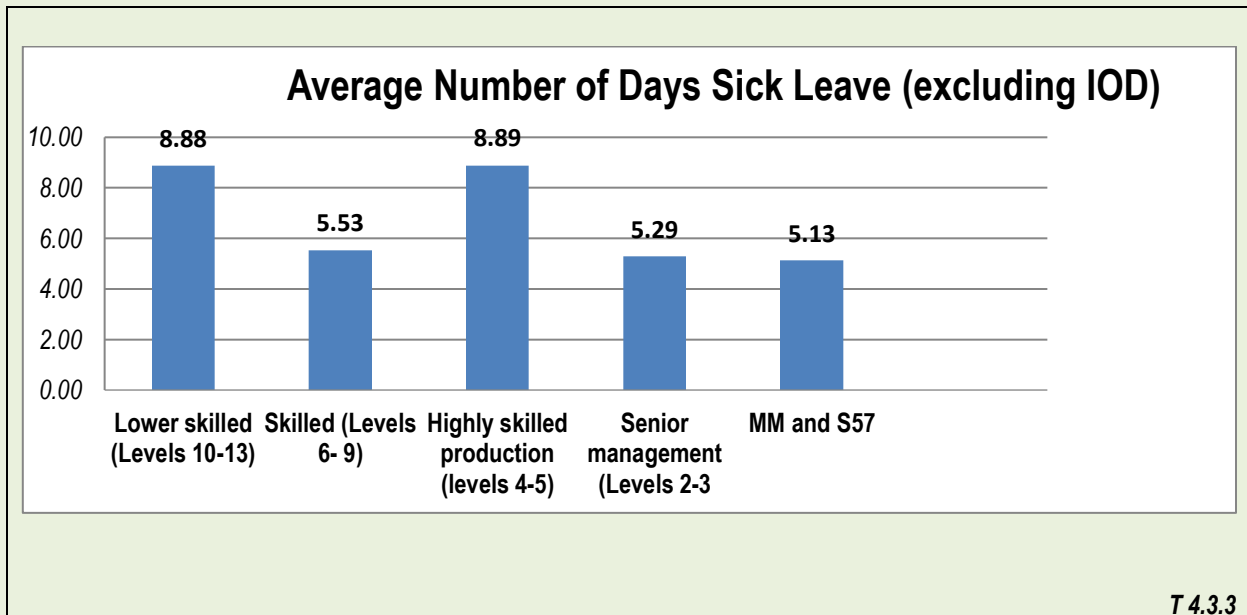
T 4.3.1

Based on previous Annual Report 2024/2025 OHS could not reduce a lot of incidents but impact was reduced based on the previous number of days lost. Due to financial constraints and lack of OHS financial budget that keeps on being reduced every year. Some Budget being removed from our vote number without communication. Due to lack of funding for OHS Training we could not achieve what was required or expected. OHS could only conduct internal inductions and/or OHS presentations.

Number of days and Cost of Sick Leave (excluding injuries on duty) 2024/2025						
Salary band	Total sick leave days	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
Lower skilled (Levels 10-13)	2158	0.059%	257	547	3.95	1715502
Skilled (Levels 6- 9)	2011	0.070%	214	468	4.30	287834
Highly Skilled Production (levels 4-5)	360	0.094%	35	64	5.63	723848

Chapter 4

Number of days and Cost of Sick Leave (excluding injuries on duty) 2024/2025						
Salary band	Total sick leave days	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
Senior Management (Levels 2-3)	85	0.176%	15	50	1.70	283476
MM and S57	10	0%	4	6	1.67	54910
Total	4624	0%	525	1135	4.07	3065571
						T 4.3.2



COMMENT ON INJURY AND SICK LEAVE:

In relation to injuries on duty (IOD) the municipality has a fully functional OHS section which monitors compliance with safety regulations in the workplace to minimise the risk and impact of IOD in the operations of the municipality and the health of the employees. Where required, employees are issued with PPE, there are also departmental safety representatives who assist in monitoring and reporting health and safety issues and concerns in their respective departments. Where there are cases of IOD the affected employees are sent to the local hospital and costs are covered by the Compensation Commission. The municipality had an unfortunate occurrence of death on duty where one EPWP worker passed on during a road accident and four others were severely injured when the refuse removal truck capsized.

T 4.3.4

Chapter 4

Number and Period of Suspensions 2024/2025				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken, or Status of Case and Reasons why not Finalised	Date Finalised
NONE				
T 4.3.5				

Disciplinary Action Taken on Cases of Financial Misconduct – 2024/2025			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
Cashier	Fraud -R2 000 000	Matter is ongoing	ongoing
Cashier	Fraud -R2 000 000	Matter is ongoing	ongoing
Cashier	Fraud -R2 000 000	Matter is ongoing	ongoing
T 4.3.6			

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:
No employee was dismissed for financial misconduct in the period under review.
T 4.3.7

4.4 PERFORMANCE REWARDS

Performance Rewards by Gender 2024/2025					
Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 2023/2024 R' 000	Proportion of beneficiaries within group %
Lower Skilled (Levels 11-13)	Female	0	0	0	0
Skilled (Levels 9 -10)					
Highly Skilled Production (levels 6-8)					
Highly Skilled Supervision (levels 4 -5)					
MM and S57	Male	0	0	0	0
Total			0	0	0

Chapter 4

Performance Rewards by Gender 2024/2025					
Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 2023/2024 R' 000	Proportion of beneficiaries within group %
No Performance Rewards by Gender were paid by the RWCL Municipality to officials in 2024/2025					
T 4.4.1					

Performance Rewards by Gender – 2024/2025					
Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year (1) 2024/2025 R' 000	Proportion of beneficiaries within group %
Lower skilled (Levels 1-2)	Female	20	9		45%
	Male	30	12		
Skilled (Levels 3-5)	Female				
	Male				
Highly skilled production (levels 6-8)	Female				
	Male				
Highly skilled supervision (levels 9-12)	Female				
	Male				
Senior management (Levels 13-15)	Female				
	Male				
MM and S57	Female				
	Male				
Total		50	21		
Has the statutory municipal calculator been used as part of the evaluation process?					Yes/No
T 4.4.1					

COMMENT ON PERFORMANCE REWARDS:
No performance rewards were given in the year under review.
T 4.4.1.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

Section 68 (1) – (3) of the Municipal Systems Act 32 of 2000, requires municipalities to develop their human resource capacity to a level that enables them to perform their functions. In line with this provision the municipality has a fully capacitated skills development unit with two suitably qualified officials. The unit is responsible for capacity building for the employees as well as the unemployed and Councillors.

The municipality complies with the LGSETA requirements in terms of developing and submitting the Workplace Skills Plan and Annual Training report by 30 April each year as well as paying the skills development levy. This ensures that the municipality receives its mandatory grant and has an opportunity to apply for the discretionary grant to implement training.

With the assistance of the Municipal Finance Management Grant, the municipality provides internships for Finance graduates to give them work-based experience for a period of three years and at the end of the training period give them an opportunity to apply for positions in the municipality where budget allows. The municipality also uses the MFMG to upskill designated officials to obtain required competencies in line with the Minimum Competency Regulations.

T 4.5.0

Chapter 4

4.5 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix 2024-2025														
Management level	Gender	Employees in post as at 30 June 2025	Number of skilled employees required and actual as of 30 June 2025											
			Learnerships			Skills programmes & other short courses			Other forms of training			Total		
		No.	Actual: End of Year 2023/24	Actual: End of Year 2023/24	Year 2024/25 Target	Actual: End of Year 2023/24	Actual: End of Year 2023/24	Year 2024/25 Target	Actual: End of Year 2023/24	Actual: End of Year 2023/24	Year 2024/25 Target	Actual: End of Year 2022/23	Actual: End of Year 2023/24	Year 2024/25 Target
MM and s57	Female	0	0	0	0	0	0	0	0	0	0	0	0	0
	Male	1	0		0	0	0	0	0	0	0	1	1	0
Councillors, senior officials, and managers	Female	40	0	1	0	0	7	0	0	0	0	0	8	0
	Male	104	0	1	0	0	8	0	0	0	0	8	9	0
Technicians and associate professionals*	Female	51	0	4	0	0	8	0	0	0	0	12	12	0
	Male	45	0		0	0	11	0	0	0	0	11	11	0
Professionals	Female	56	0	2	0	0	12	0	0	0	0	5	14	0
	Male	42	0	2	0	0	2	0	0	0	0	3	4	0
Sub total	Female	147	0	7	0	0	27	0	0	0	0	0	34	0
	Male	192	0	3	0	0	21	0	0	0	0	40	24	0
Total		339	0	10	0	0	48	0	0	0	0	80	117	0

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

T 4.5.1

Financial Competency Development: Progress Report* 2024-2025						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet pre-scribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting officer	0	0	0	0	0	0
Chief financial officer	0	0	0	0	0	0
Senior managers	0	0	0	0	0	0
Any other financial officials	0	0	0	0	0	0
Supply Chain Management Officials						
Heads of supply chain management units	0	0	0	0	0	0
Supply chain management senior managers	0	0	0	1	1	1
TOTAL	0	0	0	1	1	1
T 4.5.2						

Skills Development Expenditure 2024-2025										
R'000										
Management level	Gen-der	Employ-ees as at the be-ginning of the fi-nancial year	Original Budget and Actual Expenditure on skills development Year 2023/2024							
			Learnerships		Skills Pro-grammes & other short courses		Other forms of training		Total	
		No.	Origi-nal Budget	Actual	Origi-nal Budget	Actual	Origi-nal Budget	Actual	Origi-nal Budget	Actual
MM and S57	Female	0	0	0	0	0	0	0	0	0
	Male	1	0	0	0	0	0	0	0	0
Legislators, senior officials and man-agers	Female	40	0	22000	0	43732	0	0	0	65732
	Male	104	0	22000	0	27741	0	0	0	49741
Professionals	Female	56	0	44000	0	62331	0	0	0	106331
	Male	42	0	44000	0	11860	0	0	0	55860
Technicians and associate profes-sionals	Female	51	0	88000	0	49714	0	0	0	137714
	Male	45	0	0	0	85541	0	0	0	85541
Clerks	Female	180	0	0	0	450703	0	0	0	450703
	Male	87	0	0	0	208253	0	0	0	208253
Service and sales workers	Female	88	0	0	0	80000	0	0	0	80000
	Male	138	0	0	0	108161	0	0	0	108161
Plant and ma-chine operators and assemblers	Female	12	0	0	0	32000	0	0	0	32000
	Male	43	0	0	0	29931	0	0	0	29931
Elementary occu-pations	Female	189	0	0	0	559310	0	0	0	559310
	Male	209	0	0	0	265793	0	0	0	265793
Sub total	Female	616	0	154000	0	1277790	0	0	0	1431790
	Male	669	0	66000	0	737280	0	0	0	803280
Total		1285	0	220000	0	2015070	0	0	0	2235070
*% and *R value of municipal salaries (original budget) allocated for Workplace Skills Plan.									0,004	*R300 000 000
T 4.5.3										

T 4.5.3

Skills Development Expenditure – 2024/2025										
R'000										
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development Year 2024/2025							
			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						10	20	10	20
	Male						20	25	20	25
Legislators, senior officials and managers	Female									
	Male									
Professionals	Female									
	Male									
Technicians and associate professionals	Female									
	Male									
Clerks	Female									
	Male									
Service and sales workers	Female									
	Male									
Plant and machine operators and assemblers	Female									
	Male									
Elementary occupations	Female									
	Male									
Sub total	Female						10	20	10	20
	Male						20	25	20	25
Total		0	0	0	0	0	30	45	30	45
%* and *R value of municipal salaries (original budget) allocated for workplace skills plan.									%*	*R
T 4.5.3										

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

The Local Government: Municipal Finance Management Regulations published in terms of the Municipal Finance Management Act 56 of 2003 sets out clear provisions in terms of competencies which the accounting officers, senior managers directly accountable to the accounting officer and other finance officials need to comply with.

The Minister of Finance further issued Municipal Amendment Regulations on Minimum Competency Levels, Gazette 41996 of 26 October 2018, extending the period for the achievement of competency levels and a directive that municipalities could appoint officials who did not have these competencies with a proviso in their employment contracts, that such should be achieved within 18 months of appointment. As a result of this Gazette, the municipality appoint 2 senior managers without or with incomplete unit standards, of the minimum competencies with the intention of placing him under the programme to be completed within 18 months as provided, the two appointees were enrolled in this programme and are awaiting results.

T 4.5.4

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

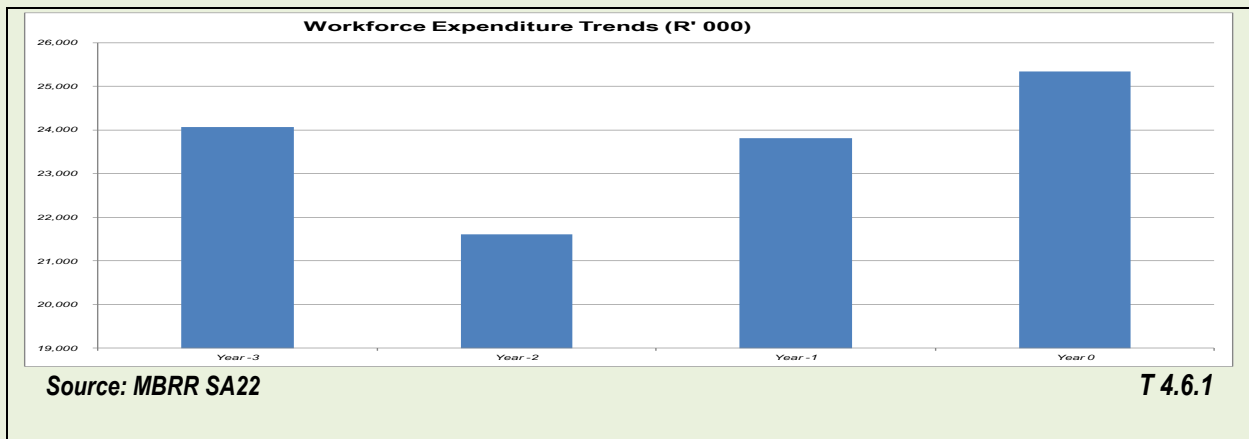
INTRODUCTION TO WORKFORCE EXPENDITURE

There is an increase in workforce expenditure mainly linked to overtime payment which user departments have attributed to the high vacancy rate and lack of other resources such as fleet and other equipment. The municipality has not been able to fill all critical vacant and funded positions due to the cash flow challenges. led to slow and non-filling of critical vacant positions even failing to replace employees who have been terminated.

This situation puts pressure on service delivery departments who are mostly affected by a high vacancy rate especially the General Workers, resulting in additional hours that must be worked after hours to keep up with the demand for intermittent maintenance of infrastructure and thereby accumulating overtime hours. With the adoption of the staff establishment, the municipality is planning to fill some vacant posts in the delivery service departments to decrease overtime expenditure.

T 4.6.0

4.6 EMPLOYEE EXPENDITURE



COMMENT ON WORKFORCE EXPENDITURE:

Factors influencing workforce expenditure during the year.

Overtime expenditure has been increasing in the service delivery departments due to the high vacancy rate and shortage of fleet and other equipment which leads to extended working hours requiring overtime payment. The municipality placed stricter control measures of managing overtime to prevent abuse of overtime.

T 4.6.1.1

Number of Employees Whose Salaries Were Increased Due to Their Positions Being Upgraded 2023/2024		
Beneficiaries	Gender	Total
Lower skilled (Levels 11 - 13)	Female	0
	Male	0
Skilled (Levels 9 - 10)	Female	0
	Male	0
Highly skilled production (Levels 6-8)	Female	0
	Male	0
Highly skilled supervision (Levels 4 - 5)	Female	0
	Male	0
Senior management (Levels 2 - 3)	Female	0
	Male	0
MM and S 57	Female	0
	Male	0
Total		0

T 4.6.2

Employees Whose Salary Levels Exceed the Grade Determined by Job Evaluation

Chapter 4

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
NONE	NONE	NONE	NONE	NONE
T 4.6.3				

Employees Appointed to Posts not Approved				
Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exists
NONE	NONE	NONE	NONE	NONE
T 4.6.4				

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:
No posts were upgraded in the financial year under review.
T 4.6.5

DISCLOSURES OF FINANCIAL INTERESTS
This section is covered under APPENDICES.
T 4.6.6

4.7 ORGANISATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

INTRODUCTION TO ORGANISATIONAL DEVELOPMENT AND PERFORMANCE MANAGEMENT

Organisational Development (OD) within RWCLM provides strategic and systematic efforts aimed at improving the efficiency, effectiveness, and adaptability of local government operations. It focuses on aligning the organisational structure, culture and processes, and human resources with the IDP 's strategic goals to enhance service delivery and public value.

Employment Equity (EE) ensures fair and inclusive employment practices within RWCLM. Guided by the Employment Equity Act (EEA), the municipality's EE Policy aim to eliminate discrimination, address past inequalities, and create a diverse and representative workforce and ensuring that the municipality is following the EEA prescripts.

Performance Management and Development System (PMDS) on the other hand is a complementary factor in OD, as it provides a structured framework for setting goals, monitoring progress, evaluating outcomes and ensuring accountability. Within the RWCLM, PMDS ensure that employees and departmental performance promote transparency, and supports continuous improvement. Together, OD, EE and PMDS governance serve as critical pillars for good municipal governance. They foster a compliance culture, a culture of high performance, data-driven decision making, and responsive public service, which is essential for meeting the evolving needs of the Rand West Communities.

T. 4.7

Employees: Organisational Development & PMS					
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	N/A	1	1	0	0%
4 - 6	N/A	7	4	3	43%
7 - 9	N/A	3	2	1	33%
10 - 12	N/A	0	0	0	0%
13 - 15	N/A	0	0	0	0%
16 - 18	N/A	0	0	0	0%
19 - 20	N/A	0	0	0	0%
Total	N/A	11	7	4	36%
T 4.7.1					

Financial Performance: Financial Services					
R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	The OD & PM – No Expenditure spend on Repairs and maintenance for 2024/2025				
T 4.7.2					

Chapter 5

Capital Expenditure: Financial Services					
R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
	No Capital Expenditure for OD & PM division for 2024/2025				
					T 4. 7.3



4.8 FLEET MANAGEMENT

INTRODUCTION TO FLEET MANAGEMENT

The Rand West City Local Municipality (RWCLM) operates a comprehensive Fleet Management Department responsible for managing, maintaining, and supporting a diverse fleet of 147 vehicles and equipment across two service regions. These vehicles are integral to delivering a wide range of municipal services—from infrastructure maintenance and waste management to administrative support and emergency response.

The fleet is categorized as follows:

- Trucks (55 units): Vital for infrastructure projects, waste collection, and public works.
- Bakkies (39 units): Primarily support utility tasks and transport logistics for various departments.
- Passenger Vehicles (17 units): Used for administrative mobility and staff transportation.
- Kombis (8 units) and Containers (9 units): Serve community outreach and mobile service delivery functions.

- *Yellow Plant (8 units) and Plant & Equipment (7 units): Support civil works and road maintenance.*
- *Motorcycles (2 units), Panelvan (1 unit), and Generator (1 unit): Provide specialized or limited-use support.*

The Fleet Department is also responsible for the repair and maintenance of all vehicles, managing an in-house fuelling station at one region that supplies fuel to the entire fleet. Additionally, the Department oversees the coordination of repairs, fuel monitoring, licensing, and vehicle compliance.

CHALLENGES

During the reporting period, the Fleet Management Division faced several challenges that impacted service delivery:

- *Rising Fuel Costs: Unrestricted refuelling practices and multiple drivers per vehicle led to excessive fuel consumption and budget overruns.*
- *Increased Vehicle Downtime: Aging fleet with high mileage, a severely under-equipped municipal workshop, and delays from outsourced repairs reduced vehicle availability.*
- *Service Delivery Complaints: Due to limited fleet availability, the Municipality experienced an increase in community complaints related to delayed or missed services.*
- *Budget Constraints: Insufficient funding limited the procurement of new vehicles, resulting in high dependence on older, less reliable assets.*
- *Inefficient Asset Disposal: Poor disposal processes hampered efforts to reinvest into a modernized fleet, further straining operational capabilities.*
- *Limited Workshop Capacity: Lack of tools, spare parts, and technical expertise resulted in prolonged vehicle turnaround times.*

CURRENT AND FUTURE PLANNING PROGRAMMES

In response to these challenges, RWCLM has undertaken several key initiatives aimed at improving operational efficiency and restoring service delivery reliability:

ACHIEVEMENTS AND CURRENT INTERVENTIONS

- *Fuel Truck Procurement: Acquired a mobile fuel truck to serve Region 2, eliminating the need for trucks and yellow plants to travel long distances for refuelling.*
- *Driver ID Tags: Implemented personalized driver identification to improve accountability, enable traffic fine redirection, and support accurate fuel usage monitoring.*
- *Fleet Renewal: Procured new vehicles with maintenance plans tailored to critical needs, reducing downtime and dependency on external workshops.*
- *Fuel Control Measures: Introduced fuel limits and route-based approval systems to reduce misuse and monitor consumption effectively.*

FUTURE PLANNING INITIATIVES

- *Enhanced Disposal Process: Overhaul and streamline the vehicle auction and disposal process to free up capital for reinvestment in newer fleet.*
- *Asset Replacement Plan: Develop a strategic replacement plan to phase out aging, non-economical vehicles systematically.*
- *Workshop Upgrades: Invest in essential tools, equipment, and stockpiling of critical spares to improve in-house maintenance capacity.*

Through these strategic efforts, the Fleet Management Department remains committed to optimizing its operations to support the Municipality's vision for efficient, timely, and visible service delivery.

T 4.8.1

Chapter 5

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
-

The municipality had an operating deficit at the end of 2023/24 financial year due to high cost of repairs and maintenance of infrastructure assets. The Council approved the budget funding plan which includes initiatives for enhancing revenue and reducing costs to improve the financial viability.

T 5.0.1

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

Note: Statements of Revenue Collection Performance by vote and by source are included at **Appendix K..**

T 5.1.0

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Financial Summary						
R' 000						
Description	2023/24	2024/25			2024/25 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
<u>Financial Performance</u>						
Property rates	350,167	416,656	508,731	480,335	-13%	6%
Service charges	1,386,392	1,805,553	1,765,957	1,506,731	20%	17%
Investment revenue	20,058	16,500	22,393	17,588	-6%	27%
Transfers recognised - operational	502,436	545,494	514,589	515,469	6%	0%
Other own revenue	456,417	173,141	210,837	271,989	-36%	-22%
Total Revenue (excluding capital transfers and contributions)	2,715,470	2,957,344	3,022,507	2,792,112	6%	8%
Employee costs	630,821	605,411	603,868	683,987	-11%	-12%
Remuneration of councillors	34,809	31,998	35,269	36,969	-13%	-5%
Depreciation & asset impairment	167,720	177,186	177,186	189,143	-6%	-6%

Chapter 5

Financial Summary						
R' 000						
Description	2023/24	2024/25			2024/25 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
<i>Finance charges</i>	112,799	55,223	85,783	191,729	-71%	-55%
<i>Materials and bulk purchases</i>	1,330,854	1,336,172	1,376,219	1,572,945	-15%	-13%
<i>Transfers and grants</i>	720	3,831	3,831	13,301	-71%	-71%
<i>Other expenditure</i>	882,405	717,219	738,525	794,990	-10%	-7%
Total Expenditure	3,160,128	2,927,040	3,020,681	3,483,063	-16%	-13%
Surplus/Deficit)	(444,658)	30,304	1,826	(690,951)	-104%	-100%
<i>Transfers recognised - capital</i>	317,332	270,641	619,227	405,087	-33%	53%
<i>Contributions recognised - capital & contributed assets</i>	—	—	—	—	—	—
Surplus/Deficit) after capital transfers & contributions	(127,326)	300,945	621,052	(285,864)	(0)	(0)
<i>Share of surplus/ (deficit) of associate</i>						
Surplus/Deficit) for the year	(127,326)	300,945	621,052	(285,864)	(0)	(0)
<u>Capital expenditure & funds sources</u>						
Capital expenditure	—	—	—	—	%	%
<i>Transfers recognised - capital</i>	317,332	270,641	619,227	405,088	-33%	53%
<i>Public contributions & donations</i>	—			—	%	%
<i>Borrowing</i>	—			—	%	%
<i>Internally generated funds</i>	10,400	7,000	105,841	108,635	-94%	-3%
Total sources of capital funds	327,732	277,641	725,068	513,723	-46%	41%
<u>Financial position</u>						
<i>Total current assets</i>	454,839	1,908,097	1,972,507	517,352	269%	281%
<i>Total non current assets</i>	5,502,170	4,585,829	4,898,795	5,993,126	-23%	-18%
<i>Total current liabilities</i>	1,950,907	1,297,864	1,312,759	2,900,610	-55%	-55%
<i>Total non-current liabilities</i>	587,524	332,251	332,251	353,671	-6%	-6%

Chapter 5

Financial Summary						
						R' 000
Description	2023/24	2024/25			2024/25 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Community wealth/Equity	3,418,578	4,253,578	4,566,544	3,256,197	31%	40%
Cash flows						
Net cash from (used) operating	277,263	228,968	305,159	326,122	-30%	-6%
Net cash from (used) investing	(353,766)	193,420	287,002	(390,090)	-150%	-174%
Net cash from (used) financing	(1,391)	–	16,857	(25,133)	-100%	-167%
Cash/cash equivalents at the year end	172,574	93,835	299,404	83,474	12%	259%
Cash backing/surplus reconciliation						
Cash and investments available	–	–	–	–	%	%
Application of cash and investments	–	–	–	–	%	%
Balance - surplus (short-fall)	–	–	–	–	%	%
Asset management						
Asset register summary (WDV)	5,578,094	3,876,938	3,820	4,837,952	-20%	-100%
Depreciation & asset impairment	167,231	177,186	177,186	189,143	-6%	-6%
Renewal of Existing Assets	15,075	42,500	37,306	52,131	-18%	-28%
Repairs and Maintenance	96,553	170,559	189,459	124,771	37%	52%
Free services						
Cost of Free Basic Services provided	100,626	54,786	54,786	54,844	%	%
Revenue cost of free services provided	100,626	54,786	54,786	54,844	0%	0%
Households below minimum service level						
Water:	8,185	10,184	10,184	10,184	%	%
Sanitation/sewerage:	8,185	10,184	10,184	10,184	%	%
Energy:	8,185	10,184	10,184	10,184	%	%
Refuse:	8,185	10,184	10,184	10,184	%	%

Chapter 5

Financial Summary						
R' 000						
Description	2023/24	2024/25			2024/25 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
		0		11,249		
T 5.1.1						

Financial Summary -2024/2025						
R' 000						
Description	2023/24	2024/25			2024/25 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance						
Property rates	350,167	416,656	508,731	522,318	-20%	-3%
Service charges	1,386,392	1,805,553	1,765,957	1,625,352	11%	9%
Investment revenue	20,058	16,500	22,393	16,659	-1%	34%
Transfers recognised - operational	502,436	545,494	514,589	513,949	6%	0%
Other own revenue	456,417	173,141	210,837	210,033	-18%	0%
Total Revenue (excluding capital transfers and contributions)	2,715,470	2,957,344	3,022,507	2,888,312	2%	5%
Employee costs	630,821	605,411	603,868	672,629	-10%	-10%
Remuneration of councillors	34,809	31,998	35,269	35,823	-11%	-2%
Depreciation & asset impairment	167,720	177,186	177,186	172,751	3%	3%
Finance charges	112,799	55,223	85,783	168,466	-67%	-49%
Materials and bulk purchases	1,330,854	1,336,172	1,376,219	1,454,629	-8%	-5%
Transfers and grants	720	3,831	3,831	3,121	23%	23%
Other expenditure	882,405	717,219	738,525	859,672	-17%	-14%
Total Expenditure	3,160,128	2,927,040	3,020,681	3,367,091	-13%	-10%
Surplus/Deficit)	(444,658)	30,304	1,826	(478,779)	-106%	-100%
Transfers recognised - capital	317,332	270,641	619,227	612,984	-56%	1%
Contributions recognised - capital & contributed assets	-	-	-	-	-	-
Surplus/Deficit) after capital transfers & contributions	(127,326)	300,945	621,052	134,205	0	0
Share of surplus/ (deficit) of associate						

Chapter 5

Financial Summary -2024/2025						
R' 000						
Description	2023/24	2024/25			2024/25 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Surplus/Deficit) for the year	(127,326)	300,945	621,052	134,205	0	0
Capital expenditure & funds sources						
Capital expenditure	–	–	–	–	%	%
Transfers recognised - capital	317,332	270,641	619,227	612,984	-56%	1%
Public contributions & donations	–			–	%	%
Borrowing	–			–	%	%
Internally generated funds	10,400	7,000	105,841	95,305	-93%	11%
Total sources of capital funds	327,732	277,641	725,068	708,289	-61%	2%
Financial position						
Total current assets	454,839	1,908,097	1,972,507	2,517,912	-24%	-22%
Total non-current assets	5,502,170	4,585,829	4,898,795	5,809,684	-21%	-16%
Total current liabilities	1,950,907	1,297,864	1,312,759	4,464,673	-71%	-71%
Total noncurrent liabilities	587,524	332,251	332,251	359,364	-8%	-8%
Community wealth/Equity	3,418,578	4,253,578	4,566,544	5,450,320	-22%	-16%
Cash flows						
Net cash from (used) operating	277,263	228,968	305,159	388,723	-41%	-21%
Net cash from (used) investing	(353,766)	193,420	287,002	485,007	-60%	-41%
Net cash from (used) financing	(1,391)	–	16,857	4,284	-100%	293%
Cash/cash equivalents at the year end	172,574	93,835	299,404	59,559	58%	403%
Cash backing/surplus reconciliation						
Cash and investments available	–	–	–	–	%	%
Application of cash and investments	–	–	–	–	%	%
Balance - surplus (shortfall)	–	–	–	–	%	%

Chapter 5

Financial Summary -2024/2025						
R' 000						
Description	2023/24	2024/25			2024/25 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Asset management						
Asset register summary (WDV)	5,578,094	3,876,938	3,820	2,734	141707%	40%
Depreciation & asset impairment	167,231	177,186	177,186	172,751	3%	3%
Renewal of Existing Assets	15,075	42,500	37,306	37,306	14%	0%
Repairs and Maintenance	96,553	170,559	189,459	132,437	29%	43%
Free services						
Cost of Free Basic Services provided	100,626	54,786	54,786	54,844	%	%
Revenue cost of free services provided	100,626	54,786	54,786	54,844	0%	0%
Households below minimum service level						
Water:	8,185	10,184	10,184	10,184	%	%
Sanitation/sewerage:	8,185	10,184	10,184	10,184	%	%
Energy:	8,185	10,184	10,184	10,184	%	%
Refuse:	8,185	10,184	10,184	10,184	%	%
		0		11,249		
						T 5.1.1

Financial Performance of Operational Services						
R '000						
Description	2023/24	2024/25			2024/25 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget

Chapter 5

Operating Cost						
Water	470,323	459,075	466,020	382,132	20%	22%
Waste Water (Sanitation)	102,390	90,635	83,635	85,409	6%	-2%
Electricity	150,288	979,463	909,531	815,435	20%	12%
Waste Management	126,448	47,685	47,685	63,349	-25%	-25%
Housing	1,284	7,437	5,473	3,096	140%	77%
Component A: sub-total	850,731	1,584,294	1,512,343	1,349,421	17%	12%
Waste Water (Stormwater Drainage)					0%	0%
Roads	75,524	10,394	20,394	38,282	-73%	-47%
Transport					0%	0%
Component B: sub-total	75,524	10,394	20,394	38,282	-73%	-47%
Planning	12,824	384,326	483,401	472,480	-19%	2%
Local Economic Development	3,746	2,599	2,899	319,349	-99%	-99%
Component C: sub-total	16,570	386,925	486,300	791,829	-51%	-39%
Community & Social Services	80,257	(5,768)	(5,768)	(3,695)	56%	56%
Environmental Protection	–	–	–	–	0%	0%
Health	–	–	–	–	0%	0%
Security and Safety	73,304	(37,721)	(39,571)	(50,333)	-25%	-21%
Sport and Recreation	24,553	(9,111)	(9,097)	(14,165)	-36%	-36%
Corporate Policy Offices and Other	–	–	–	–	0%	0%
Component D: sub-total	178,114	(52,600)	(54,437)	(68,193)	-23%	-20%
Total Expenditure	1,120,940	1,929,012	1,964,600	2,111,339	-8.64%	-6.95%

T 5.1.2

COMMENT ON FINANCIAL PERFORMANCE:

The total revenue generated in the 2024/2025 financial year amounted to R2,872 billion and the total expenditure amounted to R3,170 billion. The municipality incurred an operating deficit amounting to R298 million during the 2024/2025 financial year

T 5.1.3

5.2 GRANTS

Grant Performance						
R' 000						
Description	2023/24	2024/25		2024/25 Variance		
	Actual	Budget	Adjust-ments Budget	Actual	Original Budget (%)	Adjust-ments Budget (%)
Operating Transfers and Grants						
National Government:						
Equitable share	502,436	466,457	466,457	464,718	0%	0%
Infrastructure Skills development grant	1,467	–	–	–	0%	0%
Financial Management Grant	2,000	2,100	1,589	2,300	9%	31%
Expanded Public Works Programme	2,548	1,728	2,028	2,028	15%	0%
Municipal Infrastructure Grant	4,565	5,827	5,553	5,551	-5%	0%
Neighborhood Development Grant	4,969	–	–	–	0%	0%
	517,986	476,112	475,627	474,597	0	0
Provincial Government:						
Sports and Recreation	32,886	34,165	34,165	34,363	1%	1%
	32,886	34,165	34,165	34,363	0	0
District Municipality:						
Aids District programme	3,895	4,301	4,301	2,685	-60%	-60%
	3,895	4,301	4,301	2,685	-60%	-60%
Other grant providers:						
Corporative Governance Grant	14,503	–	–	497	0%	0%
	14,503	–	–	497	–	–
Total Operating Transfers and Grants	569,271	514,578	514,093	512,141	0%	0%
T 5.2.1						

COMMENT ON OPERATING TRANSFERS AND GRANTS:

Note: For Municipal Infrastructure Grant (MIG) see T 5.8.3. For other conditional transfers including Neighborhood Development Partnership Grant (NDPG); Public Transport Infrastructure and Systems Grant (PITS) see **Appendix L**.

COMMENT ON OPERATING TRANSFERS AND GRANTS:

Chapter 5

The municipality is receiving conditional grants through the Division of Revenue Act (DORA) stipulating national government funded grants. Other allocations are provided from the Provincial and District Government. These grants have been effectively utilized in 2024/2025 financial year. The detailed background of the utilized grants rolled over and forfeited is captured fully in the Annual Financial Statements (AFS)

T 5.2.2

Grants Received From Sources Other Than Division of Revenue Act (DoRA)							
Details of Donor	Actual Grant 2022/23	Actual Grant 2023/24	Actual Grant 2024/25	2024/25 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind
Provincial Grants							
GOGTA							
GRAP 17 - Asset Register	-	-	-	-		n/a	Asset register maintenance.
PMS - Performance Management System	-	-	-	-			
EPWP							
Stipends	3,878,000	2,548,000	2,028,000	-		n/a	Local skills development.
SRAC							
Library Support Services	38,458,883	32,886,000	34,363,000	-		n/a	Library support services.
HIV/AIDS							
Stipends	4,802,003	3,895,300	2,684,529	-		n/a	Health promotions activities.
HUMAN SETTLEMENT							
Mining Towns Development	271,300,000	-	165,309,990	-		n/a	Housing development.
EEDMS							
Energy Efficiency	4,000,000	4,000,000	-	-		n/a	Energy efficiency projects.
LOCAL GOVERNMENT							
Skills Development	2,339,611	1,466,634	3,327,959			n/a	In-house skills development and capacity building.
Provide a comprehensive response to this schedule							

T 5.2.3

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

Rand West Local Municipality received a total of R240 millions of grant allocation from other sources other than DORA in the 2024/2025 Financial year. The grants were utilized to support municipal programmes such as community development and municipal performance management.

T 5.2.4

5.3 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

The Municipality has an Asset Management policy, which stipulates the accounting treatment for various classes of assets. This includes how their life span should be determined, how assets should be acquired, recorded, valued, and disposed of. The delegated authority of the Chief Financial Officer is also clearly spelt out in the municipality's systems of delegations. An asset procedure manual has been developed, which guides the staff on the accounting, recognition, de-recognition, depreciation, and impairment of assets. The current appointed staff are continuously being trained and developed. This includes training on the treatment of both movable and immovable assets.

T 5.3.1

5.3.2 TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED 2024/25				
Asset 1				
Name	Refurbishment of Hannes van Niekerk Wastewater Treatment Works (Phase 3)			
Description	Sanitation			
Asset Type	Infrastructure			
Key Staff Involved	Sanitation			
Staff Responsibilities	Sanitation			
	2021/22	2022/23	2023/24	2024/25
	10,000,000.00	111,800,000.00	50,000,000	83,103,093
Capital Implications	None			
Future Purpose of Asset	Sanitation and Sewer			
Describe Key Issues	Provision of sanitation services to communities			
Policies in Place to Manage Asset	Yes - Assets Management Policy			
Asset 2				
Name	Provision of Sewer Networks in Mohlakeng Ext 5 (Phase 3)			
Description	Sanitation			
Asset Type	Infrastructure			
Key Staff Involved	Sanitation			
Staff Responsibilities	Sanitation			

Chapter 5

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED 2024/25				
Asset 1				
	2021/22	2022/23	2023/24	2024/25
Asset Value	-	-	-	39,084,378
Capital Implications	None			
Future Purpose of Asset	Sanitation and Sewer			
Describe Key Issues	Provision of sanitation services to communities			
Policies in Place to Manage Asset	Yes - Assets Management Policy			
Asset 3				
Name	Construction of Pelzale Waste Water Treatment Works			
Description	Sanitation			
Asset Type	Infrastructure			
Key Staff Involved	Sanitation			
Staff Responsibilities	Sanitation			
	2021/22	2022/23	2023/24	2024/25
Asset Value	-	-	-	152,671,066
Capital Implications	None			
Future Purpose of Asset	Sanitation and Sewer			
Describe Key Issues	Provision of sanitation services to communities			
Policies in Place to Manage Asset	Yes - Assets Management Policy			
T 5.3.2				

COMMENT ON ASSET MANAGEMENT:
The above projects were all funded by grants and internally.
T 5.3.3

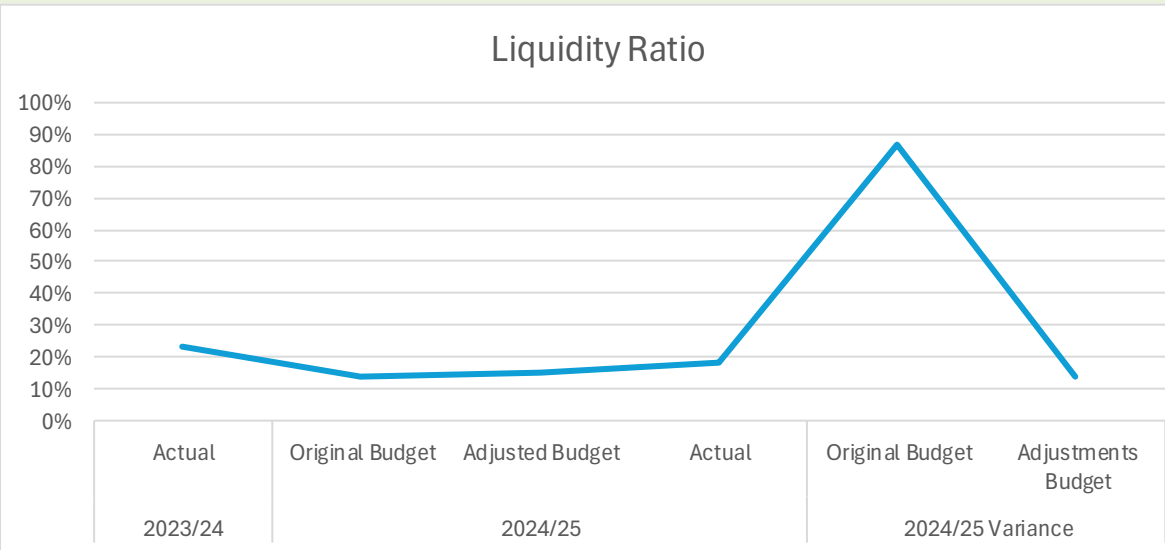
Repair and Maintenance Expenditure: 2024/2025				
R' 000				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	159,875	214,048	124,771	58%
				T 5.3.4

COMMENT ON REPAIRS AND MAINTENANCE EXPENDITURE:

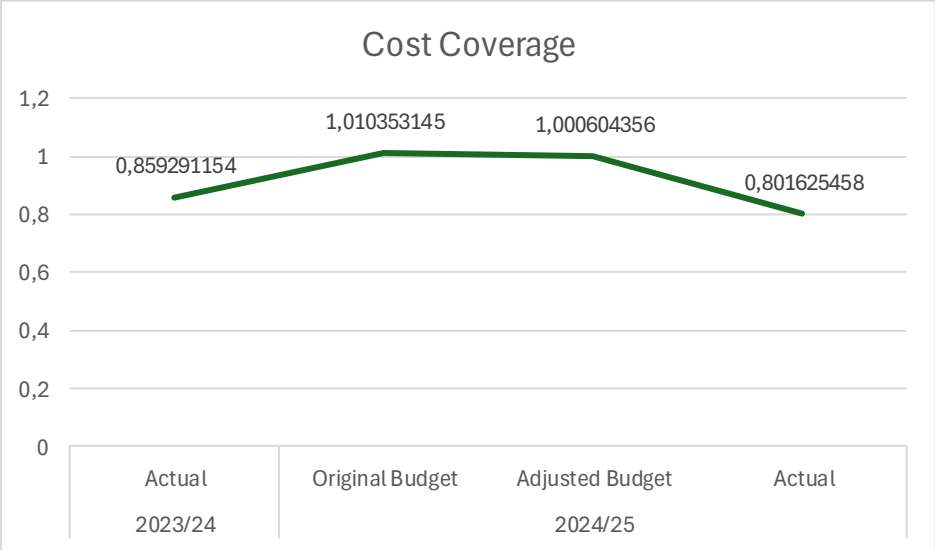
The actual expenditure on Repairs and Maintenance is 75% of the approved adjusted budget. The municipality has infrastructure maintenance backlogs and community services maintenance is prioritized. Due to budget constraints, the initial allocation of funds is based on current availability of funds. Cognizance should be taken that the maintenance on the components is capitalized on the infrastructure assets and not reported as part of the operating maintenance expenditure.

T 5.3.4.1

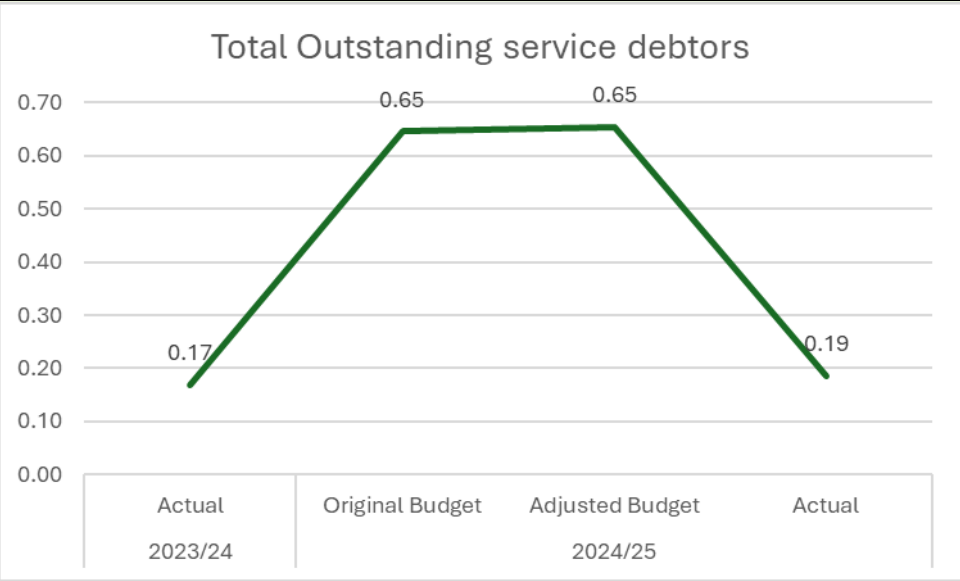
5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS



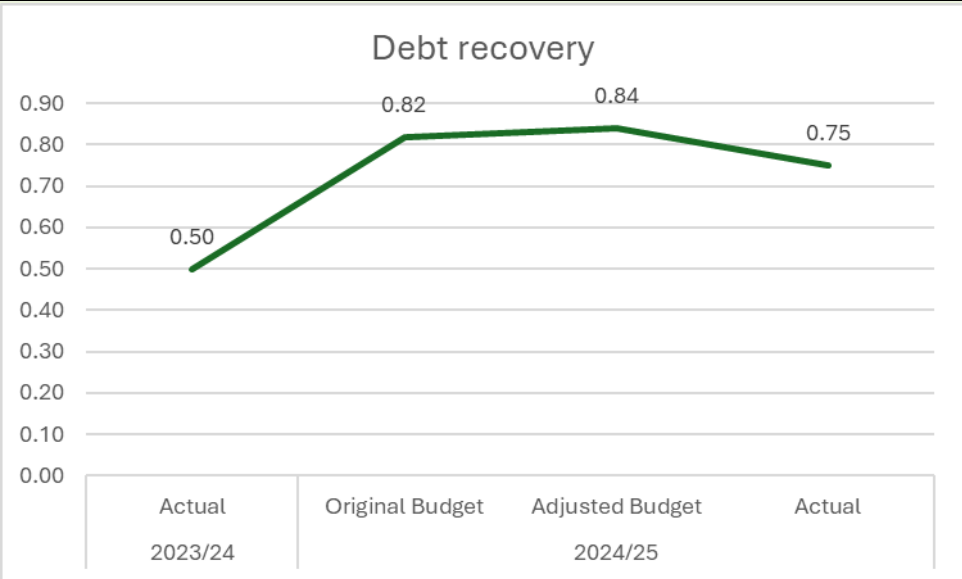
T 5.4.1



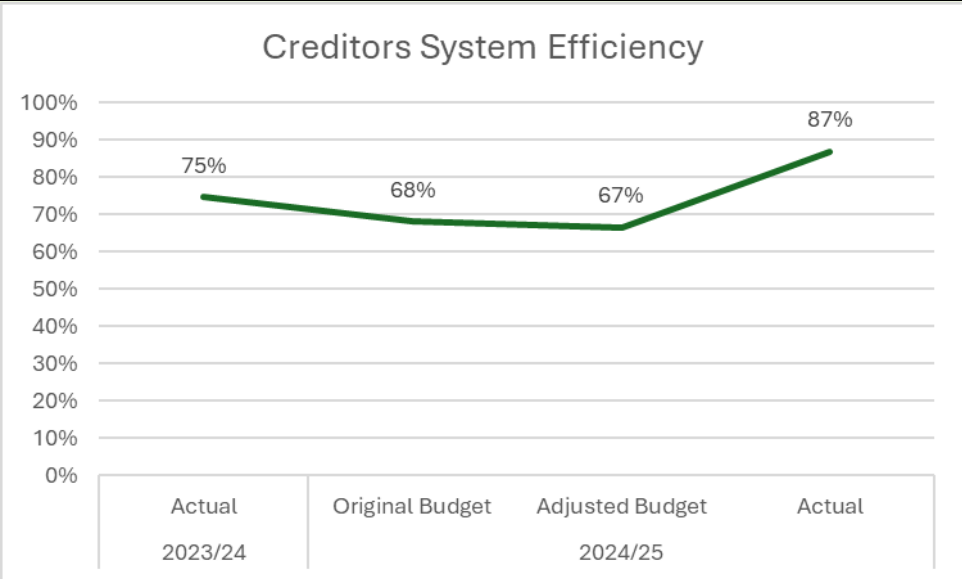
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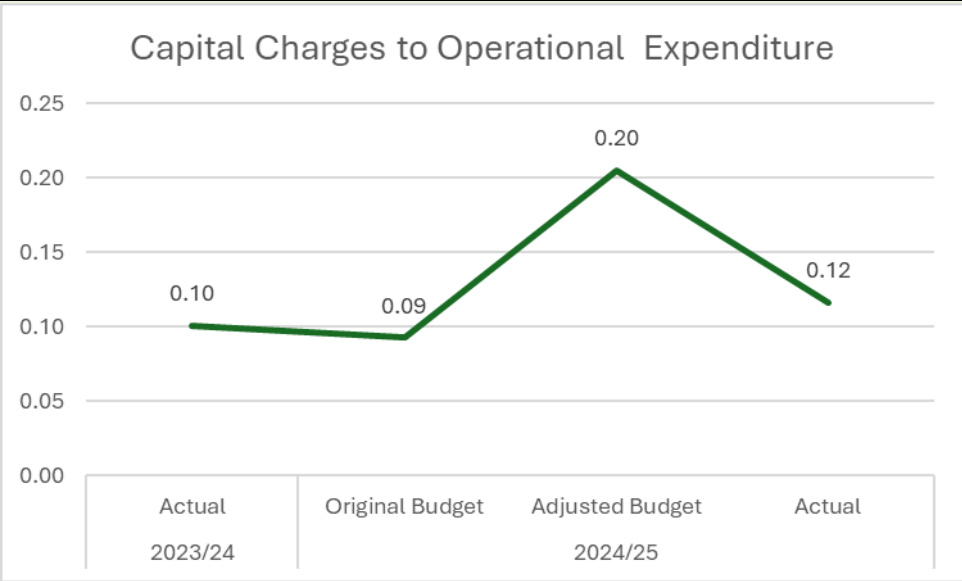
T 5.4.3



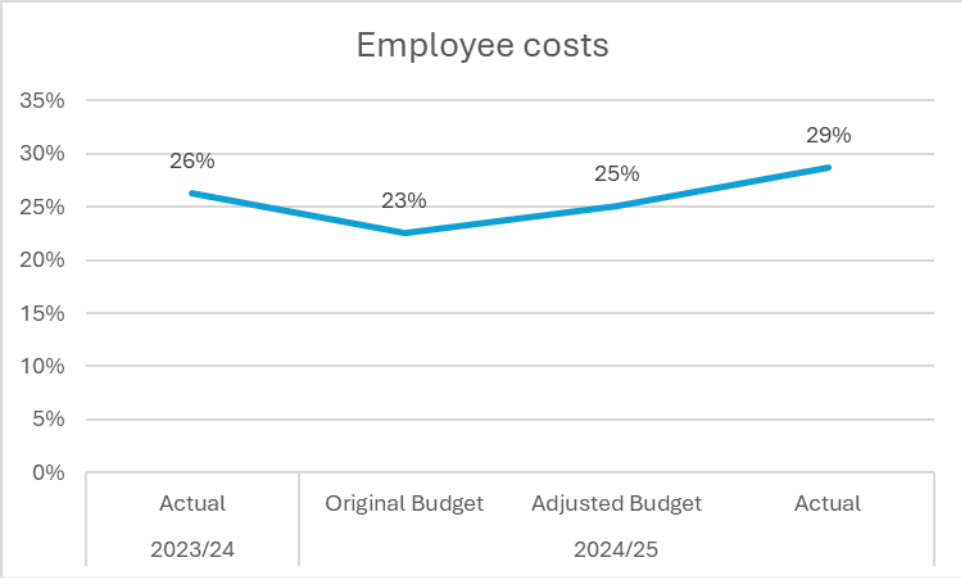
T 5.4.4



T 5.4.5

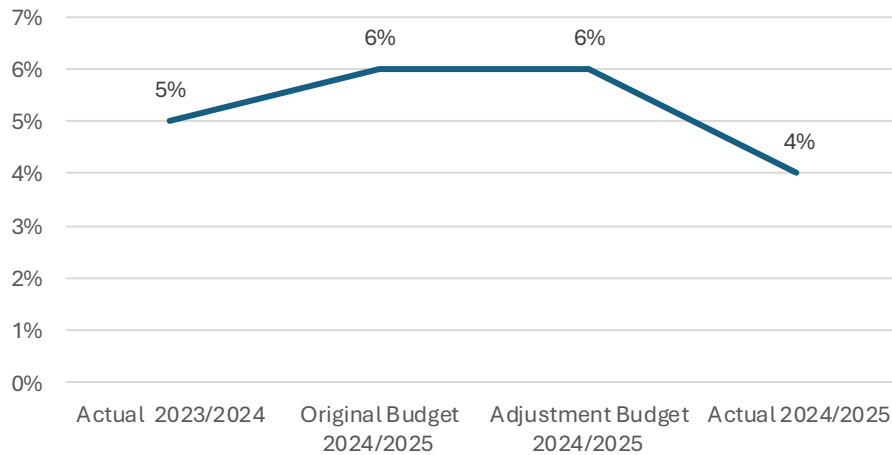


T 5.4.6



T 5.4.7

Repairs and Maintenance Expenditure



T 5.4.8

COMMENT ON FINANCIAL RATIOS: 2024/2025

LIQUIDITY RATIO

The ratio achieved by Rand West City Local Municipality for the 2024/2025 financial year is 0.84, which is less than the acceptable norm of 1. The municipality doesn't have enough liquid assets to cover its short-term liabilities.

COST COVERAGE

The Rand west City Cost Coverage ratio for the 2024/2025 financial year is 0.11 which explains that the earnings of the Municipality can cover its interest expense 1.01 times without the utilization of grants.

TOTAL OUTSTANDING SERVICE DEBTORS

Rand West City Local Municipality has a score of 0.68 for the 2024/2025 financial year which indicates that there is currently more money owed by consumers for service charges than what has been paid for these services.

DEBT COVERAGE

The Municipality has a debt coverage ratio of 0.11, which is way less than the acceptable norm of 1.25. This explains the extremely difficult situation that the municipality faces in accommodating debt payments.

CREDITOR'S SUMMARY EFFICIENCY

The municipality has a creditors summary efficiency of 1.68, which explains that the municipality only affords to pay 8.25% of its total creditors within the stipulated 30 days.

EMPLOYEE COST

The municipality has a 25% employee cost coverage ratio, which represents the portion of revenue spent on employee costs

REPAIRS AND MAINTENANCE

The municipality has a 5% repair and maintenance ratio.

T 5.4.9

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

LIQUIDITY RATIO

The acceptable norm is a number greater than 1. The preliminary results for 2024/2025 indicate that the Municipality is less likely to pay its payables within the short term. The Municipality is facing financial challenges which includes the collection restrictions within the communities and some of the budgeted revenue cannot be realized.

OPERATING RATIOS

This includes all the ratios measured based on the financial operating performance of the Municipality. The 2023/2024 audited figures assess the total cash available to be sufficient to cover the operating costs of the Municipality. However, this will not be sustainable in the long term as the ratio reveals insufficiency thereof, and this could affect the service delivery functions unless cost control and saving measures are implemented.

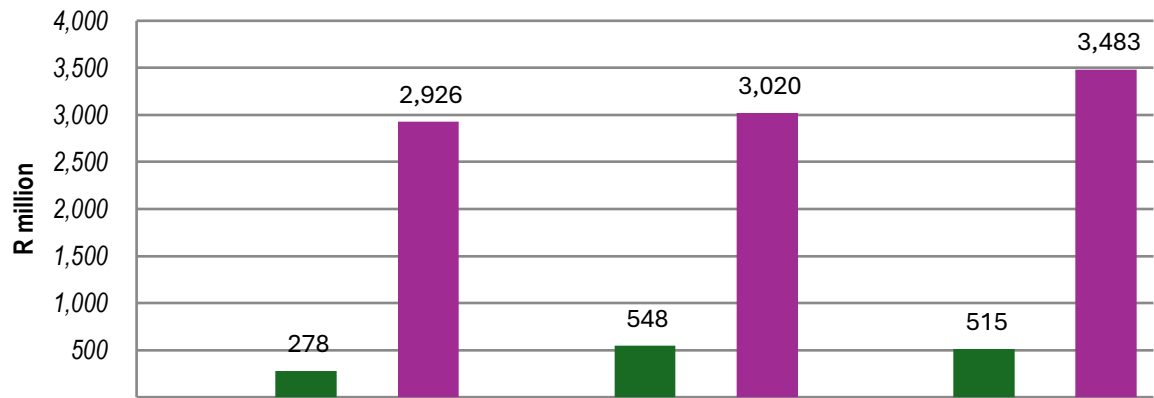
The acceptable employee cost ratio is 25%. This ratio analysis for the Municipality is within the acceptable ranges. Repairs and Maintenance expenditure for the Municipality is below the acceptable norm.

Based on the core functionality of the Municipality, i.e., service delivery, assets used to render the service delivery effective should be regularly maintained to avoid backlogs. The Municipality will, however, review the expenditure allocated and proper planning be implemented

T 5.5.0

Chapter 5

Capital Expenditure: 2024/25



T 5.5.1

R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Capital Expenditure	278	548	490	176.6%	89.5%
Operating Expenditure	2,926	3,020	3,171	108.4%	105.0%
Total expenditure	5,605	6,601	7,151		
Water and sanitation	251	415	343	136.2%	82.5%
Electricity	138	148	160	115.7%	107.9%
Housing	2	12	12	502.8%	101.5%
Roads, Pavements, Bridges and storm water	125	108	117	93.7%	107.7%
Other	2,687	2,884	3,029	112.7%	105.0%
Salaries, wages and allowances	637	640	716	112.3%	111.8%
Cash and creditor payments	1,486	1,845	2,284	153.7%	123.8%
Capital payments	278	548	490	176.6%	89.5%
Property rates	417	509	522	-25.4%	-2.7%
Service charges	1,806	1,766	1,625	10.0%	8.0%
Other own revenue	190	233	212	-11.5%	9.3%
	2,412	2,508	2,359	2.2%	5.9%

Chapter 5

R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Employee related costs	637	640	716	-12.3%	-11.8%
Provision for working capital	–	–	–		
Repairs and maintenance	160	214	161	-0.9%	24.6%
Bulk purchases	1,335	1,375	1,519	-13.7%	-10.4%
Other expenditure	788	786	774	1.7%	1.5%
	2,920	3,016	3,170	-8.6%	-5.1%
Service charges: Electricity	1,014	1,014	932	8.1%	8.1%
Grants & subsidies: Electricity	60	60	60	0.1%	0.1%
Other revenue: Electricity	–	–	0		
	1,074	1,074	992	7.7%	7.7%
Employee related costs: Electricity	23	23	37	-61.7%	-61.7%
Provision for working capital: Electricity	–	–	–		
Repairs and maintenance: Electricity	39	49	38	3.0%	22.9%
Bulk purchases: Electricity	1,015	1,015	1,126	-10.8%	-10.8%
Other expenditure: Electricity	33	33	42	-26.9%	-26.9%
	1,110	1,120	1,242	-11.9%	-10.9%
Service charges: Water	484	445	385	20.5%	13.5%
Grants & subsidies: Water	66	66	56	14.2%	14.2%
Other revenue: Water	0	0	–	100.0%	100.0%
	550	511	441	19.8%	13.6%
Employee related costs: Water	17	17	32	-94.7%	-94.7%
Provision for working capital: Water	–	–	–		
Repairs and maintenance: Water	13	20	15	-15.3%	25.3%
Bulk purchases: Water	320	360	393	-22.9%	-9.3%
Other expenditure: Water	0	8	15	-14765.2%	-92.1%
	349	404	456	-30.4%	-12.7%
TX					

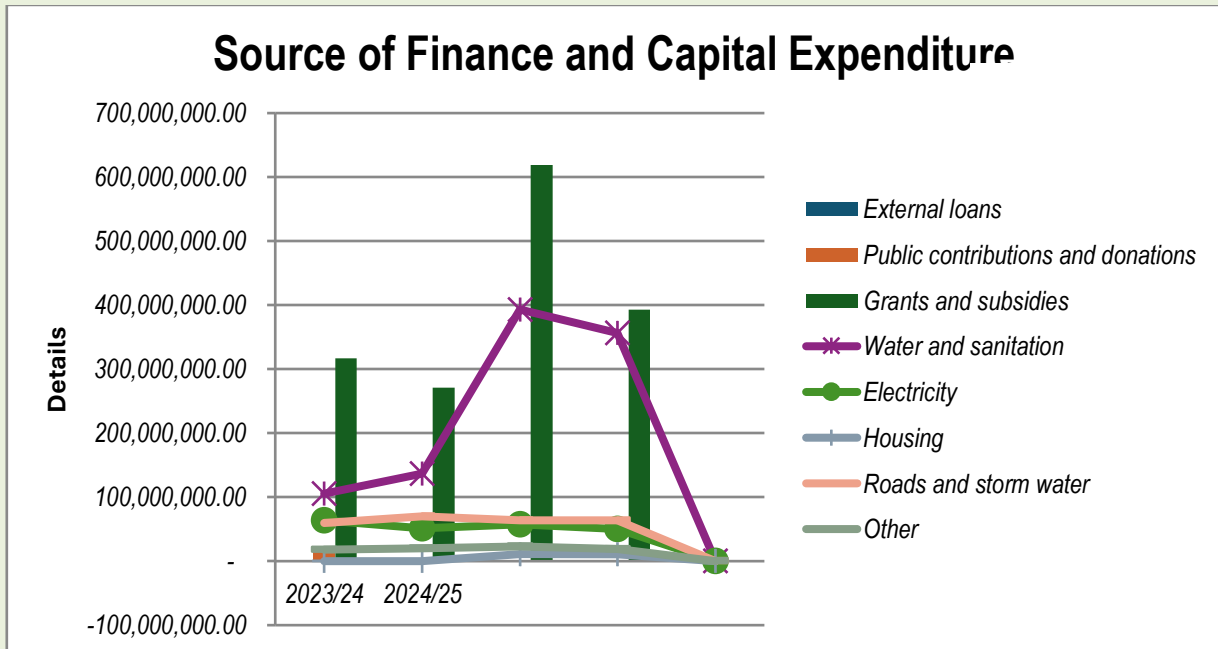
Chapter 5

5.6. SOURCES OF FINANCE

Capital Expenditure - Funding Sources: 2023/24 to 2024/25							
R' 000							
Details		2023/24	2024/25				
		Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
Source of finance							
	External loans	-	-	-	-	0%	0%
	Public contributions and donations	14,533	-	-	79,466	0%	0%
	Grants and subsidies	317,332	270,641	619,227	515,469	129%	90.46%
Total		331,865	270,641	619,227	594,935	129%	120%
Percentage of finance							
	External loans	-	-	-	-	0%	0%
	Public contributions and donations	-	-	-	-	0%	0%
	Grants and subsidies	96%	100%	100%	87%	-100%	-13.4%
	Other	0%	0%	0%	87%	0%	0.0%
Capital expenditure							
	Water and sanitation	105,008	136,169	393,126	272,981	189%	100%
	Electricity	63,717	51,074	57,174	50,074	12%	-2%
	Housing	-	-	10,978	10,876	0%	0%
	Roads and storm water	59,838	70,000	63,730	63,650	-9%	-9%
	Other	17,504	20,398	22,947	19,182	12%	-6%
Total		246,067	277,641	547,954	416,763	97%	50%
Percentage of expenditure							
	Water and sanitation	43%	49%	72%	66%	46%	34%
	Electricity	26%	18%	10%	12%	-43%	-35%

Chapter 5

Capital Expenditure - Funding Sources: 2023/24 to 2024/25							
R' 000							
Details		2023/24	2024/25				
		Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
	Housing	0%	0%	2%	3%	0%	0%
	Roads and storm water	24%	25%	12%	15%	-54%	-39%
	Other	7%	7%	4%	5%	-43%	-37%
T 5.6.1							



COMMENT ON SOURCES OF FUNDING:

The Municipality receives grants allocation to fund majority of capital projects and for operational expenditure. Grants amount to 50% of the sources of funding for 2024/2025 Financial year. Other sources of income include service charges to consumers.

T 5.6.1.1

Chapter 5

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*					
Name of Project	Current: 2024/25			Variance: 2024/25	
	Original Budget	Adjustment Budget	Actual Ex- penditure	Original Vari- ance (%)	Adjustment variance (%)
Refurbishment of Hannes van Niekerk Wastewater Treatment Works (Phase 1)	175,000	83,103	83,103	47%	100%
Provision of Sewer Networks in Mohlakeng Ext 5 (Phase 3)	39,084	39,084	38,889	100%	100%
Construction of Pelzale Wastewater Treatment Works	152,671	152,671	116,905	77%	77%
Hills Haven Outfall Sewer Up- grade Phase 3	31,214	31,214	31,214	100%	100%
Bulk Sewer Pipeline from Mohlakeng Ext 10 Mall, R28 to Pelzvale Phase 4	28,000	28,000	27,892	100%	100%
* Projects with the highest capital expenditure in Year 0					
Name of Project - A					
Refurbishment of Hannes Van Niekerk Wastewater Treatment Works	83,103,000				
Delays	No Delays.				
Future Challenges	No future challenges.				
Anticipated citizen benefits	To provide citizens with proper sanitation				
Name of Project - B	.				
Provision of Sewer Networks in Mohlakeng Ext 5 (Phase 3)	116,905,000				
Delays	No Delays.				
Future Challenges	No future challenges.				
Anticipated citizen benefits	To provide citizens with proper sanitation				
Name of Project - C					
Construction of Pelzale Wastewater Treatment Works	116,905,000				
Delays	No delays.				
Future Challenges	No future challenges.				
Anticipated citizen benefits	To provide citizens with proper sanitation				
Name of Project - D					
Hills Haven Outfall Sewer Up- grade Phase 3	31,214,000				
Delays	No Delays.				
Future Challenges	No future challenges.				
Anticipated citizen benefits	To provide citizens with proper sanitation				
Name of Project - E					

Chapter 5

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: 2024/25			Variance: 2024/25	
	Original Budget	Adjustment Budget	Actual Ex- penditure	Original Vari- ance (%)	Adjustment variance (%)
Bulk Sewer Pipeline from Mohlakeng Ext 10 Mall, R28 to Pelzvale Phase 4	27,892,000				
Delays	No Delays.				
Future Challenges	No future challenges.				
Anticipated citizen benefits	To provide citizens with proper sanitation				
T 5.7.1					

COMMENT ON CAPITAL PROJECTS:
• <i>Refurbishment of Hannes van Niekerk Wastewater Treatment Works (Phase 1)</i> The original budget of R175.0 million was significantly reduced to an adjustment budget of R83.1 million. This adjustment reflects a rephasing of the project, where certain planned activities were deferred to future financial years due to implementation readiness, procurement timelines and cash flow considerations. The project achieved 100% expenditure against the adjusted budget, indicating effective financial management once the scope was aligned to realistic implementation capacity. • <i>Provision of Sewer Networks in Mohlakeng Ext 5 (Phase 3)</i> No variance between the original and adjustment budgets was recorded. Actual expenditure of R38.9 million represents full utilisation of the approved budget, confirming accurate initial planning and effective execution. • <i>Construction of Pelzale Wastewater Treatment Works</i> The project shows no adjustment to the original budget, but expenditure reached only 77%. The under-expenditure is attributable to construction delays and slower-than-anticipated progress, possibly linked to contractor performance, technical complexities, or external factors such as weather or supply chain delays. • <i>Hills Haven Outfall Sewer Upgrade Phase 3 and Bulk Sewer Pipeline from Mohlakeng Ext 10 Mall, R28 to Pelzvale Phase 4</i> Both projects demonstrate 100% expenditure against both original and adjusted budgets, reflecting sound planning, stable project scope, and effective contract management.
T 5.7.1.1

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

The municipality focusses on dealing with basic services and infrastructure backlogs.

Chapter 5

1. Distribution Losses (Water and Electricity)
2. Water Conservation and Demand Management (WCDM), Demand Side Management (DSM)
3. Addressing Sewer spillages and illegal dumping - Water Services Development Plan (WSDP) and Integrated Waste Management Plan (IWMP)
4. Potholes repairs – Pavement Management System (PMS)

The municipality is facing a serious challenge with regards to backlogs within the city relating to capacity constraints on existing substations, water reservoirs and sewer treatment plants and ageing infrastructure. The Municipal Infrastructure Grant (MIG) and DMRE has been designed to fund projects that are related to the reduction of service delivery backlogs, but it's not sufficient to address all the challenges. The municipality has spent 100% of both MIG and DMRE & WSIG allocated budget for 2023/24 financial year.

T 5.8.1

Service Backlogs as at 30 June Year 0				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water		%		%
Sanitation		%		%
Electricity		%		%
Waste management		%		%
Housing		%		%

% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to * formal and ** informal settlements.

T 5.8.2

Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Infrastructure - Road transport						
Roads, Pavements & Bridges	40,000	42,663	32,870	82%	77%	Grant to address Service Delivery Backlogs
Storm water	10,000	500	–	0%	0%	Grant to address Service Delivery Backlogs
Infrastructure - Electricity						
Generation	–	–				
Transmission & Reticulation	–	–	–	0%	0%	
Street Lighting	–	–	–	0%	0%	
Infrastructure - Water						
Dams & Reservoirs	8,721,550	8,721,550	3,186,946	37%	37%	Grant to address Service Delivery Backlogs
Water purification	-	-				

Chapter 5

Details	Budget	Adjust-ments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjust-ments Budget	
<i>Reticulation</i>	–	–	–	0%	0%	
Infrastructure - Sanitation						
<i>Reticulation</i>	38,000	41,989	32,233	85%	77%	<i>Grant to address Service Delivery Backlogs</i>
<i>Sewerage purification</i>	–	–	–	0%	0%	<i>Grant to address Service Delivery Backlogs</i>
Infrastructure - Other						
<i>Landfill</i>	4,000	4,000	2,044	51%	51%	<i>Grant to address Service Delivery Backlogs</i>
<i>SRAC</i>	10,000	10,000	308	3%	3%	<i>Grant to address Service Delivery Backlogs</i>
* .						T 5.8.3

COMMENT ON BACKLOGS:

The Municipal Infrastructure Grant (MIG) and DMRE have been designed to fund projects that are related to the reduction of service delivery backlogs. The municipality has spent 100% of both MIG and DWRE allocated budget for 2024/25 financial year. We have connected 400 units to OR. Tambo Informal Settlement which did not have access to electricity for many years.

T 5.8.4

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

Chapter 5

For any entity to remain a “going concern”, it needs to have adequate cash and cash equivalent to finance its short- and long-term obligations. The Municipality ought to have enough cash to fund its internal operations such as compensation of employees, payment of electricity and its external core activities of service delivery. The Municipality has therefore implemented a revenue enhancement strategy, which seeks to enhance its debt collection, and reduce expenditure which does not add value, to the municipal service delivery objectives. All the departments are involved in this initiative, as they are all working towards the same organizational goal of delivering service to the community.

T 5.9

5.9 CASH FLOW

Cash Flow Outcomes				
				R'000
Description	2023/24	2024/25		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Taxation and fines	292,548	359,678	350,984	361,831
Sale of Goods and Services	1,056,142	1,492,187	1,557,854	955,222
Grants	796,958	72,564	542,800	783,730
Interest Income	19,881	12,055	12,055	158,455
Other Receipts	112,635	62,702	101,428	39,075
Payments				
Employee Costs	(659,309)	92,539	640,340	(714,504)
Suppliers	(1,223,262)	(2,030,721)	(1,845,018)	(1,103,612)
Finance Costs	(118,329)	(46,879)	(46,879)	(154,076)
NET CASH FROM/(USED) OPERATING ACTIVITIES	277,263	14,125	1,313,564	326,122
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Purchase of PPE	(351,472)	(245,658)	(63,985)	(398,305)
Proceeds from sale of investment property	6,426	–	–	10,368
Decrease (increase) other non-current receivables	(8,719)	–	–	(2,153)
Purchase of intangible assets	–	–	–	(0)
Payments				
Capital assets				
NET CASH FROM/(USED) INVESTING ACTIVITIES	(353,766)	(245,658)	(63,985)	(390,090)

Chapter 5

Cash Flow Outcomes				
R'000				
Description	2023/24	2024/25		
	Audited Out-come	Original Budget	Adjusted Budget	Actual
CASH FLOWS FROM FINANCING ACTIVITIES				
Payments				
Repayment of borrowing	–	–	–	–
Finance lease payments	(1,391)	–	(1,431)	(25,133)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(1,391)	–	(1,431)	(25,133)
NET INCREASE/ (DECREASE) IN CASH HELD	(77,894)	(231,533)	1,248,148	(89,100)
Cash/cash equivalents at the year begin:	106,077	89,894	105,297	172,574
Cash/cash equivalents at the year end:	250,468	(141,639)	1,353,445	83,474
Source: MBRR A7	T 5.9.1			
Source: MBRR A8	T 5.9.2			

COMMENT ON CASH FLOW OUTCOMES:

At the end of the financial year under review, the Municipality had net cash and cash equivalents of R172 million. Cash flow from operating activities amounted to R1,820 billion and Cash flow in investing activities R495 million.

T 5.9.1.1

INTRODUCTION TO BORROWING AND INVESTMENTS

2022/23- No borrowings were made. This indicates that the municipality did not rely on debt funding during this year and capital assets were financed through own funding and grants.

2023/24- Financial leases amounting to R426 million were recognised. This reflects a strategic shift toward the use of lease financing for the acquisition of capital assets such as plants, equipment, vehicles, or specialised infrastructure. The use of financial leases suggests an effort to address service delivery needs while managing immediate cash flow pressures.

2024/25- Financial leases increased further to R786 million, representing a substantial year-on-year growth due to continued reliance on lease arrangements to fund capital assets

T 5.10.1

5.10 BORROWING AND INVESTMENTS

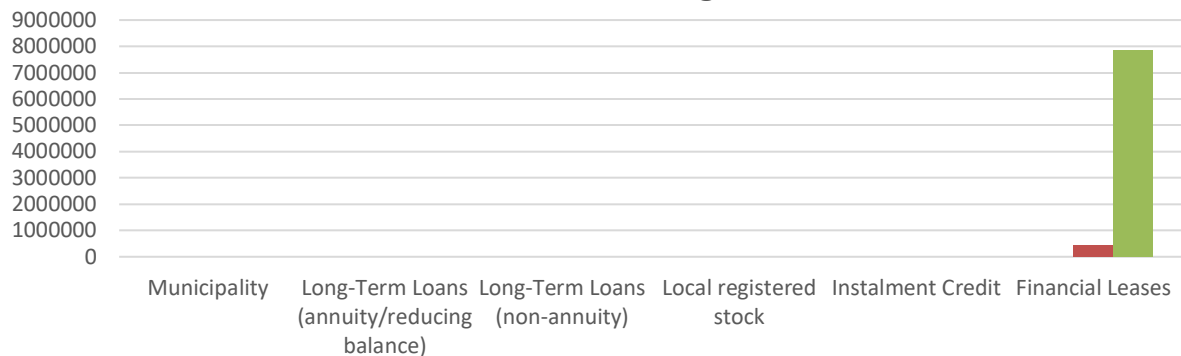
Actual Borrowings: Year 2024/2025			
R' 000			
Instrument	2022/23	2023/24	2024/25

Chapter 5

Municipality			
<i>Long-Term Loans (annuity/reducing balance)</i>			
<i>Long-Term Loans (non-annuity)</i>	-	-	-
<i>Local registered stock</i>			
<i>Instalment Credit</i>			
<i>Financial Leases</i>	0	426192	7,860,341.00
<i>PPP liabilities</i>			
<i>Finance Granted By Cap Equipment Supplier</i>			
<i>Marketable Bonds</i>			
<i>Non-Marketable Bonds</i>			
<i>Bankers Acceptances</i>			
<i>Financial derivatives</i>			
<i>Other Securities</i>			
Municipality Total	-	426,192	7,860,341
Municipal Entities			
<i>Long-Term Loans (annuity/reducing balance)</i>			
<i>Long-Term Loans (non-annuity)</i>			
<i>Local registered stock</i>			
<i>Instalment Credit</i>			
<i>Financial Leases</i>			
<i>PPP liabilities</i>			
<i>Finance Granted By Cap Equipment Supplier</i>			
<i>Marketable Bonds</i>			
<i>Non-Marketable Bonds</i>			
Entities Total	-	-	-
T 5.10.2			

Chapter 5

Actual Borrowings



■ Actual Borrowings: Year 2022/23 to 2024/25 R' 000 2022/23

■ Actual Borrowings: Year 2022/23 to 2024/25 R' 000 2023/24

■ Actual Borrowings: Year 2022/23 to 2024/25 R' 000 2024/25

T 5.10.3

Municipal and Entity Investments			
	R' 000		
Investment* type	2022/23	2023/24	2024/25
	Actual	Actual	Actual
Municipality			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank	5,342,214	5,762,090	6,424,000
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
Municipality sub-total	5,342,214	5,762,090	6,424,000
Municipal Entities			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			

Chapter 5

Municipal and Entity Investments			
Investment* type	2022/23	2023/24	2024/25
	Actual	Actual	Actual
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
Entities sub-total	-	-	-
Consolidated total:	5,342,214	5,762,090	6,424,000
T 5.10.4			

COMMENT ON BORROWING AND INVESTMENTS

2022/23- No borrowings were made. This indicates that the municipality did not rely on debt funding during this year and capital assets were financed through own funding and grants.

2023/24- Financial leases amounting to R426 million were recognised. This reflects a strategic shift toward the use of lease financing for the acquisition of capital assets such as plants, equipment, vehicles, or specialised infrastructure. The use of financial leases suggests an effort to address service delivery needs while managing immediate cash flow pressures.

2024/25- Financial leases increased further to R786 million, representing a substantial year-on-year growth due to continued reliance on lease arrangements to fund capital assets

T 5.10.5

5.11 PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

During the 2024/25 financial year, the municipality entered multiple long-term service delivery and infrastructure-related contracts most of which span 24 to 36 months. These agreements were primarily aimed at strengthening institutional capacity, service delivery, ICT systems, infrastructure development, and regulatory compliance, while leveraging private sector expertise and resources in line with PPP principles.

Although not all contracts meet the strict MFMA definition of formal PPPs, several arrangements exhibit PPP characteristics particularly services are delivered over extended periods, Payments are performance- or usage-based ("rates based" or commission-based), and Operational and technical risks are shared with private service providers.

T 5.11.1

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Section aims at supporting the strategic decisions of the municipality, thereby ensuring effective and efficient service delivery to its external and internal clients. The Supply Chain Unit also ensures that the purchasing or procurement of goods and services, is done according to the prescribed legislation and the Rand West City Local Municipality Supply Chain Management Policy.

The major concern is on the implementation of the policy and the number of transactions that deviate from the SCM policy. The unit conducted workshops during the year for all managers and Councilors to cultivate the culture of compliance with the SCM Policy.

T 5.12.1

5.13 GRAP COMPLIANCE

GRAP COMPLIANCE

The Rand West City Local Municipality prepares its Annual Financial Statements with accordance with the Generally Recognized Accounting Practice to ensure compliance. The municipality records its transactions using accrual basis of accounting and accounts for its cashflow transactions using the cash basis of accounting.

All new or updated GRAP Standards are implemented when applicable and effective for implementation, these standards are also used to align the council's approved policies with the approved and effective GRAP Standards. Early adoption of GRAP standards approved but not yet effective is applied when it is practical.

T 5.13.1

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

INTRODUCTION

Constitution S188 (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. MSA section 45 states that the results of performance measurement... must be audited annually by the Auditor General. The report of the Auditor General may be found in Chapter 6 of this report. The RWCLM achieved unqualified Audit Opinion in the 2023/24 audit, with findings on Property, Plant & Equipment for land and Commitments for SCM.

T 6.0.1

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR -2023/2024

6.1 AUDITOR GENERAL REPORTS YEAR -2023/2024 (PREVIOUS YEAR)

Auditor-General Report on Financial Performance: Year 2023/24	
Audit Report Status*: QUALIFIED	
Non-Compliance Issues	Remedial Action Taken
During the testing of the provision of bonus for management, we identified that there was an incorrect calculation that was made using incorrect rate of 15% instead of 14% as per the Performance Management Policy and the amount was disclosed on the AFS.	1. Adjust the AFS to reflect the correct amount for performance bonus. 2. In the AFS plan includes the reviewing of the bonus provision calculations with the relevant supporting documents and timelines.
During the audit of the municipal relief debt arrangement, we noted that municipal did not derecognise the existing liability to Eskom, recognise the Municipal relied on debt liability and recognise the revenue from non-exchange transactions. Furthermore, it was noted that the municipality did not derecognise a portion of the liability that accrued interest in the intervening period and raise the revenue from non-exchange transactions for the interest charged in the intervening period	1. Recognize the present value liability and revenue from exchange transactions in terms of GRAP 104 and GRAP 23 and correct the AFS. 2. Organise refresher training to capacitate team members.
During the audit it was noted that the municipality did not account for Value-Added Tax (VAT) correctly for arrangements whereby functions.	1. Review all the government grants SLAs to test if they meet the terms of BGR 74. 2. VAT compliance checklist
During the audit of changes in estimates, we noted that the Municipality did not accurately calculate and disclose the changes in estimates for depreciation. Furthermore, we noted that the note was incomplete, as other classes of property, plant and equipment, which had changes in estimates, were not disclosed.	1. Correct the disclosures on the AFS to ensure that the disclosed on the AFS reconciles to the calculations on the fixed assets register. 2. Develop an SOP which will clearly outline the review pro-

Chapter 6

Auditor-General Report on Financial Performance: Year 2023/24	
Audit Report Status*: QUALIFIED	
Non-Compliance Issues	Remedial Action Taken
	cesses with timelines to be followed to ensure that accurate financial information is disclosed in the AFS. 3. Review all asset findings issued in the 2023/2024 audit to develop mitigating strategies to prevent reoccurrence.
During the audit of PPE, we noted that the Municipality did not accurately capitalize the assets at the Hannes Van Nierkerk Wastewater Treatment Plant. Upon our verification, we noted that the plan is not functional, and the refurbishment is underway; however, there are safety issues at the plan deterring the contractor to continue with the refurbishment.	1. Revision of the WIP and Assets register and adjustment of the AFS with the revised amounts. 2. Include a comment that capitalisation of projects should only be done when the project is completed instead of when phases are completed. 3. Establishment an asset management steering committee to meet regularly and address issues between the assets team and user departments. - detail clear terms of reference 4. Organise Grap training for the user departments to be able to complete the monthly asset questionnaires. 5. Organise a workshop to explain the asset management policy and define roles and responsibilities of the asset management section and user departments. 6. Physically verify all projects before captialisation - if there is nothing on site then there shouldn't be any capitalisation. 7. SOPs in terms of the management of the WIP register.
During the audit of property, plant and equipment, we selected a sample of all the classes of assets and performed assets verifications.	1. Revision of the WIP and Assets register and adjustment of the AFS with the revised amounts. 2. Include a comment that capitalisation of projects should only be done when the project is completed instead of when phases are completed. 3. Establishment an asset management steering committee to meet regularly and address issues between the assets team and user departments. - detail clear terms of reference 4. Organise Grap training for the user departments to be able to complete the monthly asset questionnaires. 5. Organise a workshop to explain the asset management policy and define roles and responsibilities of the asset management section and user departments. 6. Physically verify all projects before captialisation - if there is nothing on site then there shouldn't be any capitalisation. 7. SOPs in terms of the management of the WIP register.

Chapter 6

Auditor-General Report on Financial Performance: Year 2023/24	
Audit Report Status*: QUALIFIED	
Non-Compliance Issues	Remedial Action Taken
During the audit of PPE, we noted that library books are not correctly valued. The market for the book selected as disclosed by management is not a true reflection of the price of the book on the market.	1. Revision of the Library Books Register and adjust the AFS accordingly. 2. Monitor the library books register monthly and verify the correctness of the amounts disposed of or added to the register. - develop an SOP with specific and practical action to prevent the overvaluation of the library books. 3. Keep a record of books coming into the system and inspect the condition of the books and verify the accuracy of the valuation. 4. Determine and document the methodology to be used to value books and ensure consistency thereafter.
When auditing the significantly delayed projects disclosure note, we obtained the risk register and recalculated the carrying amounts of the WIP projects that are delayed. We noted that the Municipality did not accurately calculate and disclose the significantly delayed projects. Furthermore, we noted that the note was incomplete, as other work-in-progress projects that are delayed were not disclosed.	1. WIP register to be revised and update the disclosure notes with the delayed projects. 2. Formalise the process of requesting information from the user department regarding delayed/stagnant or those taking longer to complete by issuing out a memorandum signed by the MM to the executive directors, with timelines. 3. Organise a workshop to explain the asset management policy and define roles and responsibilities of the asset management section and user departments.
Assets not impaired: During the audit of property, plant and equipment, during the verification of the Hannes Van Niekerk Wastewater Treatment Works, we noted that the plant is not functional and therefore has no service potential while the plant is being refurbished.	1. Corrected assets register and adjusted AFS. 2. Before any asset is impaired, proper supporting documentation which includes the methodology used to determine the impairment loss signed off by the engineers will be requested and kept for audit purposes.
Accuracy of Cash Flow Statement	1. Revise the cashflow statement to ensure accuracy and adjust the AFS accordingly. 2. Adopt the GRAP compliance checklist from NT as part of the AFS preparation process. 3. Set early timelines for the compilation of the AFS to allow sufficient time for adequate review processes.
During the audit of risk management disclosure (note 54) for Rand West Local Municipality we noted that the payables from exchange transactions was not adjusted with the line items on the below table (GRAP 25): • Bonus accrued • Accrued leave • Payroll accrual and should not be included as financial instruments in the risk management disclosure note	1. Correct the risk management disclosure in the current and prior year to ensure compliance with requirements on GRAP 104. 2. Develop a working paper for the risk management disclosure note to ensure accuracy of the disclosure note. 3. Adopt the GRAP compliance checklist from NT as part of the AFS preparation process.

Chapter 6

Auditor-General Report on Financial Performance: Year 2023/24	
Audit Report Status*: QUALIFIED	
Non-Compliance Issues	Remedial Action Taken
	4. Set early timelines for the compilation of the AFS to allow sufficient time for adequate review processes.
During the audit of the municipality's traffic fines debtor balances for the 2023/2024 financial year, it was identified that the traffic fines were not correctly accounted for in accordance with GRAP 1 where the provision amount of R280,855 was capitalized into the traffic fines receivables balance instead of being properly accounted for as a provision. This misclassification affects the accurate presentation of receivables in the annual financial statements.	Management will ensure that thorough review is made of both the working paper and disclosure in the Annual Financial Statement. The provision is made against the entire population in terms of GRAP1. 1. Changes on Disclosure to reflect: - Change in Traffic Fines Revenue and Debtor by R561,710 - Reduction of discounting of Traffic Fines by R 97,486.89 - Reduction in Allowance for Impairment of Traffic Fines by - R433,828.72 - Reduction of Nett Carrying Value of Traffic Fines by R30,394.56 2. Set early timelines for the compilation of the AFS to allow sufficient time for adequate review processes.
Rand West City has underbilled for sewerage services in the Azaadville area. The estimated underbilling amounts to approximately R663,558.66, as delineated in the subsequent table.	1. Adjust the current and prior period billing to include the unbilled sewer for Azaadville. 2. Audit and review of all service charges billed, especially on sewerage service rendered, by the municipality to its community.
The relationship between the Rand West Local Municipality and Riley Auctioneers Pty Ltd form's part principal-agent arrangement as Riley Auctioneers auctions land on behalf of Rand West Local Municipality to third parties. Rand West Local Municipality is the principal and Riley Auctioneers Pty Ltd is an agent in the arrangement. This has not been disclosed in the financial statements.	1. Correct the AFS and disclosure note: - Accrual Journal no.7806 and 7809 were raised for R500,281.78 - Recognize revenue received in advance of R8,130,600 vat inclusive. - Disclosures will be amended to include details on the agent/principal relationship 2. Adopt the GRAP compliance checklist from NT as part of the AFS preparation process. 3. Set early timelines for the compilation of the AFS to allow sufficient time for adequate review processes.
Information not provided for reduction of non-technical water distribution losses and reduction of non-technical electricity losses	1. Management will commission a technical losses study in the current financial year. 2. The municipality installed Bulk check meters on all water and electricity intake points.
Based on our audit procedures, we found significant budget overruns for the two projects. For the fuel and lubricant supply, the available budget was greatly exceeded by the awarded contract, resulting in a substantial over-budget	1. Usage of the contract management module on MUNSOFT training arranged for the 14th of January. 2. Develop an SOP which clearly defines instances where the

Chapter 6

Auditor-General Report on Financial Performance: Year 2023/24	
Audit Report Status*: QUALIFIED	
Non-Compliance Issues	Remedial Action Taken
amount. Similarly, for the ICT network infrastructure project, the awarded contract far surpassed the available budget, leading to another significant over-budget allocation.	budget will be overridden, and consequences for budget overrides without following the approved SOP.
Based on our audit procedures, we observed that not all suppliers with irregular contracts have been accounted for in the irregular expenditure register and disclosed in the financial statements as of 30 June 2024. The suppliers listed below were on a contract previously identified as irregular, therefore payments made towards these suppliers was supposed to be recorded as irregular as well as the related disclosure note in the financial statements: - Nsovo Construction - W A Road Construction - Bo-Mamohlala Projects - Blue Juice JV	1. Adjust the irregular expenditure register and update disclosure on AFS. 2. Independent review of SCM processes and systems in order to perform a gap analysis and develop strategies to address the gaps identified. 3. Coordination between MPAC and internal audit for the monthly update of the irregular expenditure. 4. Implementation of the UIFW strategy. 5. List all contracts deemed irregular and liaise with legal services on how to terminate/discontinue the use of such contracts.
During the audit of commitments, we noted that management did not include all projects in progress as of 30 June 2024.	1. Revise the commitment register and adjust the financial statement to reflect the revised commitments of the municipality. 2. Develop a template for reporting on commitments - send to the audit committee to review and advice 3. Centralise the function of procurement to finance. 4. Using the contract management module on MUNSOFT, training arranged for the 14th of January. 5. Develop a checklist and allocation register to ensure completeness of the commitment register. 6. Develop an SOP for procurement. 7. Compilation of the commitment register monthly using the WIP, contract, and procurement registers.
T 6.1.1	

Auditor-General Report on Service Delivery Performance: 2023/2024	
Audit Report Status:	Unqualified
Non-Compliance Issues	Remedial Action Taken

Chapter 6

Key service delivery indicator not achieved MSG2	MSG2: There were material misstatements in the annual performance report submitted for auditing, which indicated 995 budgets spent and 63% target achieved to ensure the provision of basic services to build sustainable and safe communities. Management subsequently corrected all the misstatements, and no material findings were included in the report.
Key service delivery indicator not achieved MSG3	MSG3: To promote and accelerate an inclusive growing green economy. Management subsequently corrected all the misstatements, and no material findings were included in the report.
T 6.1.2	

COMPONENT B: AUDITOR-GENERAL OPINION YEAR 2024/2025 (CURRENT YEAR)

6.2 AUDITOR GENERAL REPORT YEAR 2024/2025

30 November 2025

Auditor-General Report on Financial Performance Year 2023/2024	
Status of audit report:	Unqualified
Non-Compliance Issues	Remedial Action Taken
SUPPLY CHAIN MANAGEMENT	
1. SCM – Quotations - Bid not awarded to the highest scoring supplier 2. Preference score was calculated using VAT exclusive amounts	1. The total population will be revisited and irregular expenditure register and AFS updated. 2. Going forward the calculations will be made taking the tendered amount regardless of whether it includes VAT or not 3. Refresher training to be organised for SCM officials 4. Quarterly review of all transactions to ensure compliance by SCM and to be signed off and submitted to internal audit for further verification.
EXPENDITURE	
Money owed by the Municipality was not always paid within 30 days as required by section 65(2) (e) of the MFMA	1. Implementing Cost Containment measures 2. Revenue enhancement initiatives rolled over, and regular reviews. 3. Implementing credit control and debt management policies and consistent reviews of the strategies in place 4. Implementation of pro-rata payments to all service providers above 300k because of the agreed payment arrangements. 5. Maintenance of the Age analysis and ensuring full payment of all service providers below 300k monthly. 6. Implementation of a centralized payment system - where all payments should be accompanied by orders and if not, consequence management should kick in). 7. SOP for payment procedures.

Chapter 6

Auditor-General Report on Financial Performance Year 2023/2024	
Status of audit report:	Unqualified
Non-Compliance Issues	Remedial Action Taken
	8. Implement cash flow management practices - list of creditors on a weekly basis and determining who needs to be paid etc. 9. Establishment of the water SPV with Rand Water. 10. Engage with city power to determine if the approach used by them to assist with electricity losses and metering cannot be adopted - meter replacements, repairing etc.
BUDGET	
1. Regular steps not taken to prevent Unauthorized, Irregular and Fruitless and Wasteful Expenditures. 2. Not all instances of unauthorized, irregular and fruitless and wasteful expenditure incurred by the municipality were not investigated to determine if any person was liable as prescribed by section 32 of MFMA.	1. Management will investigate the unauthorized, irregular and fruitless and wasteful expenditure to determine if there is anyone liable. 2. The CFO is preparing a preliminary investigation report detailing the cost analysis and consequence management to be implemented where applicable, which will form part of the reports to be tabled to council. 3. Implement the UIFW strategy and monitoring thereof 4. Unauthorized, irregular, fruitless and wasteful expenditure incurred in the current financial year to be referred for investigation shortly after the AGSA Audit Report is issued on 30 November to allow investigation processes to commence earlier and be concluded by 30 June 2026. 5. Finalize the current investigations and table report to Council for implementation
CORPORATE SUPPORT SERVICES/HR	
The Auditor General assessed the overall staff establishment as of 30 June 2024 and noted vacancies in Finance, SCM and at overall are high when compared with best practices. This situation puts pressure on service delivery departments which include electrical services, water and sanitation services, roads and storm water, which are under-capacitated based on the evidence provide by management.	a) Identification of Positions: 1) planned attrition in the next calendar - 30 June 2) unplanned attrition - Every two months b) Securing approval for recruitment: 1) planned attrition - 31 September 2) unplanned attrition - Every two months c) Advertisement: 1) planned attrition - 1 October 2) unplanned attrition - Every quarter d) Finalisation of recruitment i.e. capture long list, shortlist approval, interview approval, etc.: 1) planned attrition - 1 Jan to 30 June 2) unplanned attrition - 180 days
The municipality has adopted a Budget that is not funded or aligned to section 18 of the MFMA	1. Develop a budget control checklist and ensure the approved budget is per the budget control checklist. 2. Develop an SOP which clearly defines instances where the budget will be overridden, and consequences for budget override without following the approved SOP. 3. Revise the budget during the adjustment budget process to be funded and consult all EDs for their inputs. Review of the UIFW report and the funding plan during the adjustment budget process.

Chapter 6

Auditor-General Report on Financial Performance Year 2023/2024	
Status of audit report:	Unqualified
Non-Compliance Issues	Remedial Action Taken
During the Audit by AGSA, provisions related to landfill sites, it was noted that the Libanon landfill is not licensed by the Minister of Water Affairs as required by the Environmental Conservation Act and National Environmental Management Waste Act. The Landfill site has been in operation since 1997 without a license issued by the Minister of Water Affairs. Rand West City Local Municipality has applied for a license in 2018, however, license has not yet been granted as not all the licensing requirements have been met.	1. Submission of all outstanding information to enhance record of decision by competent authority - take through the Geotech report to the competent authority for a final decision. 2. Regular follow ups of the license application process. 3. Finalise the agreement with Mogale City to start billing.
	T 6.2.1

COMPONENT B: AUDITOR-GENERAL OPINION YEAR 2024/2025

6.2 AUDITOR GENERAL REPORT YEAR 2024/2025

Auditor-General Report on Service Delivery Performance:	
Audit Report Status:	Unqualified
Non-Compliance Issues	Remedial Action Taken
Key Service Delivery indicators not achieved. MSG2	MSG 2: To ensure the provision of Basic Services to build sustainable and safe communities: Various indicators and their targets were not clearly defined during the planning process. Consequently, the indicators and their targets are not useful for measuring and reporting on progress against the municipality's planned objectives.
Key Service Delivery indicator not achieved. MSG2	MSG 2: Material misstatement in the Annual Performance Report for the provision of basic services to build sustainable and safe communities. Management subsequently corrected all misstatements.
	T 6. 2.1

Auditor-General Report on Service Delivery Performance 2024/2025
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Chapter 6

Audit Report Status:	Unqualified
Non-Compliance Issues	Remedial Action Taken/ Progress on resolving problems identified
<i>Households registered as indigents receiving basic free services were not disclosed.</i>	<i>Management will ensure that indicators that should be included in the SDBIP are included in line with the regulation.</i>
<i>List supporting the performance indicated in the Annual Performance Report (APR) for the aforementioned indicators that was incomplete.</i>	<i>Review all information submitted by departments for operational/monthly plans is review by the PMS unit.</i>
<i>The produced report achievements were not verifiable: - Percentage (100) of the refurbishment of the Hannes Van Niekerk wastewater treatment works - Construction of 132kV substation at Dan Tloome phase 2 by 30 June 2024.</i>	<i>The Technical Indicator Descriptions will be detailed to clearly describe what the indicators are measuring</i>
<i>No Standard Operating Procedures (SOP's) in place that provides sufficient detail for each indicator. Specifically, the process for identifying, collecting, collating, verifying, and storing relevant.</i>	<i>Develop a Performance Management SOP.</i>
	T 6.2.2

AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS: YEAR 2024/2025

The Audited Financial Statements Report is attached.

Audit will commence on the 1st of September 2025 to 30 November 2025

T 6.2.3

COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 2024/2025:

The office of the Accounting Officer has acknowledged the audit report and noted with contentment the opinion stated by the Auditor General South Africa, which is an Unqualified Audit Opinion.

The Municipality is committed to address shortcomings and deficiencies highlighted on the findings raised. The process of finalising the preparation of the remedial action plan has been initiated, and possible mitigations will be implemented.

T 6.2.4

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Chapter 6

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.

A handwritten signature in black ink, appearing to read 'Xolani Malindi', is displayed within a white rectangular box. The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Signed by
(Chief Financial Officer) Dated 21 January 2026.
Mr Xolani Malindi

The Chief Financial Officer has signed electronically – hard copy will be submitted on request.

T 6.2.5

GLOSSARY

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries can access services or outputs.
Accountability documents	Documents used by executive authorities to give “full and regular” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment, and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	• Service delivery & infrastructure. • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”.
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as “what we produce or deliver”. An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes, and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.

GLOSSARY

Performance Standards:	<i>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.</i>
Performance Targets:	<i>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.</i>
Service Delivery Budget Implementation Plan	<i>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.</i>
Vote:	<i>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.</i> <i>Section 1 of the MFMA defines a "vote" as:</i> <i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i> <i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i>

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
M W Matsheke	FT	Executive Mayor, Mayoral Committee	PR, ANC	84%	16%
S Moumakwe	FT	Speaker; Ethics; Rules	WARD 5, ANC	100%	100%
M Jokazi	FT	Council Whip; Ethics; Rules; Code of Conduct	WARD 23, ANC	84%	16%
N P Molatlhegi	FT	Deputy Executive Mayor, Mayoral Committee	WARD 27, ANC	94%	6%
U Dickson	FT	Mayoral Committee: Health & Social Services; Ethics Committee; Rules Committee; Code of Conduct	PR, PA	88%	12%
S Khenene	FT	Mayoral Committee: Local Economic Development	PR, ANC	84%	16%
D Sithole	FT	Mayoral Committee: Water, Sanitation & Energy	WARD 32, ANC	88%	12%
J Legoete	FT	Mayoral Committee: Roads, Stormwater & Transport	PR, ANC	88%	12%
P S Mapena	FT	Mayoral Committee: Integrated Environment & Waste Management	WARD 15, ANC	100%	100%
D Mbulula	FT	Mayoral Committee: Public Safety	WARD 16, ANC	94%	6%
D Machaba	FT	Mayoral Committee: Finance	WARD 12, ANC	84%	16%
N D Ndzipho	FT	Mayoral Committee: Sports, Recreation, Arts & Culture; Code of Conduct; Ethics Committee; Rules Committee	PR, AIC	100%	100%
A Zama	FT	Mayoral Committee: Human Settlements	PR, PA	78%	22%
W Njani	FT	Mayoral Committee: Corporate Support Services; Ethics Committee	WARD 28, ANC	100%	100%
X M Batalisi	PT	Waste Management; Water, Sanitation & Energy; Public Safety; Health & Social; Petitions; Rules; Ethics; Code of Conduct	PR, ACDP	100%	100%
F Bergman	PT	Economic Development & Planning; Corporate Services; SRACLS	PR, DA	78%	22%
L E Biyela	PT	Water, Sanitation & Energy	WARD 29, EFF	84%	16%
M N Botha	PT	Corporate Services; Public Safety	WARD 9, DA	84%	16%

APPENDICES

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
C Brough	PT	Waste Management; Roads, Stormwater & Transport; Economic Development & Planning; SRACLS	PR, VF+	88%	12%
M M Brown	PT	Finance	WARD 6, DA	94%	6%
B Dreyer	PT	Rules Committee; Petitions & Public Participation; Code of Conduct	WARD 8, DA	72%	28%
G Erasmus	PT	Health & Social Services	WARD 4, DA	72%	28%
P Faku	PT	Roads, Stormwater & Transport, Human Settlements; Health & Social Services	WARD 22, ANC	100%	100%
B Green	PT	MPAC; Human Settlements; SRACLS	PR, DA	100%	100%
H H Hild	PT	Water, Sanitation & Energy; MPAC	WARD 20, DA	72%	28%
C Harrison	PT	Roads, Stormwater & Transport	WARD 7, DA	78%	22%
K G Kati	PT	SRACLS; Roads, Stormwater & Transport; Human Settlements; Petitions & Public Participation Standing Committee	WARD 30, ANC	100%	100%
G Khoza	PT	None	PR, ANC	84%	16%
N Kiewietz	PT	Health & Social Services	WARD 10, DA	100%	100%
G Kruger	PT	Roads, Stormwater & Transport	PR, DA	84%	16%
B Legote	PT	Corporate Services; Water, Sanitation & Energy	WARD 19, ANC	100%	100%
T D Lerothodi	PT	Waste Management; Water, Sanitation & Energy	WARD 17, ANC	94%	6%
J Letlhake	PT	Water, Sanitation & Energy	PR, DA	84%	16%
T J Mabongo	PT	Public Safety; Finance; Waste Management; Water, Sanitation & Energy	WARD 1, ANC	100%	100%
L Mafoko	PT	Roads, Stormwater & Transport; Human Settlements	PR, DA	100%	100%
T P Malema	PT	Petitions & Public Participation	PR, EFF	94%	6%
S K Marumule	PT	Roads, Stormwater & Transport; Ethics Committee	PR, EFF	84%	16%
M E Matlaila	PT	Finance	PR, EFF	94%	6%
M K Moabi	PT	LED	PR, EFF	78%	22%
P I B Modise	PT	Health & Social Services; Human Settlements	PR, EFF	94%	6%
A Moeng	PT	Petitions & Public Participation Standing Committee	WARD 11, ANC	100%	100%

APPENDICES

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
P Mofokeng	PT	Corporate Services; Finance; MPAC	WARD 31, ANC	94%	6%
T S Mokobane	PT	Public Safety; Corporate Services; Code of Conduct	PR, EFF	61%	39%
A Mosina	FT	MPAC; Code of Conduct; Petitions & Public Participation; Rules Committee; Ethics	PR, AN	72%	28%
N Mrwetyana	PT	SRACLS	PR, EFF	84%	16%
M Mthimkhulu	PT	Finance; Corporate Services; Petitions & Public Participation; MPAC; Code of Conduct; Ethics Committee; Rules Committee; Human Settlements	PR, IFP	61%	39%
B Munyai	PT	Human Settlements	PR, EFF	94%	6%
T N Nobunga	PT	Water, Sanitation & Energy; Roads, Stormwater & Transport; Waste Management; Finance; SRACLS	WARD 35, ANC	100%	100%
B Nkosi	PT	Finance; LED; Water; Sanitation & Energy	WARD 33, ANC	88%	12%
Z Nkosi	PT	Public Safety; Waste Management; LED; Water, Sanitation & Energy; SRACLS	WARD 24, ANC	84%	16%
D P Noah (Ceased Office)	PT	Water, Sanitation & Energy; SRACLS; MPAC; Code of Conduct; Ethics; Rules; Petitions	PR, AZAPO	88%	12%
N Nomga (Deceased)	PT	Roads, Stormwater & Transport	WARD 35, ANC	100%	100%
S Ntsume	PT	SRACLS; Waste Management; Roads, Stormwater & Transport; Corporate Services	WARD 34, ANC	72%	28%
J R Nyameni	PT	Corporate Services; Finance	WARD 13, ANC	100%	100%
M C Ramotlhale	PT	Health & Social Services	PR, EFF	84%	16%
A Saba	PT	Waste Management; Finance; Corporate Services	WARD 25, ANC	55%	45%
C Schade	PT	Finance, Petitions & Public Standing Participation	PR, VF+	94%	6%
L M Sebitso	PT	Corporate Services	PR, EFF	94%	6%
S Sekhokho	PT	Corporate Services; MPAC	PR, DA	94%	6%
L G Seloka	PT	Waste Management	PR, EFF	88%	12%
A Sityebi	PT	Roads, Stormwater & Transport, Public Safety; Ethics	WARD 26, ANC	88%	12%
T E Stefane	PT	Human Settlements; SRACLS	PR, ANC	78%	22%

APPENDICES

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
<i>F Steffers</i>	<i>PT</i>	<i>Corporate Services; Water, Sanitation & Energy; Roads, Stormwater & Transport; MPAC</i>	<i>PR, VF+</i>	94%	6%
<i>S H Swanepoel (Deceased)</i>	<i>PT</i>	<i>Finance</i>	<i>WARD 6, DA</i>	100%	100%
<i>J A Thenjekwayo</i>	<i>PT</i>	<i>Petitions & Public Standing Participation; MPAC; Health & Social Services</i>	<i>WARD 2, ANC</i>	100%	100%
<i>J S Thekiso</i>	<i>PT</i>		<i>PR AZAPO</i>	0%	0%
<i>I Thobeko</i>	<i>PT</i>	<i>Public Safety</i>	<i>PR, DA</i>	94%	6%
<i>T G Tlhagale</i>	<i>PT</i>	<i>Waste Management; Economic Development & Planning; SRACLS</i>	<i>PR, DA</i>	88%	12%
<i>M G Tlhapiso</i>	<i>PT</i>	<i>Public Safety; LED; Health & Social Services; Petitions & Public Standing Participation</i>	<i>WARD 21, ANC</i>	100%	100%
Note: * Councillors appointed on a proportional basis do not have wards allocated to them					T A

Concerning T A

Councillors appointed on a proportional basis do not have wards allocated to them.

T A.1

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees

APPENDICES

Municipal Committees	Purpose of Committee
<i>Municipal Public Account Committee (MPAC)</i>	<i>Oversight on Municipal Financial Performance</i>
<i>Performance Audit Committee</i>	<i>Oversight on Municipal Performance</i>
<i>Audit Committee</i>	<i>Oversight on Municipal Performance</i>
<i>Risk Committee</i>	<i>Strategic Risk Management</i>
<i>ICT Committee</i>	<i>Overall Municipal Network</i>
<i>EE Committee</i>	<i>Gender</i>
<i>Ethics Committee</i>	<i>Ethics and Protocol of Councillors and Officials</i>
<i>Rules Committee</i>	<i>Rules and Orders of Council Meetings</i>
<i>Code of Conduct Committee</i>	<i>Code of Conduct for Councillors</i>
<i>Petitions & Public Participation Standing Committee</i>	<i>Deal with Public Participation and Petitions of Community</i>
T B	

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Structure	
Department	Executive Manager/Managers
Municipal Manager	<i>Thabo Collin Ndlovu</i>
	<i>Manager: Strategic Support - Gladys Ramosana</i>
	<i>Chief Audit Executive - Ofentse Blaai</i>
Chief Operations Officer	<i>COO: Lesedi Mere</i>
	<i>Manager PMS - Keletsamaile Mkhehlane</i>
	<i>Manager IDP - Thabo Phokojoe</i>
	<i>Manager Risk, OHS & Ethics- Nhlanhla Mabunda</i>
	<i>Manager Service Delivery War Room - Tshidiso Mooketsi</i>
Executive and Council	<i>Chief of Staff - Christopher Stoffels</i>
	<i>Manager Office of the Chief Whip - Harry Matsitse</i>
	<i>Manager Office of the Executive Mayor – Letlhogonolo Makgamathe</i>
	<i>Manager Spoke person in the Office of the EM – Violet Ngina</i>
	<i>Manager Special Projects- Parks Mananiso</i>
	<i>Manager Monitoring & Evaluation - Lolo Zondo</i>
	<i>Manager MPAC - Mokhufi Mahuma</i>
Finance	<i>Chief Financial Officer – Xolani Malindi</i>
	<i>Senior Manager: Financial Processes - Naledi Madonsela</i>

APPENDICES

Structure	
Department	Executive Manager/Managers
	Manager Supply Chain – Manana Thoabala
	Manager Expenditure - Mbali Dandala
	Manager Assets - Phisegelo Modipane
	Manager Debtors & Credit Control - Edward Nkoane
	Manager Revenue - Nomhle Mvumbi
	Manager Revenue and Collection – Simon Mmbidi
Corporate Support Services	Executive Manager Corporate Support Services – Ms Rethabiseng Mokebe
	Manager Administration - Donavin Scheepers
	Assistant Manager Administration – Itumeleng Mogopodi
	Manager HR - Hlengiwe Sithole
	Manager Legal Services - Loshnee Pakkiri
	Manager Building Maintenance - Samuel Matjeke
	Manager Communication & Marketing - Phillip Montshiwa
Economic Development Human Settlements & Planning	Executive Director Economic Development Human Settlements & Planning – Vuyani Bekwa
	Manager Valuation Services – Puthi Mothata
	Manager LED – Hendrick Tshabangu
	Manager Spatial Planning & Land Use Management – Vusi Hadebe
	Manager Human Settlements – Langa Masoeu
	Manager Property Management – Oupa Sithole
Community Services	Executive Manager Community Services – Rethabiseng Mokebe
	Manager Health - Sello Mdlela
	Manager Licensing – Bheki Mtshali
	Manager Law Enforcement – Tebogo Malefo
	Manager SRAC - Desmond Sokhela
	Manager Libraries & Information Services - Clement Daniels
	Senior Manager Waste & Environmental Services - Maliba Tsotetsi
	Manager Parks - Norman Sedibe
	Manager Waste Management - Moses Mokwana
Infrastructure	Acting Executive Manager Infrastructure - Hannes Ernst
	Manager - Roads and Stormwaters - Themba Kase
	Manager Water & Sanitation – Thapelo Motshoane
	Manager Electrical Services - Hannes Ernst

APPENDIX D – FUNCTIONS OF MUNICIPALITY

Municipal Functions – 2024/2025		
Municipal Functions	Function Applicable to Municipality (Yes / No) *	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
<i>Air Pollution</i>		
<i>Building Regulations</i>		
<i>Childcare facilities</i>		
<i>Electricity and Gas Reticulation</i>	Yes - Only Electricity	Yes
<i>Firefighting Services</i>	No - WRDM	No
<i>Local Tourism</i>	Yes WRDM	Yes
<i>Municipal Airports</i>	N/A	
<i>Municipal Planning</i>	Yes	Yes
<i>Municipal Health Services</i>	Yes	Yes
<i>Municipal Public Transport</i>	Yes	Yes
<i>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</i>		
<i>Pontoons, Ferries, Jetties, Piers, and Harbours, excluding the regulation of International and National Shipping and matters related thereto</i>	N/A	N/A
<i>Stormwater Management Systems in Built-up Areas</i>	Yes	Yes
<i>Trading Regulations</i>		
<i>Water and Sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems</i>	Yes	Yes
<i>Beaches and amusement facilities</i>		
<i>Billboards and the display of advertisements in public places</i>		
<i>Cemeteries, funeral parlours, and crematoria</i>		
<i>Cleansing of Municipal Buildings only (Facilities & Cleansing)</i>		
<i>Control of Public Nuisances</i>		
<i>Control of undertakings that sell Liquor to the Public</i>		
<i>Facilities for the Accommodation, Care, and Burial of animals</i>		
<i>Fencing and fences</i>		
<i>Licensing of Dogs</i>		
<i>Licensing and control of undertakings that sell food to the public</i>		
<i>Local Amenities</i>		
<i>Local Sport Facilities</i>	Yes	Yes
<i>Markets</i>		
<i>Municipal Abattoirs</i>		

APPENDICES

Municipal Functions – 2024/2025		
Municipal Functions	Function Applicable to Municipality (Yes / No) *	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
<i>Municipal Parks and Recreation</i>	Yes	Yes
<i>Municipal Roads</i>	Yes	Yes
<i>Noise Pollution</i>		
<i>Pounds</i>		
<i>Public Places</i>		
<i>Refuse Removal, Refuse dumps and Solid Waste Disposal</i>		
<i>Street Trading</i>		
<i>Street Lighting</i>	Yes	Yes
<i>Traffic and Parking</i>		
		T D

APPENDIX E – WARD REPORTING

Functionality of Ward Committees – 2024/2025					
Ward name(number)	Name of ward councillor and elected ward committee members	Committee Established (yes/no)	Number of monthly committee meetings held during the year	Number of monthly reports submitted to speaker's office on time	Number of quarterly public meeting held during the year
WARD 1	CLLR T. MABONGO	YES	4	1	4
WARD 2	CLLR A. THENJEKWAYO	YES	1		2
WARD 3	CLLR VAN TONDER	YES	1	0	2
WARD 4	CLLR S. ERASMUS	YES	2	1	1
WARD 5	CLLR S MOUMAKWE	YES	5	2	4
WARD 6	CLLR M BROWN	YES	2	2	1
WARD 7	CLLR C HARRISON	YES	2	2	0
WARD 8	CLLR B DREYER	YES	3	0	2
WARD 9	CLLR M BOTHA	YES	2	2	2
WARD 10	CLLR N KIEWIETZ	YES	2	0	3
WARD 11	CLLR K MOENG	YES	5	3	3
WARD 12	CLLR D MACHABA	YES	2	2	2
WARD 13	CLLR J NYAMENI	YES	4	2	2
WARD 14	CLLR K TSOTETSI	YES	2	2	4
WARD 15	CLLR N MAPENA	YES	8	1	2
WARD 16	CLLR D MBULULA	YES	3	3	2
WARD 17	CLLR T LEROTHODI	YES	3	0	3
WARD 18	CLLR T TLHOLOE	YES	2	2	2
WARD 19	CLLR B LEGOTE	YES	1	1	2
WARD 20	CLLR H HILD	YES	7	0	2
WARD 21	CLLR M TLHAPISO	YES	3	1	3
WARD 22	CLLR P FAKU	YES	2	3	2
WARD 23	CLLR M JOKAZI	YES	1	0	1
WARD 24	CLLR Z NKOSI	YES	1	0	2
WARD 25	CLLR A SABA	YES	1	0	1
WARD 26	CLLR A SITYEBI	YES	1	0	1
WARD 27	CLLR N MOLATLHEGI	YES	4	3	4
WARD 28	CLLR W NJANI	YES	4	2	4
WARD 29	CLLR L BIYELA	YES	1	0	1
WARD 30	CLLR K KATI	YES	1	0	1
WARD 31	CLLR P MOFOKENG	YES	1	1	2
WARD 32	CLLR D SITHOLE	YES	1	0	1
WARD 33	CLLR B NKOSI	YES	1	0	3
WARD 34	CLLR S NTSUME	YES	1	1	0
WARD 35	CLLR T NOBUNGA	YES	1	1	1

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.	Project Name and detail	Start Date	End Date	Total Value
1	Refurbishment of Hannes van Niekerk Wastewater Treatment Works (Phase 3)	23 October 2024	30 June 2025	R175 000 000.00
2	Construction of the Bulk Sewer Pipeline from Mohlakeng Ext10, Mall, R28 to Pelzvale (Phase 4)	06 November 2024	30 June 2025	R24 500 000.00
3	Construction of the Pelzvale Wastewater Treatment Works (Phase 1)	November 2024	30 June 2025	R85 873 036.28
4	Upgrading of Hillshaven Outfall Sewer (Phase 3)	20 August 2024	30 May 2026	R64 251 893.16
5	Bekkersdal Informal Settlement Water Reticulation Phase 3			
6	Provision of Sewer Network in Mohlakeng Ext5 (Phase 3)			
7	Construction of roads in Simunye (Phase 9)	19 September 2024	30 June 2028	R66 738 641.14
				T F.1

Basic Service Provision 2024/2025					
Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery	59265	59265	64455		
Households without minimum service delivery	0	0	0		
Total Households*	59265	59265	64455		
Houses completed in year					
Shortfall in Housing units					
*Including informal settlements					T F.2

Top Four Service Delivery Priorities for Ward (Highest Priority First) – 2024-2025		
No.	Priority Name and Detail	Progress During Year 2023-2024
1	Provide access to basic Electricity	All wards provided with electricity
2	Provide access to basic Water	All wards provided with Water
3	Provide access to basic Sanitation	All wards provided with Sanitation
4	Provide access to basic Roads Infrastructure	All wards provided with Roads Infrastructure
		T F.3

ELECTED WARD MEMBERS (STATING NUMBER OF MEETING ATTENDED – MAXIMUM 12 MEETINGS)

Names: (8)(7)

TF.3

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 2024/2025

ANNUAL REPORT OF THE REGIONAL AUDIT COMMITTEE OF RAND WEST CITY LOCAL MUNICIPALITY FOR THE YEAR ENDED 30 JUNE 2025

1. INTRODUCTION

We are pleased to present the Annual Report of the Audit Committee for Rand West City Local Municipality (RWCLM or the Municipality) for the financial year ended 30 June 2025. The Audit Committee serves as an independent statutory body appointed by the Council, with additional responsibilities delegated in accordance with the approved Terms of Reference. This report reflects the scope of these duties and responsibilities.

2. Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 166 of the Municipal Finance Management Act 56 of 2003 (MFMA) and the relevant Treasury Regulation. The Audit Committee also reports that it has, inter alia:

- a. adopted appropriate formal terms of reference as its Audit Committee Charter; and*
- b. regulated its affairs during the past financial year in accordance with the Charter and has discharged all its responsibilities as contained therein.*

3. Audit Committee Members and Attendance

The Audit Committee consisted of five independent members who collectively have sufficient qualifications and experience to fulfil their duties. There were three members who each served as the Chairpersons of the Performance Audit Committee, the Risk Management Committee and the ICT Steering Committee who were additional members of the Audit Committee and were tasked to report on their committees' responsibilities.

Eight meetings were held during the period under review, i.e. four ordinary meetings to consider the Quarterly Performance Reporting (financial and non-financial); and two special meetings to review and discuss the Annual Financial Statements, Annual Performance Report and the Auditor-General South Africa's (AGSA) Audit and Management Reports and one meeting for the induction of the new Audit Committee members. Attendance at these meetings is shown in the table below.

The management team, representatives from Provincial Treasury and Department of Cooperative Governance and Traditional Affairs, representatives from the internal auditors and external auditors attended the Audit Committee meetings by invitation. The Audit Committee also met separately with the external auditors and internal auditors. The internal and external auditors have unrestricted access to the Audit Committee.

AUDIT COMMITTEE MEMBERS

The attendance of the Audit Committee members who served between the period 1 July 2024 to 28 February 2025 appears below:

NAME OF MEMBER	ATTENDANCE	APOLOGY	TOTAL	PERCENTAGE AT-TENDANCE
<i>Dr. L. Konar (Chairperson)</i>	6	0	6	100%
<i>Mr. B. Ahmed</i>	6	0	6	100%
<i>Mr. L. Mangquku*</i>	4	2	6	67%
<i>Mr. L. Ravhuhali*</i>	1	5	6	16%
<i>Mr. M. Maseko</i>	6	0	6	100%

*Apology

The attendance of the new Audit Committee members who served between the period 29 May 2025 to 30 June 2025.

NAME OF MEMBER	ATTENDANCE	APOLOGY	TOTAL	PERCENTAGE AT-TENDANCE
<i>Dr. L. Konar (Chairperson)</i>	2	0	2	100%
<i>Mr. M. Maseko</i>	2	0	2	100%
<i>Mr. C. Makgopa</i>	2	0	2	100%
<i>Ms. K. Mathatho</i>	2	0	2	100%
<i>Ms. O. Sehunelo</i>	2	0	2	100%

EXECUTION OF AUDIT COMMITTEE MANDATE

The Audit Committee discharged all responsibilities and functions delegated to it in terms of the MFMA, Audit Committee Charter and the King IV Code.

In respect of the auditors:

- Considered and satisfied itself that the external audit firm is independent.
- Approved the audit strategy and fees paid to the auditors for the 2024/2025 financial year; and
- The Audit Committee Chairperson held separate meetings with the external auditors where required, on behalf of the Audit Committee.

In respect of financial reporting:

- Reviewed quarterly financial reports (MFMA section 52 reports);
- Reviewed the Annual Financial Statements and ensured that there are adequate controls in place to ensure the correct compilation of the Annual Financial Statements;
- Reviewed the appropriateness of any amendments to accounting policies and internal financial controls; and
- Reviewed the integrated reporting process.

In respect of Internal Audit:

- *Approved the Internal Audit Plan and Internal Audit Charter for the year;*
- *Monitored and provided oversight of the Internal Audit function;*
- *Evaluated the effectiveness of the Internal Audit function; and*
- *The Audit Committee Chairperson held separate meetings with the Chief Audit Executive (CAE) of Internal Audit prior to Audit Committee meetings.*

In respect of the Audit Committee:

- *Reviewed and approved the Audit Committee Charter; and*
- *Ensured the Audit Committee complied with the membership criteria as set out in the MFMA and approved Charter.*

In respect of information technology governance:

- *Monitored the Municipality's ICT governance framework and processes including that of information security.*

THE EFFECTIVENESS OF INTERNAL CONTROLS

The RWCLM has established and continues to maintain internal controls and procedures, which are subject to regular review by Internal Audit. The results of these reviews are reported to the Risk and Audit Committees. These reporting responsibilities include oversight of risks that could lead to business failures and providing reasonable assurance to mitigate such risks. However, it should be noted that this does not constitute a guarantee that all risks are eliminated. There remains a need to strengthen internal controls, particularly in the areas of record-keeping, reconciliations, reporting and review processes.

INTERNAL AUDIT

The Audit Committee is satisfied that the Internal Audit Plan demonstrates clear alignment with the Municipality's key risk areas, provides adequate coverage of information systems, financial management and maintains an appropriate balance across the various audit categories, including risk-based, compliance, performance, service delivery, information systems, and follow-up audits.

Internal Audit reports deficiencies to the Audit Committee every quarter together with recommended remedial actions, which are then followed up. Internal Audit provided the Audit Committee with a written report, which assess the adequacy of the internal controls over Financial Reporting, IT governance, Performance Management, Litigations, Human Resources Management and the Risk Management process during the financial year.

Internal Audit and the External Auditors have unrestricted access to the Audit Committee, the Audit Committee Chairperson, the Risk Committee Chairperson, thereby ensuring the maintenance of independence.

During the 2024/2025 financial year, the following main Internal Audit reports were issued:

- *Maintenance of Electricity sub-station*
- *Revenue Enhancement*
- *Supply Chain and Contract Management,*
- *Billing*
- *Land Disposal*
- *Landfill Site Management*
- *Human Resources Management*
- *Integrated Development Plan*
- *Risk Management,*

- *ICT Governance,*
- *Unauthorised, Irregular, Fruitless and Wasteful expenditure*
- *Local Economic Development*
- *Environmental Management*
- *Licensing Management*
- *Performance Management and AOPO from quarter 1 to quarter 4.*

The Audit Committee noted that the weaknesses identified, along with related recommendations, were formally communicated to management. In response, management developed an action plan to remediate the findings. The Audit Committee remains concerned that certain matters were not fully addressed prior to year-end. Accordingly, the Audit Committee will continue to exercise oversight by monitoring the status of action plan implementation on a quarterly basis.

The Audit Committee has observed significant progress in the communication and coordination among Executive Management, the Auditor-General of South Africa (AGSA), and the Internal Audit Function. This enhanced collaboration has contributed meaningfully to the strengthening of corporate governance initiatives within the Municipality.

INFORMATION COMMUNICATION TECHNOLOGY (ICT) GOVERNANCE

The Audit Committee considered the report on ICT Governance as presented by the ICT Steercom Chairperson on a quarterly basis. While an ICT governance strategy exists, it was outdated and requires urgent revision to ensure its alignment with current industry standards and best practices. The Audit Committee also noted significant vulnerabilities in the server infrastructure, which is obsolete and must be replaced.

The Audit Committee recommends that the implementation of the Disaster Recovery Plan, ICT governance strategy, user administration controls, server upgrades, and backup processes be rigorously monitored, as these areas continue to pose a high risk to the Municipality.

EVALUATION OF ANNUAL FINANCIAL STATEMENTS - 2024/2025

The Audit Committee has undertaken the following oversight activities:

- *Reviewed and discussed the audited Annual Financial Statements, to be included in the Annual Report, together with the AGSA and the Accounting Officer.*
- *Considered the Audit Report issued by the AGSA.*
- *Examined the AGSA's Management Report and Management's responses thereto.*
- *Noted and evaluated the AGSA's assessment of the usefulness and reliability of the performance information reviewed.*
- *Assessed the Municipality's compliance with applicable legal and regulatory requirements.*
- *Reviewed significant audit adjustments arising from the audit process.*

AUDITOR-GENERAL'S AUDIT REPORT - 2024/2025

The Audit Committee commended the Municipality on achieving an unqualified audit opinion for 2024/25, but with findings. This outcome demonstrates notable progress in strengthening financial reporting processes and reflects positively on the Municipality's commitment to sound governance.

Notwithstanding this achievement, the Audit Committee observed that recurring misstatements continue to affect several areas of the financial statements across successive audit cycles. While it is encouraging that the number of misstatements has declined in the current year, their persistence remains a matter of concern as they carry significant implications for the Municipality's financial management environment, the audit process, service delivery, and the reliability of information available to users of the financial statements. Such deficiencies hinder management and oversight structures from making fully informed decisions, thereby impacting day-to-day financial planning and contributing to delays in addressing critical operational requirements.

The Audit Committee recommends to management to address all issues raised by the AGSA in the audit report. The auditors remained independent throughout the financial year.

AUDIT REVIEW OF PREDETERMINED OBJECTIVES

The Audit Committee noted progress on the review of pre-determined objectives as reported by the Chairperson of the Performance Audit Committee quarterly.

The AGSA identified significant issues in the review of the Municipality's Annual Performance Report, particularly relating to service delivery Key Performance Indicators and Targets. These findings resulted in a qualified audit opinion. This highlights the need for stronger processes in designing, measuring, and reporting performance indicators and targets.

The Audit Committee expressed concern that weaknesses in the definition of indicators, inconsistencies in reported results, and insufficient supporting evidence compromise the credibility of performance information reported and diminish confidence in the Municipality's ability to demonstrate progress against its strategic objectives.

Inadequate performance reporting impedes management's ability to assess whether strategic goals are being achieved, limits the capacity of oversight structures to exercise informed judgment, and ultimately affects the Municipality's responsiveness to community needs.

RISK MANAGEMENT

The Audit Committee acknowledged the progress made in the execution of the oversight responsibilities of the Risk Management Committee and noted the advancements in the Municipality's risk management activities, as reported to the Audit Committee on a quarterly basis. The Audit Committee emphasised the importance of management assuming full accountability for the Enterprise Risk Management function and ensuring that the proactive management of risk receives consistent and adequate attention.

OVERALL CONCERNS RAISED BY THE AUDIT COMMITTEE

The Audit Committee raises the following concerns with regards to the performance of the Municipality:

- *Huge obligations to ESKOM and Rand Water.*
- *The Municipality operated with unfunded budget.*
- *Inadequate maintenance of infrastructure.*
- *Increase in water and distribution losses.*
- *Shortage of cash/ low cashflow which causes a delay to pay creditors on time as prescribed by legislation.*

- *Non-compliance in Landfill sites.*

- *Inadequate preventative measures to manage and reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure that is not dealt with in terms of Section 32 of the MFMA.*

- *Investigations take longer to be concluded.*
- *Slow recovery of debt.*
- *Revenue enhancement initiatives not yielding positive results*

RECOMMENDATIONS

- (a) *The Audit Committee concurs with and accepts the AGSA's report on the Annual Financial Statements and is of the opinion that the audited Annual Financial Statements should be accepted and read together with the management report of the AGSA.*
- (b) *The Audit Committee recommends to management to address all issues raised by the AGSA in the audit report.*
- (c) *The Audit Committee recommends that Management must:*
- a) *develop an action plan to address the findings of AGSA in relation to financial statements preparation and annual performance reporting processes.*
 - b) *implement revenue enhancement and cost containment initiatives.*
 - c) *implement stronger record keeping, more timely reconciliations, and more rigorous review processes to prevent the reoccurrence of misstatements in the financial statements.*
 - d) *develop mechanisms to reduce the ESKOM and Rand Water debt.*
 - e) *establish mechanisms to reduce water and electricity losses.*
 - f) *address the weaknesses/gaps in the procurement and contract management (Supply Chain Management) as well as the consequence management processes. Conduct root causes analysis to identify the real root causes that leads to SCM non-compliance and incurrence of irregular expenditure*
 - g) *ensure robust compliance with debt collection and credit control policy to generate revenue.*
 - h) *allocate a budget to upgrade the computer systems, hardware and software to ensure that IT security is not compromised – the implementation of a Disaster Recovery Plan, ICT Strategy, User Administration and Backups must be a top priority to avoid the Municipality's IT systems from being compromised by hacking.*
 - i) *ensure that appropriate sanctions are imposed on those employees who partake in instances of Unauthorised, Irregular, Fruitless and Wasteful expenditure including institute disciplinary proceedings.*
 - j) *Quality Assurance of both financial and non-financial performance reports must be conducted by management on all reports and appropriate and reliable evidence be compiled.*



DR LEN KONAR
CHAIRPERSON OF THE AUDIT COMMITTEE
DATE: 13 JANUARY 2026

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL PERFORMANCE AUDIT COMMITTEE YEAR 2024/2025

Municipal Performance Audit Committee Recommendations		
Date of Committee	Committee Recommendations for the year 2024/2025	Recommendations Adopted (enter Yes) if not adopted (provide explanation)
26 August 2024	- That the 2023/24 Quarter 4 and Draft Annual Performance Reports be noted and submitted to Council for approval. - That the Internal Audit report on 2023/24 Quarter 4 and Draft Annual Performance reports be noted and recommendations be implemented. - That the Draft 2023/24 Annual Report be noted	Yes
02 December 2024	- That the 2024/25 quarter 1 performance report be submitted to Council for approval. - That the Internal Audit report on 2024/25 Quarter 1 performance be noted and recommendations be implemented. - That the report of the evaluation of external service providers be noted. - That the Quarter 1 Debtors and Creditor's report be noted and approved. - That the MFMA compliance report be noted. Management to review and rectify the MFMA compliance report, addressing the issues raised regarding the "no" answers in sections 7.5, 7.6, and 7.8. - That the status on the OPCA report be noted. That the Municipality should include the unresolved matters of the previous OPCA and prepare a new plan to be submitted to the committee. - That the status of the 2023/24 Draft Annual Report be noted	Yes
23 January 2025	- That the 2024/25 quarter 2 and Mid-Year performance reports be submitted to Council for approval. - That the Internal Audit report on 2024/25 Quarter 2 and Mid-Year performance reports be noted and recommendations be implemented. - That the Final 2023/24 Annual Report be noted and submitted to Council for approval.	Yes
14 February 2025	- That the Quarter 2 report of the evaluation of external service providers be noted. - That the Quarter 2 Debtors and Creditor's report be noted and approved. - That the MFMA compliance report be noted. - That the status on the OPCA report be noted.	Yes
23 June 2025	- That the 2024/25 quarter 3 performance report be submitted to Council for approval. - That the Quarter 3 report of the evaluation of external service providers be noted. - That the Quarter 3 Debtors and Creditor's report be noted and approved.	Yes

Municipal Performance Audit Committee Recommendations		
Date of Committee	Committee Recommendations for the year 2024/2025	Recommendations Adopted (enter Yes) if not adopted (provide explanation)
	- That the status on the OPCA report be noted. - That Management should consider expanding the compliance report to include other relevant legislation beyond the MFMA. - That the report on filling of vacancies and position management be noted. - That the report on overtime management be noted. - That it be noted that the Draft 2024/25 Annual Report will be submitted to Council by the end of August 2025	

PERCY MONGALO
CHAIRPERSON OF THE PERFORMANCE AUDIT COMMITTEE
DATE: 19 JANUARY 2026

Long Term Contracts (20 Largest Contracts Entered into during Year 2024/2025)

APPENDICES

					R' 000
Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
<i>Pro-Plan Consulting Engineers</i>	<i>Rehabilitation of Uitvalfontein Landfill site (Design Only)</i>	<i>1-Jul-24</i>	<i>30-Jun-26</i>	<i>Mr. S Makgato</i>	<i>23 000</i>
<i>Snethemba Consultants & Kaykaysim Projects</i>	<i>Hillshaven Outfall Sewer Upgrade (Phase 3)</i>	<i>1-Jul-24</i>	<i>30-Jun-26</i>	<i>Mr. S Makgato</i>	<i>22 000</i>
<i>ROMH Consulting & Selby Diff JV</i>	<i>Construction of roads in Simunye (Phase 9)</i>	<i>1-Jul-24</i>	<i>30-Jun-26</i>	<i>Mr. S Makgato</i>	<i>22 000</i>
<i>NKP Consulting Engineers & Simandlovu Trading</i>	<i>Rehabilitation of Sewer Networks in Mohlakeng (Phase 2)</i>	<i>1-Jul-24</i>	<i>30-Jun-26</i>	<i>Mr. S Makgato</i>	<i>17 482</i>
<i>Mayisane Associates and Eng. Solutions</i>	<i>Upgrading of Toekomsrus Stadium Phase 3</i>	<i>1-Jul-24</i>	<i>30-Jun-26</i>	<i>Mr. S Makgato</i>	<i>22 000</i>
<i>Dikgato Engineering Consultants (PTY) Ltd</i>	<i>Stormwater Management for Flooding in Toekomsrus</i>	<i>1-Jul-24</i>	<i>30-Jun-26</i>	<i>Mr. S Makgato</i>	<i>10 000</i>
					<i>TH.1</i>

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS. 2024/2025					
					R' 000
Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
Fleet Horizon Solutions (Pty) Ltd	Appointment of a service provider for the provision of specialized vehicles on a Full Maintenance Lease (FML) and Fleet Support Service for a period of Three (3) years for all core department	15/05/2023	15/03/2026		244 820 694
Werner SA Pumps and Equipment (Pty) Ltd	Appointment of a Service Provider to Supply and Deliver a Recycling Combination Machine to the Rand West City Local Municipality inclusive of a Maintenance Plan for 60 months	14/12/2022	14/2/2023		8 692 410
Sankofa Insurance Brokers (Pty) Ltd	Appointment of Insurance Broker to provide services for Rand West City Local Municipality for the period of 36 months.	26/11/2022	26/11/2025		5 646 873
Bottomline IT	Appointment of a service provider for the provision of Back up as Service (BAAS) and Disaster Recovery as a Service (DRAAS) solution for a period of 36 months.	04/06/2021	04/06/2024		9 387 217
Infratec Consulting (Pty) Ltd	Appointment of a Service Provider for the Maintenance and Updating GRAP Compliant Assets Register for a period of 36 months.	31/05/2021	31/05/2024		7 750 317
Sankofa Insurance Brokers (Pty) Ltd	Appointment of a service provider for the Provision of Insurance Policy for Municipal Assets for a period of 36 months.	01/11/2019	01/11/2022		5 254 415
Amadwala Trading 363cc	Appointment Of Contractors for The Construction, Upgrading and Rehabilitation of Roads and Stormwater Infrastructure on an "As and When" Required Basis for a period of 36months.	31/10/2019	31/10/2022		At the Stated Engineering Estimates and Rates
Amawakawaka Projects (Pty) Ltd					
Ditshimega Projects And Training					
Lebekhulu JV Edlin Civils and Logistics					
Mvusuludzo Projects/AFRI-Roads JV					
Nsovo/Mentakto Joint Venture					

APPENDICES

LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS. 2024/2025					
					R' 000
Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
Rorisang Holdings (Pty) Ltd/Rapid Builders and Contractos JV					
TCT CIVIL AND CONSTRUCTION Cc					
Tendiwanga Investments (Pty) Ltd					
WA Katshesa JV					
Munsoft (Pty) Ltd	Transversal Contract for the Integrated financial management system (WRDM)	31/08/2017	30/06/2023		Rates Based
Rand Water	Operations and maintenance of the RWCLM Wastewater treatment works in terms of the MFMA 110 (2) (a)	22/07/2019	22/07/2022		As per proposal
Mubvumela Corporation	Appointment of a service provider for the Supply and Delivery of Laptops, Desktop Computers and other IT equipment for a period of 36 months.	15/08/2019	15/08/2022		At their tendered rates
Motau Consulting (Pty) Ltd	Appointment of a service provider to develop a Business Continuity Plan (BCP) for Rand West City Local Municipality for a period of 24 months.	2019/11/10	2022/11/10		R500 000.00
T H.1					

Public Private Partnerships Entered into during 2024/2025					
					R' 000
Name and Description of Project	Name of Partner(s)	Initiation Date	Expiry date	Project manager	Value 2022/23
N/A	N/A	N/A	N/A	N/A	N/A
T H.2					

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

PERFORMANCE OF SERVICE PROVIDERS DURING THE 2024/2025 FINANCIAL YEAR FOR THE PERIOD ENDING 30 JUNE 2025

"In terms of section 46 of the Municipal System Act section 46 (1) (a)-(c) a municipality must prepare for each financial year a performance report reflecting—

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

The Rand West City Local Municipality had 100% of bids awarded through the Supply Chain Management processes as of 30 June 2024. Where service providers are found to be delivering unsatisfactory service to the Municipality, the remedies as prescribed for the in the General Conditions of Contract from National Treasury were applied. This includes damages and applicable penalties, internal backlisting of service providers and at the very worst-case scenario, recommendation for blacklisting on the National Treasury database.

The following rating scale was used to assess the Performance of the Organisational Service Providers.

SCM Rating	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of a Service Provider at this level.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.
3	Fully effective	Performance fully meets the standards expected in all areas of the job.
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The Service Provider has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

APPENDICES

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022-23	2023-24	2024-25	REMEDIAL ACTION
1	Transversal Contract	Munsoft (Pty) Ltd	Transversal Contract for the Integrated financial management system (WRDM)	Rates Based	31/08/2017	30/06/2023	36 months. Extended from 01 July 2022-30 June 2025	4	5	4	N/A
2	Transversal Contract-RT15-2021	1, TELKOM SA SOC LIMITED 2.VODACOM	Invitation to participate on Transversal Contract: - Supply and Delivery of Mobile Communication Services to the state for the period 01 April 2021 to 31 March 2026	As per National Treasury Rates	18/07/2022	31/03/2026	56 months	5	5	1.3 2.3	N/A
3	Transversal Contract-RT46-2020	Various Service Providers	Invitation to participate on Transversal Contract: - Appointment of Contractors for the provision of Vehicle Fleet Management services to the state for a period of 5 years. (Category C & D)	As per National Treasury Rates	05/08/2022	31/03/2026	56 months	5	5	n/a	N/A
4	RWCLM-6/002/2021-2022	Dido Digital Document (Pty) Ltd	Appointment of a service provider to enter into lease agreement to supply and maintain multi-function machines (printers) for a period of 36 months.	Monthly Rental Fees.	03/12/2021	03/12/2024	36 months. Extended to 28/02/2025	5	4	Expired	Contract Expired

Contents

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022-23	2023-24	2024-25	REMEDIAL ACTION
5	MFMA Section 110(2)(a)	Rand Water	Appointment for the Operations and Maintenance of the Rand West City Local Municipality Wastewater Treatment Works for a Period of 36 Months in terms of MFMA Section 110(2)(a).	Rates	19/08/2022	19/5/2025	36 months	N/A	N/A	N/A	In terms of section 110(2)(a) does not apply if a Municipal entity contracts with another organ of the state, therefore rating is not applicable.
Not6	RWCLM – 5/003/2021-2022	Lebone Litho Printers (Pty) Ltd	Appointment of Service Provider for the Supply and Delivery of Section 56 And Section 341 Traffic Fine Books on an “As and When” required basis for a period of 36 months.	• For section 56 traffic fine books at R131.10 each vat inclusive • For section 341 traffic fine books at R70.15 each vat Inclusive.	02/09/2022	02/09/2025	36 months	5	5	4	N/A
7	RWCLM - 4/002/2021-2022.	Hence Trade 1005 Cc T/A Supa Quick Randfontein	Appointment of a Panel of One or more service providers for the Supply and Fitment of new tyres as well as tyre repairs for a period of 36 months.	• Quotations will be requested to procure the necessary goods	31/08/2022	31/08/2025	36 months	4	5	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
8	RWCLM-2/001/2022-2023	Firststrand Bank Limited	Appointment of a service provider for rendering of Banking Services for a period of Five (5) Years.	Tendered Rates	02/11/2022	02/11/2027	60 Months	5	5	4	N/A
9	RWCLM-2/003/2022-2023	Sankofa Insurance Brokers (Pty) Ltd	Appointment of Insurance Broker to provide services for Rand West City Local Municipality for the period of 36 months.	R 5 646 873.40 for the first year	26/11/2022	26/11/2025	36 Months	5	4	3	N/A
10	RWCLM-5/004/2021-2022	Shitolo Waste Management Services	Appointment of a panel of a Service Provider for Grass Cutting Services on an "As and When" basis over a period of 36 months.	Rates	24/11/2022	24/11/2025	36 Months	4	4	4	N/A
		Lwalwatsi Nyems JV						4	4	No allocation	N/A
		Denzhelashu Trading and Projects						5	4	No allocation	N/A
		Ashton Road Capital (Pty) Ltd						5	4	No allocation	N/A
		Epic Engineering (Pty) Ltd						5	4	4	N/A
		Ulwando Bush-clearing						4	4	No allocation	N/A
		Moko Group (Pty) Ltd						4	4	5	N/A
		Zindoga Trading and Projects (Pty) Ltd						4	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Rothe Plantscapers (Pty) Ltd</i>						5	4	5	N/A
		<i>Leafy Space (Pty) Ltd</i>						5	4	No allocation	N/A
		<i>Amiware Cc</i>						4	4	5	N/A
		<i>New Deal Engineering</i>						4	4	No allocation	N/A
		<i>Dinyeleti Trading Enterprise (Pty) Ltd</i>						5	4	No allocation	N/A
		<i>Lethabo Africa Construction Cc</i>						5	4	No allocation	N/A
		<i>KMX Construction and Projects</i>						5	4	No allocation	N/A
		<i>Majita at Work Gardening and Projects Cc</i>						4	4	5	N/A
		<i>Holobye Trading 2 (Pty) Ltd</i>						4	5	5	N/A
		<i>Vhuso General Trading (Pty) Ltd</i>						4	4	4	N/A
		<i>Sandra Corporation (Pty) Ltd</i>						4	5	No allocation	N/A
11	RWCLM-3/004/2021-2022	2MC Consulting Engineers (Pty) Ltd		Rates	05/12/2022	05/12/2025	36 Months	5	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		AFI Consult (Pty) Ltd	Tender for the Database Appointment of Panel of Professional Service Providers for a period of Three (3) Years.					5	4	No allocation	N/A
		A-M Consulting Engineers (Pty) Ltd						4	4	No allocation	N/A
		Aphane Consulting (Pty) Ltd						4	4	No allocation	N/A
		Baithusi Consulting Cc						5	4	No allocation	N/A
		Baswa Electro Civil Consulting Engineers						5	4	No allocation	N/A
		Bigen Africa Services (Pty) Ltd						4	4	No allocation	N/A
		BM Infrastructure Development (Pty) Ltd						4	4	No allocation	N/A
		BMK Group						5	4	No allocation	N/A
		Boleng Africa Engineering (Pty) Ltd						5	4	No allocation	N/A
		Cade Consulting						5	4	No allocation	N/A
		CivilChem Engineering Services						4	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Dikgato Engineering Consultants (Pty) Ltd</i>						4	4	No allocation	N/A
		<i>DLV Project Managers and Engineers</i>						5	4	No allocation	N/A
		<i>Durapi Consulting</i>						5	4	No allocation	N/A
		<i>Eca Consulting (Pty) Ltd</i>						4	4	No allocation	N/A
		<i>EKS Consulting Engineers</i>						5	4	No allocation	N/A
		<i>Engineering Aces (Pty) Ltd</i>						5	4	No allocation	N/A
		<i>HWA Engineers and Project Manager</i>						4	4	4	N/A
		<i>Infraconsult Engineering Cc</i>						4	4	No allocation	N/A
		<i>Infra Champs Consulting</i>						5	4	No allocation	N/A
		<i>Kabe Consulting Engineers</i>						5	4	No allocation	N/A
		<i>Leko Engineering Consultants</i>						4	4	No allocation	N/A
		<i>Likhanyile - Moralla JV</i>						5	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>LSO Consulting Engineers (Pty) Ltd</i>						5	4	No allo-cation	N/A
		<i>Luvhengo Consulting Engineers</i>						4	4	4	N/A
		<i>Mahlangu HEHR Mamo-loko and Associates JV</i>						4	4	No allo-cation	N/A
		<i>Makone Consulting Engineers (Pty) Ltd</i>						5	4	No allo-cation	N/A
		<i>Mamadi and Company S>A (Pty) Ltd</i>						4	4	3	N/A
		<i>Mangethe Group (Pty Ltd</i>						4	4	No allo-cation	N/A
		<i>Maragela Consulting Engineers (Pty) Ltd</i>						5	4	3	N/A
		<i>Masututsa Consulting (Pty) Ltd</i>						5	4	No allo-cation	N/A
		<i>Mayisane and Associates Engineering Solutions (Pty) Ltd</i>						4	4	4	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		Mihandzu Consulting and Project Management						5	4	4	N/A
		Mimisa Engineers (Pty) Ltd						5	4	No allocation	N/A
		MJT Consulting						5	4	No allocation	N/A
		Molemo Consulting Engineers						4	4	3	N/A
		MSW Consulting (Pty) Ltd JV Kukhanyanya Projects (Pty) Ltd						4	5	No allocation	N/A
		MMT Consulting Engineers (Pty) Ltd						5	5	No allocation	N/A
		Naidu Consulting (Pty) Ltd						4	5	No allocation	N/A
		Nanza Consulting (Pty) Ltd						3	4	No allocation	N/A
		Nesi General Enterprise						3	4	No allocation	N/A
		Nevhotalu Consulting Engineers						5	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		NKP CONSULTING ENGINEERS (PTY) LTD						4	4	4	N/A
		Owethu Owabo Consulting (Pty) Ltd						3	4	No allocation	N/A
		Phekiso Consulting Engineers and DPT Civil and Structural JV						3	4	No allocation	N/A
		mPro-Plan Consulting Engineers (Pty) Ltd						4	4	4	N/A
		Pule Ramasimong Development Consultant						4	4	No allocation	N/A
		Remjoe (Pty) Ltd						4	4	No allocation	N/A
		Re-Solve (Pty) Ltd						4	4	No allocation	N/A
		ROYAL MNDWE HOLDINGS (PTY) LTD T/A						5	4	4	N/A
		RSZ Engineers and Projects						5	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Managers (Pty) Ltd</i>									
		<i>Shumba Engineering Services</i>						5	4	No allocation	N/A
		<i>Snethemba Consultants (Pty) Ltd</i>						4	5	4	N/A
		<i>Techi Engineers (Pty) Ltd</i>						4	5	No allocation	N/A
		<i>TFC Engineers (Pty) Ltd</i>						3	5	No allocation	N/A
		<i>Thembakele Consulting Engineers (Pty) Ltd</i>						4	5	No allocation	N/A
		<i>Trivion Project Management (Pty) Ltd</i>						4	5	No allocation	N/A
		<i>TSHOLETSO PROJECTS CC</i>						3	4	No allocation	N/A
		<i>Zonk Engineering Consulting</i>						4	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
12	RWCLM-2/004/2022-2023	Spectrum Utility Management (Pty) Ltd	Appointment of a service provider for prepaid vending for a period of Three (3) Years	• 2.5% on vending system • 2.5% on third party vending and vendor management	14/12/2022	14/12/2025	36 Months	5	5	4	N/A
13	RWCLM-4/002/2021-2022	Werner SA Pumps and Equipment (Pty) Ltd	Appointment of a Service Provider to Supply and Deliver a Recycling Combination Machine to the Rand West City Local Municipality inclusive of a Maintenance Plan for 60 months	R8 692 409.60 inclusive of vat and maintenance plan of 60 months.	14/12/2022	14/2/2023	Once off with a Maintenance Plan of 60 months	5	5	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
14	RWCLM- RFP	Ditlou Suppliers and Services	Appointment of service provider for the request for proposal, form suitably qualified and experienced service provider, for management, operations and maintenance of Landfill sites namely: Uitvalfontein landfill site situated in Randfontein and Libanon Landfill site situated in Westprnaria for a period of 36 months.	Rates based	13/04/2023	13/04/2026	36 months	5	5	3	N/A
15	RWCLM-2/006/2022/23	Baatshuma (Pty) Ltd	Appointment of service provider to render indigent management services on an as and when needed basis for a period of 36 months	32 306.61	2023/03/04	2026/03/04	36 months	5	5	No allocation	N/A
16	RWCLM-3/007/2022/23	Bophelong Construction (Pty) Ltd	Appointment of a panel of grade 8 CE roads contractors for the construction, upgrading, and rehabilitation of roads and stormwater infrastructure on an as and when needed basis for a period of 36 months	Rate based	18/04/2023	18/04/2026	36 Months	5	4	No allocation	N/A
		Tefla Group						3	5	No allocation	N/A
		TN Molefe/ Lethabo Afrika JV						5	4	3	N/A
		Motsewakhumo Trading and Projects (Pty) Ltd						5	5	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Mthembu Mvelase Civil Projects</i>						4	5	No allocation	N/A
		<i>Motheo Construction Group (Pty) Ltd</i>						5	5	No allocation	N/A
		<i>Blue Dot G Services JV Spinks Trading</i>						5	5	No allocation	N/A
		<i>Kgotso Mokone Traders (Pty) Ltd</i>						4	5	No allocation	N/A
		<i>King Civil Engineering Contractors (Pty) Ltd</i>						5	4	No allocation	N/A
		<i>DKPB Kgosihiadi JV</i>						5	4	No allocation	N/A
		<i>NDK Investments</i>						5	5	No allocation	N/A
		<i>Empyreal Construction (Pty) Ltd</i>						5	4	No allocation	N/A
		<i>Ditshemega Projects and Training</i>						5	4	No allocation	N/A
		<i>Selby Construction and Diff Construction JV</i>						4	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		Phingoshe JV PK						4	5	No allocation	N/A
		Lonerock Construction (Pty) Ltd						4	4	No allocation	N/A
		Puno Harvest Buiders (Pty)Ltd						4	4	4	N/A
		Wa Road Construction Cc						4	4	3	N/A
		Brooklyn Projects 21						4	4	3	N/A
17	RWCLM-5/002/2022/2023	Molesont Projects	Appointment of a service provider for the supply and deliver of roads marking paints and raod traffic signs on an as and when needed basis for a period of 36 months	61 564,10	2023/04/04	2026/04/04	36 months	4	4	No allocation	N/A
18	RWCLM-6/001/2022/23	Sage Computer Technologies (Pty) Ltd	Appointment of a service provider to supply, deliver and maintain laptops, desktops and other information technology equipment for a period of 36 months	1. R22 700.00 Excl VAT	17/04/2023	17/04/2026	36 months	5	4	4	N/A
				2. R.26 600.00 Excl VAT							
				3. R. 24 100.00 Excl VAT							

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
				4. R. 14 600.00 Excl VAT							
				5. 4 400.00 Excl VAT							
				6. 22 100.00 Ecl VAT							
19	RWCLM-2/005/2022/2023	BFT Global	Appointment of service Provider for credit control cut offs and restriction services on an as when required basis, for a period of 36 months with effect from the date of appointment	Rates based	14/04/2023	14/04/2026	36 Months	4	4	1	Measures taken by user department.
		Baatshumi (Pty) Ltd						5	4	No allocation	N/A
		Electro Cuts (Pty) Ltd						5	5	4	N/A
		Spectrum Utility Management (Pty) Ltd						4	4	3	N/A
		Ntiyiso Consulting (Pty) Ltd						5	4	1	Measures taken by user department
		Lilitha Engineering Solutions (Pty) Ltd						5	4	3	N/A
		Red Ants Security						5	4	1	Measures taken by user department
		Cromico Trading						3	4	No allocation	N/A
		Inzalo UMS (pty) ltd						4	5	1	Measures taken by user department

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
20	RWCLM – 4/005/2022-2023	Fleet Horizon Solutions (Pty) Ltd	Appointment of a service provider for the provision of specialized vehicles on a Full Maintenance Lease (FML) and Fleet Support Service for a period of Three (3) years for all core departments	The appointment is subject to a negotiation of decreasing an original amount of R244 820 693.77 to an affordable amount for a period of Three (3) years inclusive of VAT and contingencies.	15/05/2023	15/03/2026	36 months	New contract	5	3	N/A
21	RWCLM-3/002/2022-2023	Actom Electrical Products a Division of Actom (Pty) Ltd	Appointment of a panel of service providers to supply and deliver electrical stock items to the main stores as and when required for a period of Thirty-Six (36) months	Market Related prices inclusive of VAT and Contingencies offered by the Rand West City Local Municipality	15/05/2023	15/05/2026	36 Months	New contract	5	No allocation	N/A
		Dignity Supply and Projects (Pty) Ltd						New contract	No measures	No allocation	N/A
		Nsibandos Trading (Pty) Ltd						New contract	No measures	No allocation	N/A
		Eligugu (Pty) Ltd						New contract	No measures	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		Mabik Investment Projects (Pty) Ltd						New contract	No measures	No allocation	N/A
		Nexgeneration Group (Pty) Ltd						New contract	No measures	No allocation	N/A
		Mangz Enterprise and Logistics (Pty) Ltd						New contract	No measures	No allocation	N/A
		Vuka Lovaa CC						New contract	No measures	No allocation	N/A
22	RWCLM – 2/007/2022-2023	PK Financial Consultants	Appointment of a panel of consultants for the review recovery and calculation of VAT for period of 36 months.	• R0 – R1 000 000.00 = 5% • R1 000 001.00 – R5 000 000.00 = 8% • Over R5 000 000.00 = 10%	16/05/2023	16/05/2026	36 Months		4	No allocation	N/A
		Maximum Profit Recovery (Pty) Ltd								No allocation	N/A
23	RWCLM – 3/005/2022-2023	Enzani Technologies (Pty) Ltd	Appointment of a panel of (1) One or more contractors for the Construction, Maintenance and Repair of H.V / M.V substation	Rates	17/05/2023	17/05/2026	36 Months	New contract	4	n/a	N/A
		Imbawula Technical Services (Pty) Ltd						New contract	4	n/a	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Tshepang Electrical (Pty) Ltd</i>	<i>transformers for 36 month period on as and when required basis.</i>					<i>New contract</i>	5	N/A	N/A
		<i>Madz Electrical</i>						<i>New contract</i>	4	N/A	N/A
		<i>Roshqott (Pty) Ltd</i>						<i>New contract</i>	4	N/A	N/A
24	<i>RWCLM-4/001/2022-2023</i>	<i>Zibondiwe Mechanical</i>	<i>Appointment of a panel of One (1) or more service providers to maintain and repair vehicles and equipment as and when required to the Rand West City Local Municipality for a period of 36 months.</i>	<i>Rates</i>	<i>2023/09/06</i>	<i>2026/09/06</i>	<i>36 Months</i>	<i>New contract</i>	5	2	Measures taken by user department in terms of the GCC
25	<i>RWCLM – 8/001/2022-2023</i>	<i>N’ Able Africa</i>	<i>Appointment of a panel of One (1) to a maximum of Three (3) service providers for the supply and delivery of Personnel Protective Equipment and Clothing for a period of 36 months on an as and when required basis for Rand West City Local Municipality.</i>	<i>Rates</i>	<i>20/6/2023</i>	<i>20/6/2026</i>	<i>36 Months</i>	<i>New contract</i>	5	No allocation	N/A
		<i>Xenocorp 279 Cc</i>						<i>New contract</i>	4	No allocation	N/A
		<i>Zoned Trading Enterprise</i>						New contract	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
26	RWCLM-2/002/2022-2023	Riley Auctions Africa	Appointment of a service provider for the experienced Auctioneers to conduct auctions for the Rand West City Local Municipality on an "as and when" required basis for a period of (36) Thirty-six months (3years).	5% Sellers commission	30/6/2023	30/6/2026	36 Months	New contract	5	4	N/A
27	RWCLM – 5/003/2022-2023	AKP Trading 33 (Pty) Ltd T/A Speed Violation Solutions (SVS)	Appointment of service provider for the supply, support, and maintain a Traffic Convention System and renting of speed cameras together with License Recognition System for a period of Thirty-Six (36) months.	1. Payment per paid Section 56 notice R0.00 no charge 2. Payment per paid Section 341 notice R0.00 no charge 3. Payment per paid Section 341 camera notice R161.00 vat inclusive		07/8/2026	36 Months	New contract	4	4	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
28	RWCLM – 5/004/2022-2023	NAFF Security Trading (Pty) Ltd	Appointment of a service provider for the supply, installation, commissioning and continuous monitoring of security systems and associated systems at various sites of Rand West City Local Municipality for a period of 36 months.	At a monthly fee per site listed on annexure A of the pricing schedule	14/8/2023	14/8/2026	36 Months	New contract	5	4	N/A
29	RWCLM – 3/003/2022/2023	HDM Engineering	Appointment of a Panel of Professional Electrical Service Providers for a Three-year period on “as and when” required basis.	Rates	14/8/2023	14/8/2026	36 Months	New contract	4	No allocation	N/A
		High Voltage System Engineers						New contract	5	5	N/A
		Lyon and Partners (Pty) Ltd						New contract	5	5	N/A
		Mogalemole Consulting Engineers						New contract	4	No allocation	N/A
		Reliant Consulting						New contract	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
30	RWCLM – 5/006/2022-2023	Qualibooks Naledi (Pty) Ltd	Appointment of a service provider for the supply and delivery of library books to Rand West City Community Libraries on “as and when” required for 36 months.	1. Fiction book R128.00 vat inclusive 2. Non-fiction book R144.00 vat inclusive 3. Reference book R272.00 vat inclusive 4. Textbook R250.00 vat inclusive	22/8/2023	22/8/2026	36 Months	New contract	4	5	N/A
31	RWCLM – 3/008/2022-2023	Just Right Trading (Pty) Ltd	Appointment of a Panel of a Service Providers for the supply, delivery, installation and maintenance of Smart Prepaid Water Meters for Rand West City Local Municipality for a period of 36 months on “As and When” required basis (CIDB Grading 8CE or 7CE (PE).	Rates	13/9/2023	13/9/2026	36 Months	5	5	No allocation	N/A
		Kgosihadi Trading and Projects 78 Cc						No measures	No measures	3	N/A
		Luphuyane Logistics and Projects						4	4	No allocation	N/A
		Motsewakhumo Trading and Projects (Pty) Ltd						No measures	No measures	No allocation	N/A
		Mthembu Mvelase Civil Projects						No measures	No measures	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>New Genesis Jv Mzanemvula Trading Ltd</i>						No measur es	No measures	No allo- cation	N/A
		<i>News Group Empires (Pty Ltd</i>						No measur es	No measures	No allo- cation	N/A
		<i>Simandlovu Trading Cc</i>						No measur es	No measures	4	N/A
		<i>The Bright Future 412</i>						No measur es	No measures	No allo- cation	N/A
32	<i>RWCLM-5/004/2022-2023</i>	<i>Evaluations Enhanced Property Appraisals (Pty) Ltd</i>	<i>Appointment of a service provider for compilation of the Supplementary Valuation Roll (SUP1) for Rand West City Local Municipality in compliance with the Local Government Municipal Property Rates Act, 2004 (Act No. 6 Of 2004) for a period of 36 months As and When needed.</i>	<i>Tendered Rates</i>	<i>21/9/2023</i>	<i>13/9/2026</i>	<i>36 Months</i>	New contract	5	2	Measures taken by user department.
33	<i>RWCLM-1/001/2022-2023</i>	<i>Chavani Risk Advisory and Forensic Services</i>	<i>Appointment of a panel of Forensic Investigators / Forensic Auditing for Rand West City Local Municipality for a period of 36 months on an As and When basis.</i>	<i>Rates</i>	<i>29/9/2023</i>	<i>29/9/2026</i>	<i>36 Months</i>	New contract	5	4	N/A
		<i>Bowman Gilfillan Incorporated</i>						New contract	No allocation	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		Abacus FCA (Pty) Ltd						New contract	No allocation	No allocation	N/A
		Nexus Forensic Services (Pty) Ltd						New contract	No allocation	No allocation	N/A
		S.M Vakalisa Inc						New contract	5	4	N/A
		Vigil Chartered Accountants Inc						New contract	5	4	N/A
34	Transversal Contract No. RT57-2022	National treasury	Request for participation in RT57-2022:- Supply and Delivery of sedan, light and heavy Commercial Vehicle, Busses, Motor Cycles, Agricultural Tractors, Construction Plant and Equipment to the state for the period of 1 July 2023 - 30 June 2026	As per National Treasury Rates	2023/10/10	30/6/2026	32 Months	5	3	n/a	N/A
35	RWCLM-2/001/2023-2024	Werner Sa Pumps and Equipment (Pty) Ltd	Appointment of a Service Provider to Supply and Deliver a Recycling Combination Machine to the Rand West City Local Municipality inclusive of a Maintenance Plan for 60 months	R9 637 000.00 inclusive of vat and maintenance plan of 60 months.	22/11/2023	22/11/2026	Once off with a Maintenance Plan of 60 months	New contract	5	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
36	RWCLM – 4/007/2022-2023	Buthelezi Vilakazi Inc	Appointment of a Panel of Legal Practitioners to provide the Rand West City Local Municipality with professional legal services on an as and when required basis from date of appointment for a period of 36 months.	Rates	2023/06/12	2026/06/12	36 Months	New Contract, No measure	No Measure	4	N/A
		De Swardt Myambo Hlahla Attorneys						New Contract, No measure	No Measure	4	N/A
		K Gcolotela and Peter Inc						New Contract, No measure	No measure	No allocation	N/A
		Katlego Ralikhuvhana Mokgola Inc						New Contract, No measure	5	No allocation	N/A
		Khumalo Masondo Attorneys Inc						New Contract, No measure	No Measure	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>L. Guzana Inc Attorneys</i>						New Contract, No measure	N measure	No allocation	N/A
		<i>L. Mafetsa Attorneys</i>						New Contract, No measure	No measure	No allocation	N/A
		<i>Landiwe Kunene Incorporated</i>						New Contract, No measure	No Measure	4	N/A
		<i>Madima Attorneys Inc</i>						New Contract, No measure	No Measure	4	N/A
		<i>Majang and Associates Inc</i>						New Contract, No measure	No Measure	4	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Maluleke Inc T/A Maluks Attorneys</i>						New Contract, No measure	No Measure	4	N/A
		<i>Mapongwana Attorneys Inc</i>						New Contract, No measure	5	No allocation	N/A
		<i>Mashele Attorneys Inc</i>						New Contract, No measure	5	4	N/A
		<i>Mncedisi Ndlovu And Sedumedi Attorneys</i>						New Contract, No measure	No Measure	No allocation	N/A
		<i>Mohuba Attorneys</i>						New Contract, No measure	No Measure	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Mojela Hlazo Attorneys Inc</i>						New Contract, No measure	No Measure	2	Measures taken
		<i>Molefe Dlepu Inc</i>						New Contract, No measure	No Measure	No allocation	N/A
		<i>MT Matsau Incorporated</i>						New Contract, No measure	No Measure	4	N/A
		<i>Nkadimeng Attorneys Inc</i>						New Contract, No measure	No Measure	5	N/A
		<i>Nkosi Sabelo Incorporation</i>						New Contract,	No Measure	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
								No measure			
		<i>Padi Incorporated Attorneys</i>						New Contract, No measure	No Measure	No allocation	N/A
		<i>PETA Attorneys Inc</i>						New Contract, No measure	No Measure	No allocation	N/A
		<i>Phukubje Pierce Masithela Attorneys</i>						New Contract, No measure	No Measure	No allocation	N/A
		<i>Popela Maake Incorporation</i>						New Contract, No measure	No Measure	5	N/A
		<i>S.M. Vakalisa Inc</i>						New Contract, No	No Measure	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022-23	2023-24	2024-25	REMEDIAL ACTION
								measure			
		<i>Saljee Goven-der Van Der Merwe Inc</i>						New Contract, No measure	No Measure	4	N/A
		<i>Seleka Attorneys Incorporated</i>						New Contract, No measure	No Measure	4	N/A
		<i>Sithole and Mokomane Attorneys</i>						New Contract, No measure	No Measure	4	N/A
		<i>Smith Van Der Watt Incorporated</i>						New Contract, No measure	No Measure	4	N/A
		<i>Strauss Daly Incorporated</i>						New Contract, No	No Measure	4	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
								measure			
		Wakaba and Partners Inc						New Contract, No measure	No Measure	No allocation	N/A
37	RWCLM-7/002/2023-2024	LTC Holding T/A LTC Security	Appointment of a service provider for Eviction and Relocation services for the period of 36 months in Rand West City Local Municipality.	Tendered Rates	22/12/2023	22/12/2026	36 Months	New Contract, No measure	5	4	N/A
38	RWCLM-3/010/2022-2023	PLM Afrika (Pty) Ltd	Appointment of a panel of service providers for the supply and delivery of L/V and M/V electrical cables on an as and when required basis for a period of 36 months.	Subject to negotiations of acceptable Standard Rates inclusive of VAT and Contingencies.	29/01/2024	29/01/2027	36 Months	new contract, no measure	no measure	4	N/A
		Glamada Trading 73 Cc						new contract, no measure	no measure	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
39	RWCLM-4/004/2023-2024	Dido Digital Document (Pty) Ltd	Appointment of a service provider to enter into a lease agreement to supply and maintain heavy-duty printers for a period of 36 months.	R 647 024.28	31/01/2024	31/01/2027	36 Months	new contract, no measure	no measure	4	N/A
40	RWCLM-3/011/2022-2023	Downtown Spares Cc	Appointment of a panel of service providers for Sewer Spillage on as and when required basis for a period of 36 months	At hourly rate inclusive of VAT and Contingencies	31/01/2024	31/01/2027	36 Months	no measure	5	4	N/A
		Nutinox (Pty) Ltd						no measure	5	4	N/A
		Ubuciko Nekhono Services (Pty) Ltd						new contract, no measure	no measure	4	N/A
		Selby Construction Cc						new contract, no measure	no measure	no allocation	N/A
		Shitolo Waste Management Services						No Measure	No Measure	4	N/A
		SSD Environmental Consultants						No Measure	No Measure	4	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		TCM Developments (Pty) Ltd						No Measure	No Measure	No allocation	N/A
41	RWCLM-2/009/2022-2023	BTF Global	Appointment of a service provider for Debt Collection Services of municipal overdue accounts with specialist attorneys on an as and when required basis for a period of Three (3) years from the date of award.	The award is subject to a maximum commission of ten percent (10%) exclusive of vat will be payable against every cent collected on arrears balances in excess of ninety (90) days. This compensation applies solely to pre-legal matters handed over.	13/2/2024	13/2/2027	36 Months	No Measure	5	1	Measures taken by user department
		Chartall Creations (Pty) Ltd T/A Enigma Consulting						No Measure	5	1	Measures taken
		Medaco Revenue Solutions (Pty) Ltd						No Measure	5	2	Measures taken
		Ntiyiso-NMI JV						No Measure	5	3	N/A
		Revenue Consulting (Pty) Ltd						No Measure	5	3	N/A

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42	RWCLM-4/001/2023-2024	Lubrican Investments And Logistics (Pty) Ltd	Appointment of service provider to supply and deliver fuel and lubricants for a period of 36 months as well as the replacement of the Fuel Management System and fuel dispenser.	1. Petrol = (future petrol price less rebate of R0.02) as the price fluctuate from time to time 2. Diesel = (future diesel price less rebate of R0.02 as the price fluctuate from time to time Oil Pricing • Hydraulic Oil R8 897.70 per 210L drum • Engine Oil R10 210.20 per 210L drum • Grease R1 840.68 per 25kg • ATF (RDX11) R12 180 per 210L drum • Gear Oil	28/02/2024	28/02/2027	36 Months	NO MEASURE	5	4	N/A
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			<i>R12 900.30 per 210L drum Installation cost for self- bunded above ground con- tainer, fuel manage- ment sys- tem and fuel dispenser</i> <i>Total pricing and installa- tion cost= R521 000.00 Monthly re- payment (36 months)= R14 472.22</i>							
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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
43	RWCLM-7/001/2023-2024	G Series Investments (Pty)Ltd	Appointment of a panel of service providers for land development for Student Accommodation	Rates	2024/04/03	2024/04/03	Once-off	New Contract, No measure	4	No allocation	N/A
		Mafahihe Transportation and Project						N/A	No measures	No allocation	N/A
		Ndize Service and Project						N/A	4	No allocation	N/A
		Zero 16 Enterprise (Pty) Ltd						N/A	No measures	No allocation	N/A
44	RWCLM-3/001/2022-2023	Bash Electrical Contractors	Appointment of One (1) or more of contractors to manufacture, supply and installation of protective structures for securing miniature substations, pole and ground mounting pillar boxed (Enclosures) that can be electronically controlled on as and when required basis for a period of 36 months.	Rates	2024/08/03	2027/08/03	36 Months	N/A	4	4	N/A
		Bohlabela Systems (Pty) Ltd						N/A	No measures	3	N/A
		Brunel Engineering (Pty) Ltd						No measure	No measure	3	N/A
		Emfumane Trading						N/A	No measures	No allocation	N/A
		NDK Investment (Pty) Ltd						N/A	No measures	No allocation	N/A
45	RWCLM-3/003/2023-2024	Actom Electrical Products a Division of Actom (Pty) Ltd	Appointment of a Panel of service providers for the supply and delivery of miniature substations and pole mounted	Standard rates	2024/08/03	2027/08/03	36 Months	N/A	No measures	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Brunel Engineering (Pty) Ltd</i>	<i>transformers on an “as and when” required basis for a period of 36 months.</i>					n/a		No allocation	N/A
		<i>On Point On Time Solutions</i>						n/a		No allocation	N/A
46	RWCLM-4/006/2023/2024	<i>Technotrain Industrial Training Academy</i>	<i>Appointment of a panel of Training service provider accredited with SETA or with QCTO for a period of 36 months as and when needed basis.</i>	<i>Rates</i>	<i>2024/11/03</i>	<i>2027/11/03</i>	<i>36 Months</i>	New contract	New contract	3	N/A
		<i>Keep the Dream 285 (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Smelokuhle Projects Consulting</i>						New contract	New contract	3	N/A
		<i>Quality Specialist HUB</i>						New contract	New contract	3	N/A
		<i>PMA Holdings (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Gurandbult Management Development</i>						New contract	New contract	3	N/A
		<i>TSM Business School</i>						New contract	New contract	3	N/A
		<i>SpecCon Holdings</i>						New contract	New contract	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Sunshine Forty Academy (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Excellent Minds Institute</i>						New contract	New contract	3	N/A
		<i>Panoma Consulting (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Africa Skills Private College</i>						New contract	New contract	5	N/A
		<i>Dignity Supply & Projects (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Doughthul (pty) Ltd t/a Doughthul Skills Dvpt Projects</i>						New contract	New contract	3	N/A
		<i>Seitaodi Trading cc</i>						New contract	New contract	3	N/A
		<i>Pachedu Skills Solutions</i>						New contract	New contract	5	N/A
		<i>Prince Joy Business Solutions</i>						New contract	New contract	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Bantubanye Skills</i>						New contract	New contract	3	N/A
		<i>Bantsho Management and Marketing Strategies</i>						New contract	New contract	3	N/A
		<i>Pioneers Skills Development Institute</i>						NEW CONTRACT	NEW CONTRACT	3	N/A
		<i>Nkethu Trading (Pty) Ltd</i>						NEW CONTRACT	NEW CONTRACT	3	N/A
		<i>Vumilia Africa</i>						NEW CONTRACT	NEW CONTRACT	3	N/A
		<i>Mclorenz Business Interprise</i>						New contract	New contract	3	N/A
		<i>Gobela Consulting</i>						New contract	New contract	3	N/A
		<i>Lizo Mandlen-doda</i>						New contract	New contract	3	N/A
		<i>Prodicel (pty) Ltd</i>						New contract	New contract	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Khomotso Consulting</i>						New contract	New contract	5	N/A
		<i>Africa Learn</i>						New contract	New contract	3	N/A
		<i>Acorser Corporate Business Consulting</i>						New contract	New contract	3	N/A
		<i>Ilubalrthu Projects</i>						New contract	New contract	3	N/A
		<i>PWI Corporate Training (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>MIH Couns</i>						New contract	New contract	3	N/A
		<i>Realeboga Training Provider</i>						New contract	New contract	3	N/A
		<i>Matsila Holding (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Edu- Fleet</i>						New contract	New contract	3	N/A
		<i>Tipp Academy</i>						New contract	New contract	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Mavco Engineering (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Lesedi Guarding and Training</i>						New contract	New contract	3	N/A
		<i>Pebetse Training and Consulting</i>						New contract	New contract	5	N/A
		<i>Melatrend Management Consulting (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Molomauco Investment Group (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Tshisimani Holdings</i>						New contract	New contract	5	N/A
		<i>T Mabuya and Associates (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Edu House South Africa (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Bendle Training and Projects (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Dzungeni Vulombe Trading</i>						New contract	New contract	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Ifihlile Training Academy</i>						New contract	New contract	3	N/A
		<i>Nkarise Training and Consulting Services</i>						New contract	New contract	3	N/A
		<i>TBL Empowerment HVB NPC</i>						New contract	New contract	3	N/A
		<i>Optimi Workplace</i>						New contract	New contract	3	N/A
		<i>GNBR Solutions (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Jwatlala Investments (Pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Mortabord Solution</i>						New contract	New contract	3	N/A
		<i>Talent Emporium Academy</i>						New contract	New contract	3	N/A
		<i>Pioneer Business Consulting</i>						New contract	New contract	3	N/A
		<i>Ukwakhile Projects (pty) Ltd</i>						New contract	New contract	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Fachs Business Consulting & Training</i>						New contract	New contract	3	N/A
		<i>Growth Management Consulting</i>						New contract	New contract	n/a	N/A
		<i>We Invest Africa</i>						New contract	New contract	No allocation	N/A
		<i>MMK Services</i>						New contract	New contract	No allocation	N/A
		<i>Ndwamato Training Solutions (pty) Ltd</i>						New contract	New contract	No allocation	N/A
		<i>The SAJ Training Institute (pty) Ltd</i>						New contract	New contract	3	N/A
		<i>Jobafrik Consulting</i>						New contract	New contract	5	N/A
47	RWCLM-3/004/2023/24	<i>Puno Harvest Builders</i>	<i>Appointment of a panel of service providers (category CIDB 7CE) for the supply, delivery, installation and maintenance of water networks on as and when needed basis for a period of 36 months in RWCLM</i>	Rates	15/03/2024	15/03/2027	36 Months	No measure	No measure	3	N/A
		<i>Motla Projects Cc</i>						4	5	No allocation	N/A
		<i>Mbonelaphanda & TBND JV</i>						5	5	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Kgoshadi trading and Projects 78Cc</i>						4	4	No allocation	N/A
		<i>DPT Investments (Pty) Ltd and Ditshemega Projects and Training JV</i>						4	4	No allocation	N/A
		<i>Malopeni Projects Cc</i>						No measure	No measure	No allocation	N/A
		<i>Lesedisedi Construction Suppliers</i>						5	No measure	No allocation	N/A
		<i>Rixaka Ra Afrika</i>						5	No measure	No allocation	N/A
		<i>Gaborena Mylofied Jv</i>						5	No measure	No allocation	N/A
		<i>M & S Traffic Services (Pty)</i>						5	No measure	No allocation	N/A
		<i>On Point on Time Solutions (Pty) LTD</i>						No measure	No measure	No allocation	N/A
		<i>Safcrete Construction (Pty) Ltd</i>						5	No measure	No allocation	N/A
		<i>Bo-Mamohlala Projects</i>						4	No measure	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>New Group Empires (Pty) Ltd</i>						5	No measure	No allocation	N/A
		<i>Malindo Civil and Construction (Pty)Ltd</i>						5	5	No allocation	N/A
		<i>TN Molefe Constuction (Pty) Ltd</i>						No measure	No measure	No allocation	N/A
		<i>Vulekuhle GeneralTradinf</i>						5	n/a	n/a	N/A
		<i>Mthembu Mvelase Civil Projects</i>							No measure	No allocation	N/A
		<i>Abraman Neo Jv</i>						No measure	5	No allocation	N/A
		<i>Sam Mhlanga Empire & Olatse Holdings JV</i>						No measure	No measure	No allocation	N/A
		<i>TM Consortium (Pty) Ltd</i>						5	5	No allocation	N/A
		<i>777MPS Logistics & SSD Environmental Consultant</i>						No measure	No measure	No allocation	N/A
		<i>Umthombo Engineering (Pty) Ltd</i>						No measure	No measure	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		NDK Investment (Pty) Ltd						5	5	No allocation	N/A
		Bateline Investments (Pty) Ltd						No measure	No measure	No allocation	N/A
		Ditlou Suppliers and Services Cc						5	No measure	No allocation	N/A
48	RWCLM: 3/006/2023/2024	Brunel Engineering (Pty) Ltd	Appointment of panel of service providers for the supply, deliver, install and maintenance of prepaid electricity meters for RWCLM for a period of 36 months an as and when needed basis.	Rates based	11/04/2024	2027/11/04	36 months	No measure	No measure	No allocation	N/A
		Sam Mhlanga Empire and Botsitso and Projects JV						No measure	No measure	No allocation	N/A
		Ruvick Energy Services (Pty) Ltd						3	5	No allocation	N/A
		Rengwa Capotex JV (Rempotex)						3	No measure	No allocation	N/A
49	RWCLM: 4/002/2023/2024	Mubvumela Corporation (Pty) Ltd	Appointment of of a service provider for the ICT network infrastructure installation, upgrade and support for a period of 36 months.	R 9 692 200.00	22/04/2024	22/04/2027	36 months	3	3	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
50	RWCLM: 3/011/2022/2023	Verotest Holdings (Pty) Ltd	Appointment of a supplier for the supply of a portable cable locator and test equipment on an as and when needed basis for period of 36 months.	R 1 706 912.05	25/04/2024	25/04/2027	36 months	3	5	No allocation	N/A
51	RWCLM-3/010/2023/2024	Emfumane Training (Pty) Ltd	Appointment of a panel of service providers to supply, install and repair 30 m high mast poles as and when needed basis for a period of 36 months	Rates based	2024/02/05	2027/02/05	36 Months	4	4	3	N/A
		H & P Group SA (Pty) Ltd						5	5	3	N/A
		Ngutyana Silver Sea JV						5	4	4	N/A
		Siyakha-Isizwe Trading Enterprise 176 CC						5	4	4	N/A
		Solar Kasi (Pty) Ltd						No measures	No measures	No allocation	N/A
		MNP Engineering Projects						4	n/a	4	N/A
52	RWCLM-3/005/2023/2024	M and S Traffic Services JV	Appointment of a panel of service providers (Category CIDB 8CE) for the construction and upgrading of Bulk Water Infrastructure on as and when needed basis for a period of 36 months in RWCLM	Rates based	2024/02/05	2027/02/05	36 Months	No measures	3	No allocation	N/A
		Rengwa Capotex JV (Rempotex)						4	4	No allocation	N/A
		Baledi and GS JV						4	4	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		TN Molefe Contruccion (Pty) Ltd						4	4	3	N/A
		Tarcron Prjects (Pty)						3	4	No allocation	N/A
		Lesedisedi Construction JV						5	4	No allocation	N/A
		Khoza Trading						5	5	No allocation	N/A
		Splish Splash JV JV Mvudi Park						3	5	No allocation	N/A
		Esor Construc-tion (Pty) Ltd						No measur es	No measures	No allo-cation	N/A
		Simandlovu Trading Cc						5	4	4	N/A
		News Group Empires						3	4	No allo-cation	N/A
		Gqwane Nhlangovuyo JV						5	5	No allo-cation	N/A
		Morekuri Trad-ing Cc						5	4	No allo-cation	N/A
		Bagaphahla Projects and Trading						5	5	No allo-cation	N/A
		Nsovo Con-struction						4	4	No allo-cation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		Urban Plan Consult						5	5	No allocation	N/A
		Lebaka/ Tsetse JV						4	4	No allocation	N/A
		Bajadi Investments and Projects 133						5	4	No allocation	N/A
		Sam Mhlanga Empire and Olatse Holdings JV						3	3	No allocation	N/A
		Puno Harvest Builders (Pty) Ltd						3	3	4	N/A
		Bateline Investments (Pty) Ltd						4	5	No allocation	N/A
		Gaborena Construction and Projects						3	4	No allocation	N/A
		777 MPS Logistics JV Environmental Consultants						No measure	No measure	No allocation	N/A
		Mathemusa Trading and Projects						No measure	No measure	No allocation	N/A
		Motla Projects Cc						No measure	No measure	No allocation	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>On Point On Time Solutions (Pty) Ltd</i>						No measure	No measure	No allocation	N/A
		<i>Mmatamedi JV Mathomomayo</i>						No measure	No measure	No allocation	N/A
		<i>Masheleni Trading and Projects</i>						No measure	No measure	No allocation	N/A
		<i>Mthembu Mvelase Civil Projects</i>						No measure	No measure	No allocation	N/A
		<i>Safcrete Construction (Pty) Ltd</i>						No measure	No measure	4	N/A
		<i>Mpfumelelo Business Enterprise</i>						No measure	No measure	No allocation	N/A
		<i>Phingoshe JV</i>						No measure	No measure	No allocation	N/A
		<i>KPA Civils (Pty) Ltd</i>						No measure	No measure	No allocation	N/A
		<i>Mela Okuhle Trading Enterprise JV Sine-themba Construction</i>						4	5	No allocation	N/A
		<i>Baledi and G5 JV</i>						5	5	No allocation	N/A

Contents

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		Brooklyn Projects 21						4	4	4	N/A
		Wa Road Construction						4	4	4	N/A
		Abram Mashego Construction						4	4	No allocation	N/A
		FM Infrastructure (Pty) Ltd						4	4	No allocation	N/A
		DPT Investment JV						4	4	No allocation	N/A
53	RWCLM-3/002/2023/2024	NDK Investment (Pty) Ltd	Appointment of contractors for the supply, delivery and installation of electrical network (Electrification and maintenance activities) on as and when needed basis for a period of 36 months	Rates based	07/05/2024	2027/07/05	36 Months	3	3	No allocation	N/A
		Umthombo Engineering						5	5	4	N/A
		Imbawula Technical Services (Pty) Ltd						5	5	5	N/A
		Motla Centra (Pty) Ltd						5	5	3	N/A
		Oakantswe Construction and Projects						5		4	N/A
		Tshepang Electrical (Pty) Ltd						5	5	5	N/A
54	RWCLM-3/008/2023/24	DPT Enterprises JV	Appointment of a panel of contractors for the construction	Rates based	2024/07/06	2027/07/06	36 Months	5	5	No allocation	N/A

Contents

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Ithemba General Trading</i>	<i>and upgarding of bulk sewer infrastructure projects (Category CIDB 8CE)</i>					No measure	4	No allocation	N/A
		<i>Brooklyn Projects 21</i>						4	5	No allocation	N/A
		<i>Simandlovu Trading Cc</i>						4	4	No allocation	N/A
		<i>Notha Africa Civils (Pty) Ltd</i>						4	5	No allocation	N/A
		<i>Puno Harvest Builders (Pty) Ltd</i>						5	4	No allocation	N/A
		<i>Mmatamedi JV Mathomomayo</i>						5	5	No allocation	N/A
		<i>MLK Engineering and Consultants</i>						No measure	4	No allocation	N/A
		<i>African Mega Consrtium (Pty) Ltd</i>							3	No allocation	N/A
		<i>Safrcrete Consortium (Pty) Ltd</i>						3	3	No allocation	N/A
		<i>Kaykaysim Projects (Pty) Ltd</i>						4	3	No allocation	N/A
		<i>New Beginings Projects (Pty) Ltd</i>						3	4	No allocation	N/A
		<i>TN Molefe Construction (Pty) Ltd</i>						4	4	No allocation	N/A

Contents

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Just Right Trading (Pty) Ltd</i>						4	3	No allocation	N/A
		<i>Bajadi Investments and Projects 133</i>						3	3	No allocation	N/A
		<i>Motsewakhumo Trading and Projects</i>						4	3	No allocation	N/A
		<i>Setshabelo Trading 647 JV Nape le Nape</i>						3	4	No allocation	N/A
		<i>NDK Investment (Pty) Ltd</i>						4	4	No allocation	N/A
		<i>Oitsegodira General Trading</i>						4	3	No allocation	N/A
		<i>Ndhuna Civil Engineering Services</i>						3	3	No allocation	N/A
		<i>SSD Environmentatl Consultants JV</i>						4	3	No allocation	N/A
		<i>Blue Dot G Services</i>						3	4	No allocation	N/A
		<i>SP Lenong Civil (Pty) Ltd</i>						4	4	No allocation	N/A
		<i>StepHup Construction Projects (Pty) Ltd</i>						4	3	No allocation	N/A

Contents

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		Lokells Construction P and P JV						3	3	4	N/A
		Bo-Mamohlala Projects						4	3	No allocation	N/A
		News Group Empires (Pty) Ltd						3	4	No allocation	N/A
		Zacks Business JV Monare Group						4	4	No allocation	N/A
55	RWCLM-2/002/2023/2024	Black Dot and DS Consulting	Appointment of service provider to update and maintain the GRAP compliant Assets register for the period of 36 months in RWCLM	R 9 432 154,00	17/07/2024	17/07/2027	36 months	3	3	3	N/A
56	RWCLM-RFP 2023/2024	Ntiyiso Consulting (Pty) Ltd	Request for proposal for the audit and management of outdoor advertising and cellphone towers on municipal buildings/facilities for a period of 24 months	20% of the commission Vat Inclusive	05/08/2024	05/08/2026	24 months	3	3	No allocation	N/A
57	RWCLM-3/014/2023/2024	Persecon Contractors	Appointment of a panel of Grade 8GB for build of environment of contractors for the construction, upgrading and rehabilitation of building infrastructure	As and when needed	19/08/2024	19/08/2027	36 months	No measures	No measures	No allocation	N/A
		Oitsegodira General Trading						No measures	No measures	No allocation	N/A

Contents

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		LTC Holding Cc	on an as and when needed basis for a period of 36 months (EI, municipal building and rehabilitation of building/ Libraries, multi-purpose sports, recreation community centre, minor beautification and walkways.					No measures	No measures	No allocation	N/A
		Tendiwanga Investments (Pty) Ltd						No measures	No measures	No allocation	N/A
		Tsuamo Rhules JV						No measures	No measures	No allocation	N/A
		Faranani Housing Project						No measures	No measures	No allocation	N/A
		Motheo Construction Group (Pty) Ltd						No measures	No measures	No allocation	N/A
		Mmatamedi JV Mathomomayo						No measures	No measures	No allocation	N/A
		Simandlovu Trading Cc						No measures	No measures	No allocation	N/A
		FM Infrastructure (Pty) Ltd						No measures	No measures	No allocation	N/A
		Kaykaysim Projects (Pty) Ltd						No measures	No measures	No allocation	N/A
		Ruwacon (Pty) Ltd						No measures	No measures	No allocation	N/A

Contents

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		SSD Environmental Consultants Jv 777MPS Logistics						No measures	No measures	No allocation	N/A
		Rapid Builders and constructors (Pty) Ltd						No measures	No measures	No allocation	N/A
		Enza Construction (Pty)						No measures	No measures	No allocation	N/A
58	RWCLM-4/009/2023/2024	Bottomline IT	Appointment of a service provider for the provision of a complete backup (baas) and disaster recovery (draas) solution for a period of 36 months.	R 11 007 000.00	16/09/2024	16/09/2027	36 months	5	5	3	N/A
59	RWCLM-5/001/2023/2024	Mr Popo Protection Services	Appointment of a service provider for the provision of security of security services for a period of 36 months	Rates based	17/09/2024	17/09/2027	36 months	2	2	2	Measures taken by user department in terms of the GCC.
60	RWCLM-4/008/2023/2024:	Ndondo Holding (Pty) Ltd	Appointment of a service provider for to deliver, maintain and support information technology(it) software and application as an when needed basis for a period of 36 months.	30 659 179.08	20/09/2024	20/09/2027	36 months	N/A	5	3	N/A

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022-23	2023-24	2024-25	REMEDIAL ACTION
61	RWCLM-6/001/2024/2025	LSH Holdings UrbanMoves (Pty) Ltd Megaphase Trading (Pty) Ltd Eleti Trading and Projects (Pty) Ltd Zoned Trading Enterprise Cc	Appointment of one or more service providers for the supply of Law Enforcement (traffice control) as and when needed for a period of 36 months	216 952	4/02/2025	4/02/2028	36 months	N/A	N/A	N/A	N/A
62	RWCLM-3/015/2023/2024	Lounde Constr De Freitas Busi Civil Elelement T.D.M Construc Crystal Sparkle Lettam Building DV 5Projects (P Narian Consulti Malindo Civil an Holobye Trading Natha Enterpris SM Holdings (P France MF Gro Tendiwanga Inv	Appoitment of a panel of Grade 6GB build of Environment Contractors for the construction, upgrading and rehabilitation of building Infrastructure on an as and when needed basis for a periof of 36 months (I.E Municipal buidlings/ Libraries, multi-purpose spaorts, recreation community centres, minor beautificatifa-cation and walkways)	Rate Base	6/02/2025	6/02/2028	36 Months	N/A	N/A	N/A	N/A

Contents

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
			On Point on Time Solutions 4T Group (Pty) Ltd Theresho Holdings (Pty) Ltd Mboya Trading and Projects Cc Tshau Business Sebakwa JV Sam Mhlanga Empire (Pty) Ltd Lokells Construction/ Kraft Civils JV Ramsley Contractors-Mokgethwa Projects 2013 JV Skillos Building and Cleaning Maintenance Amandla Building and Construction (Pty) Ltd DV5 Projects (Pty) LTD JV BSK Construction (Pty) Ltd Lethabo Afrika-OM Civil JV Todani (Pty) Ltd JV Perzulu (Pty) Ltd Thalami Civils (Pty) Ltd Rhoshilla Trading and Projects (Pty) Ltd Sebcrs Pty Ltd JV Motla Projects Koud Civils Baledi Re- Engineering Solutions BICS Engineering and Supply (Pty) Ltd Aromane Projects- Khabi Musa General JV Brevimode (Pty) Ltd KSTO Holdings (Pty) Ltd								

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CON-TRACT PE-RIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		Risima Project Management Pro-Power Group (Pty) Ltd Vital Change Trading NDK Investment (Pty) Ltd TNTG Group (Pty) Ltd NSM Professional Services And General Projects Khana Properties (Pty) Ltd Urban Plan Consult									
		BAS INFRASTRUCTURE AND LOGISTICS (PTY) LTD									
		Chauke / MVE Consulting JV									
		H and P Group SA (Pty) Ltd									
		DLM Consulting (Pty) Ltd									
		Bateline Investment (Pty) Ltd									
		Just Right Trading (Pty) Ltd									
		Shiburi-Mnukwa Trading Enterprise									
		Green Outdoor Gym									
		TSS3 Holdings									
		Masailor Construction (Pty) Ltd									
		Simandlovu Trading- Mbelengwa Civil- Seroto Construction JV									
		Morekuri Trading Cc									
63	RWCLM-3/003/2024/2025	SMEC South Africa (Pty) Ltd	Appointment of a professional Consultant for a Municipal cost of supply study as per the	Rates Base	05/03/2025	05/03/2028	36 Months			N/A	New contract

Contents

No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
			NERSA for a period of 24 months.								
64	RWCLM-3/001/2024/2025	Mlambo Road Work and Logistics Ubuhle by buhle Mmatamedji JV Mthomane	Appointment of a panel of service providers for the supply and delivery of streetlight fittings, streetlight spares and other luminaries on an as and when needed basis for period of 36 months	No budget	18/03/2025	18/03/2028	36 months			N/A	New contract
65	RWCLM-3/002/2024/2025	N and M Vhembe Suppliers MJM Myutavhisi and Projects Best Enough Trading and projects 579 Kraft civils (Pty) Ltd Rehodiseng Construction and other projects Zoned Trading Enterprise Cc SSD Environmental Consultants Jv 777MPS Logistics Tshau Business Sebakwa JV Blue Juice (Pty) Ltd Nsovo Construction Libone Civils (Pty) Mlambo Road Work and Logistics Todani (Pty) Ltd	Appointment of a panel to supply and deliver roads and stormwater material on an as and when needed basis for period of 36 months	14 888 852 018.00	28/03/2025	28/03/2028	36 Months			N/A	New contract

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No	BID NUMBER	NAME OF SUPPLIER	DESCRIPTION	BID AMOUNT	START DATE	END DATE	CONTRACT PERIOD	2022.23	2023-24	2024-25	REMEDIAL ACTION
		<i>Pound Holdings</i>									
		<i>Umthombo Engineering (Pty) Ltd</i>									
66	RWCLM-6/001/2024/2025	<i>Siyakha Isizwe Trading Enterprise 176 cc</i>	<i>Appointment of a service provider to enter into a lease agreement to supply and maintain multi-function machines desktop printers Ao (Printers) and any other printers for a period of 36 months</i>	<i>R 1 772 719.26</i>	<i>27/02/2025</i>	<i>27/02/2028</i>	<i>36 Months</i>			N/A	New contract
67	RWCLM-5/004/2024-2025	<i>Legend Trading</i>	<i>Appointment of a service provider to conduct feasibility study for establishment of waste transfer stations</i>	<i>Rates based</i>	<i>10/06/2025</i>	<i>10/12/2025</i>	<i>6 months</i>				<i>New contract</i>
68	RT3/20255	<i>Dido Digital Document (Pty)Ltd</i>	<i>Supply, Delivery, installation, commissioning and maintenance of office automation solution to the state for the period, 1 April 2022 to 31 March 2026</i>	<i>Rates based</i>	<i>15/05/2025</i>	<i>15/05/2026</i>	<i>11 months</i>				<i>New contract</i>
69	RWCLM-2/003/2024-2025	<i>Munsoft</i>	<i>Appointment of a service provider to supply, deliver, support and maintenance of an MSCOA compliant EPR financial system for a period of 36 months</i>	<i>1 569 087.11</i>	<i>30/06/2025</i>	<i>30/06/2028</i>	<i>36 months</i>				<i>New contract</i>

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APPENDICES

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

Disclosures		
Period 1 July to 30 June of Year 2024/2025		
Position	Name	Description of Financial interests* (Nil / Or details) and directorship and partnership
(Executive) Mayor	Cllr. W. Matsheke	Other financial Interest - Residential rentals Commercial rentals
Member of MAYCOM		Mzakeni Cooperative Bank Lebelo la Mokoka trading and Projects Lebelo la Mokoka trading and projects
Speaker of Council	Cllr. S. Moumakwe	
	Cllr. D. Machaba	Financial Interest -Nil
	Cllr. Winile Njane	Financial Interest -Nil
	Cllr. U. Dickson	Financial Interest -Nil
	Cllr. A. Zama	Financial Interest -Nil
	Cllr. N. Kunene	Financial Interest -Nil
	Cllr. N. Molatlhegi	Financial Interest - Nil
	Cllr. P. Mapena-Dlamini	Financial Interest -Nil
	Cllr. Y. Legoete	Financial Interest - Nil
	Cllr. D. Mbulula	
	Cllr. D. Ndzipho	430 trust shares in Gold Fields Thusano empowerment share trust. - Ndzipho Attorneys Incorporated 100% - Izitya Business solutions PTY LTD
Councillors		
	Cllr. Betty Montsho	3003 shares at MTN 299 shares at MTN 300 share at Vodacom
	Cllr. Xoliwe Mirriam Batalisi	Financial Interest -Nil
	Cllr. Fortia Johanna Bergman	Financial Interest -Nil
	Cllr. Mattheus Nicolaus Botha	Financial Interest -Nil
	Cllr. Charles Alexander Brough	Financial Interest -Nil
	Cllr. Mkhuseleli Jokazi	Financial Interest -Nil Remunerated work outside municipal – (self-employed - livestock)
	Cllr. Gesina Aletta Erasmus	Financial Interest - Nil
	Cllr. Craig Harrison	Financial Interest - Nil
	Cllr. Philile Kenneth Faku	Financial Interest - Nil
	Cllr. Nicolette Claudine Kiewietz	Financial Interest - Nil
	Cllr. Boitumelo Makhene	Financial Interest - Nil
	Cllr. Tebogo Portia Malema	Financial Interest - Nil

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Disclosures		
Period 1 July to 30 June of Year 2024/2025		
Position	Name	Description of Financial interests* (Nil / Or details) and directorship and partnership
	Cllr. Sophie Keamogetswe Marumule	Financial Interest - Nil
	Cllr. Makhumo Keitumetse Moabi	Financial Interest - Nil
	Cllr. Amos Atiele Moeng	Financial Interest - Nil Active lad's projects PTY LTD 100% (not in operation)
	Cllr. Phillip Mofokeng	Financial Interest - Nil
	Cllr. Abram Ally Mosina	Financial Interest - Nil Share - 100% CC Mosina Investment
	Cllr. Pieter Erasmus	Financial Interest - Pack Accountants PTY LTD
	Cllr. Masuubule Eunice Matlaila	Financial Interest - Nil
	Cllr. Duduzile Mbulula	Financial Interest - Nil
	Cllr. Nozibele Mrwetyana	Financial Interest - Nil
	Cllr. Petunia Lebogang Ngozi	33.4% in Ngorabokwi trading enterprise 50% in Bokamoso consulting services deregistration process. 33.4% Ngorabokwi trading enterprise
	Cllr. Anele Saba	Financial Interest - Nil Employment and remuneration – Sibanye Still Water – R21 000
	Cllr. Winile Simon Njani	Financial Interest – Private school 50% 10% security company 50% construction company Partnership – West rand private school
	Cllr. Bruce Aldrin Nimmerhoudt	Financial Interest - Nil
	Cllr. Zodwa Nonhlanhla Clementine Nkosi	Financial Interest - 100% Zamokuhle GFT General Services
	Cllr. David Paseka Noah	Financial Interest - Sibanye shares
	Cllr. Notando Nomga	Financial Interest - Boithutong day care NPO 3%
	Cllr. Simphiwe Ntsume	Financial Interest - Nil
	Cllr. Jeanette Refilwe Nyameni	Financial Interest - Nil
	Cllr. Mabatho Clara Ramothale	Financial Interest - Nil
	Cllr. Jabulani Alfred Thenjekwayo	Financial Interest - Nil
	Cllr. Innocent Ikalafeng Thobeko	Financial Interest - Nil
	Cllr. Makgosi Glory Tlhapiso	Financial Interest - Nil
	Cllr. Khuziwe Elizabeth Tsotetsi	Financial Interest - Nil
	Cllr. Alwyn Jacobus Van Tonder	Financial Interest - 100% Serve Excel (Pty)Ltd Employment and remuneration - SA Broking services – R240 000
	Cllr. Joseph Setona Letlhake	Financial Interest - Nil
	Cllr. Charmain Schade	Shares - Lindo country lodge 100% Partnership – LJVA Transport PTY LTD 49%

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Disclosures		
Period 1 July to 30 June of Year 2024/2025		
Position	Name	Description of Financial interests* (Nil / Or details) and directorship and partnership
	<i>Cllr. Darlington Dumile Sithole</i>	<i>Financial Interest - Nil</i>
	<i>Cllr. Hulisani Bethuel Munyai</i>	<i>Financial Interest -Investec Investment</i>
	<i>Cllr. Tebogo Mabongo</i>	<i>Financial Interest - Nil</i>
	<i>Cllr. Daniel Malope Machaba</i>	<i>Financial Interest - Nil</i>
	<i>Cllr. Tsitsana Maria Tlholoe</i>	<i>Nil (declaration not yet submitted)</i>
	<i>Cllr Beauty Nkosi</i>	<i>Financial Interest - 100% Zamokuhle GFT General Services</i>
Municipal Manager	<i>Ndlovu T</i>	<i>Financial Interest -Nil</i> <i>Directorships – closed Corporate (TPN Management)</i> <i>– closed Corporate (Campus Life Creations)</i> <i>– closed Corporate (Lenong Chem)</i> <i>– closed Corporate (Kwamagxaki Guest-house)</i> <i>– closed Corporate (Sithole Trading)</i>
Chief Financial Officer	<i>Masindi X</i>	<i>Financial Interest – Nil</i>
Deputy MM and Executive Directors	<i>Nkambule B. E</i>	<i>100% owner private company (not Active to date)</i> <i>Directorships – closed Corporate (New Vision Mining PTY LTD)</i>
	<i>Stoffels C.H</i>	<i>Financial Interest -Nil</i>
	<i>Mdlela S</i>	<i>Financial Interest -Nil</i>
	<i>Madonsela N</i>	<i>Financial Interest -Nil</i>
	<i>Machaba M</i>	<i>Financial Interest - Nil</i> <i>Directorships – closed Corporate (Xilumani Consulting)</i>
	<i>Mokebe R</i>	<i>Financial Interest – Nil</i> <i>Directorships – closed Corporate (Capacity HQ)</i> <i>Directorships – closed Corporate (Naledi Financial)</i>
	<i>Bekwa V</i>	<i>Financial Interest - Nil</i>

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Function – 2024/2025						
						R' 000
Vote Description	Year 2023/24	Current: Year 2024/25			Year 2024/25 Variance	
	Actual	Original Budget	Adjusted Budget	Actual/	Original Budget	Adjustments Budget
Vote 1 - MUNICIPAL MANAGEMENT OFFICE	4,789	4,390	4,887	1,829	140%	167%
Vote 2 - INFRA-STRUCTURE SERVICE	1,697,344	2,021,007	2,021,007	755,298	168%	168%
Vote 3 - COMMUNITY SERVICES	273,272	240,260	216,802	88,979	170%	144%
Vote 4 - ECONOMIC DEVELOPMENT AND PLANNING	410,137	473,626	912,323	711,459	-33%	28%
Vote 5 - GOVERNANCE & TRANSFORMATION SUPPORT SERVICES	23,967	53,193	53,193	52,995	0%	0%
Vote 6 - FINANCIAL MANAGEMENT SERVICES	177,498	123,238	166,072	149,200	-17%	11%
Vote 7 - CORPORATE SUPPORT SERVICES	132,539	70,154	101,917	104,865	-33%	-3%
Vote 8 - CHIEF INFORMATION OFFICER	34,650	31,763	31,763	31,644	0%	0%
Vote 9 - INTERNAL AUDITING	13,347	12,235	12,235	12,190	0%	0%
Vote 10 - POLITICAL OFFICE & IGR	96,813	109,121	103,070	102,694	6%	0%
Total revenue by vote	2,864,357	3,138,987	3,623,269	2,011,152	56%	80%
						T K.1

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source – 2024/2025						
Description	R '000					
	2023/24	2024/25			2024/25	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	350,167	416,656	508,731	522,318	-19%	-45%
Property rates - penalties & collection charges	17,134		–	–		
Service Charges - electricity revenue	786,913	1,014,415	1,014,415	932,091	-29%	-29%
Service Charges - water revenue	382,883	484,244	444,648	384,778	-26%	-16%
Service Charges - sanitation revenue	112,976	161,745	161,745	161,069	-43%	-43%
Service Charges - refuse revenue	103,620	145,149	145,149	147,414	-40%	-40%
Service Charges - other	–	–	–	–		
Rentals of facilities and equipment	3,604	5,230	5,230	4,105	-45%	-45%
Interest earned - external investments	20,058	16,500	22,393	17,321	18%	-12%
Interest earned - outstanding debtors	88,278	97,488	134,641	131,897	-10%	-53%
Dividends received	–	–	–	–		
Fines	13,525	22,546	22,546	16,512	-67%	-67%
Licences and permits	241	349	349	218	-45%	-45%
Agency services	22,021	27,500	27,849	26,098	-25%	-26%
Transfers recognised - operational	502,436	514,578	514,775	514,589	-2%	-2%
Other revenue	297,320	20,029	20,223	13,909	93%	93%
Gains on disposal of PPE	–	–	–	–		
Public Contributions and donations	14,533	–	–	–		
Total Revenue (excluding capital transfers and contributions)	2,715,711	2,926,428	3,022,693	2,872,320	-1.88%	-5.24%
T K.2						

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APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: Excluding MIG – 2024/2025						R' 000
Details	Budget 2023/24	Adjustments Budget 2023/24	Actual 2023/24	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjust- ments Budget	
<i>Aids District programme</i>	4,301	4,301	2,497	-72%	-72%	<i>Health Programmes</i>
<i>Energy Efficiency De- mand Man</i>	–	–	–	0%	0%	<i>Electrical Infrastruc- ture upgrading</i>
<i>Expanded Public Works Programme</i>	1,728	2,028	2,028	15%	0%	<i>Community uplift- ment projects</i>
<i>Finance Management Grant</i>	2,100	1,589	1,455	-44%	-9%	<i>Financial manage- ment skill capacity</i>
<i>Human Settlement</i>	28,000	376,286	162,628	83%	-131%	<i>Urban development and planning</i>
<i>Integrated National Electrification Pro- gramme</i>	50,074	50,074	50,074	0%	0%	<i>Electrification pro- grammes</i>
<i>Water Supply Infrastruc- ture Grant</i>	61,447	61,447	52,123	-18%	-18%	<i>Water Infrastructure upgrading and re- newal</i>
<i>Skills Development Grant</i>	–	–	–	0%	0%	<i>Municipality skills upgrading</i>
<i>Sports, Arts & Culture</i>	198	198	198	0%	0%	<i>Sports and recrea- tion programmes</i>
<i>Department of Corpo- rate Governance</i>	–	–	–	0%	0%	<i>Asset management</i>
<i>Neighbourhood Devel- opment Grant</i>	20,000	20,000	17,649	-13%	-13%	<i>Neighbourhood De- velopment</i>
Total	167,848,766	515,923,018	288,652,857	42%	-79%	
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Conditional Grants: Excluding MIG – 2024/2025						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donors (continue below if necessary)
				Budget	Adjustments Budget	
Neighborhood Development Partnership Grant						
Public Transport Infrastructure and Systems Grant						
Other Specify:						
Construction of 132kV Substation at Dan Thloome	18 574 000	-	18 574 000			Completed
20MVA 132/44KV Mohlakeng Ext.11 substation upgrade (Phase.1)	12 000 000	-	12 000 000			Completed
Electrification of Zenzele Informal Settlement	19 500 000		19 500 000			Completed
Total						
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COMMENT ON CONDITIONAL GRANTS EXCLUDING MIG:

For the 2024/25 financial year Rand West City Local Municipality received a total of R167 Million in conditional grants funds which were later adjusted to 515 million.

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

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

Capital Expenditure - New Assets Programme* - 2024/2025				
R '000				
Description	Year 2023/24	Year 2024/25		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure
Capital expenditure by Asset Class				
Infrastructure - Total	147,187	94,243	117,891	73,181
Infrastructure: Road transport - Total	32,182	36,000	32,011	20,958
Roads, Pavements & Bridges	32,182	26,000	31,511	20,958
Storm water	–	10,000	500	–
Infrastructure: Electricity - Total	42,346	38,074	38,074	25,011
Generation	–	–	–	–
Transmission & Reticulation	41,477	38,074	38,074	25,011
Street Lighting	869	–	–	–
Infrastructure: Water - Total	16,419	8,722	8,722	3,187
Dams & Reservoirs	–	8,722	8,722	3,187
Water purification	–	–	–	–
Reticulation	16,419	–	–	–
Infrastructure: Sanitation - Total	56,240	11,447	39,084	24,025
Reticulation	16,255	11,447	39,084	24,025
Sewerage purification	39,985	–	–	–
Infrastructure: Other - Total	–	–	–	–
Community - Total	87	198	2,198	–
Waste Removal	–	–	2,000	–
Libraries	87	198	198	–

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

Capital Expenditure - New Assets Programme* -2024/2025				
				R '000
Description	Year 2023/24	Year 2024/25		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure
Capital expenditure by Asset Class				
<u>Heritage assets - Total</u>	–	–		–
<i>Buildings</i>				
<i>Other</i>				
<u>Investment properties - Total</u>	93,247	–	–	–
<i>Housing development</i>	93,247	–	–	–
<i>Other</i>				
<u>Other assets</u>	7,996	6,200	12,700	3,210
<i>General vehicles</i>	7,317	–	–	–
<i>Specialised vehicles</i>		5,000	5,000	–
<i>Plant & equipment</i>		–	200	–
<i>Computers - hardware/equipment</i>	679	1,200	7,500	3,210
<u>Intangibles</u>	–	–	–	–
<i>Computers - software & programming</i>	–	–	–	–
<i>Other (list sub-class)</i>				
Total Capital Expenditure on new assets	248,517	100,641	132,789	76,391

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

Capital Expenditure - Upgrade/Renewal Programme* - 2024/2025				
R '000				
Description	Year 2023/24	Year 2024/25		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure
Capital expenditure by Asset Class				
Infrastructure - Total	134,827	115,000	91,352	53,435
Infrastructure: Road transport -Total	18,284	14,000	14,000	14,000
<i>Roads, Pavements & Bridges</i>	18,284	14,000	14,000	14,000
<i>Storm water</i>	-	-	-	-
Infrastructure: Electricity - Total	19,413	13,000	13,000	7,202
<i>Generation</i>	-	-	-	-
<i>Transmission & Reticulation</i>	19,413	13,000	13,000	7,202
<i>Street Lighting</i>	-	-	-	-
Infrastructure: Water - Total	24,847	-	-	-
<i>Dams & Reservoirs</i>	-	-	-	-
<i>Water purification</i>	-	-	-	-
<i>Reticulation</i>	24,847	-	-	-
Infrastructure: Sanitation - Total	72,283	88,000	64,352	32,233
<i>Reticulation</i>	468	88,000	64,352	32,233
<i>Sewerage purification</i>	71,815	-	-	-
Investment properties	-	-	-	-
Total Capital Expenditure on renewal of existing assets	134,827	115,000	91,352	53,435
Specialized vehicles	-	-	-	-
<i>Refuse</i>	-	-	-	-
<i>Fire</i>	-	-	-	-
<i>Conservancy</i>	-	-	-	-
<i>Ambulances</i>	-	-	-	-
TMii				

APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 2024/2025

Capital Programme by Project: 2024/25					
					R' 000
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water					
Supply and Installation of Prepaid Water Meters	5,000	5,000	2,399	-108%	-108%
Construction of Bulk Water Supply Pipeline- Dan Tloome; Finsbury ah and Montrose Mega -Phase 2	–	20,725	7,964	100%	-160%
Construction of the Bulk Water Supply from Droogheuwel; Dan Tloome to Finsbury and Montrose phase1	–	920	6,056	100%	85%
Sanitation/Sewerage					
Construction of the Bulk Sewer Pipeline from Mohlakeng Ext10, Mall, R28 to Pelzvale Phase3	–	29,941	14,605	100%	-105%
Purchasing of the Sibanye Wastewater Treatment Works	–	103,108	–	0%	0%
Refurbishment of the Sibanye (Bekkersdal)Wastewater Treatment Works	–	22,720	–	0%	0%
Construction of the Bulk Sewer Line: Dan Tloome Mega and Finsbury to Intersection of 3rd road and R28 in Pelzvale (Phase1)	15,000	31,662	25,380	41%	-25%
Rehabilitation of Sewer Networks in Mohlakeng	15,000	15,000	5,003	-200%	-200%
Refurbishment of Hannes van Niekerk Wastewater Treatment Works (Phase 1)	50,000	50,000	43,178	-16%	-16%
Hillshaven Outfall Sewer Upgrade (Phase 2)	15,000	15,000	13,279	0%	0%
Electricity					
Street Lighting Retrofitting (Phase4) 6.7	4,000	4,000	3,478	-15%	-15%
Construction of Sub-Station at Dan Tloome	25,000	43,500	40,511	0%	0%
MV Networks:40 MVA; 132 KV Dan Tloome 4;5 km Over-head Line	6,500	6,500	–	0%	0%
Upgrading of the Mohlakeng Substation	25,000	8,000	3,803	-557%	-110%
Network at Agricultural Holdings	4,000	1,000	714	0%	0%
7210 Installation of high mast lights in Greater Rand west	8,000	1,000	869	0%	0%
Meter Replacements	8,000	1,153	252	-3080%	-358%
Housing					
Roads					
Construction of roads in Simunye (Phase9) 6.7	2,000	3,000	2,609	23%	-15%

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Capital Programme by Project: 2024/25					
					R' 000
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Construction of Stormwater Pipeline in Toekomsrus 6.7	2,000	4,187	3,641	45%	-15%
Construction of Stormwater Pipeline at Segatsho 6.7	2,000	3,000	2,307	13%	-30%
Rehabilitation of roads In Zuurbekom Phase 5	14,000	20,000	16,257	14%	-23%
Resurfacing and Beautification of R28	–	5,000	2,027	100%	-147%
Construction of Mohlakeng Roads Ext 11 (Phase 4)	14,000	34,386	23,626	0%	0%
Sports, Arts & Culture					
ICT and Other					
IT Equipment	1,000	1,000	679	-47%	-47%
IT Equipment	–	5,000	–	0%	0%
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APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 2024/

Capital Programme by Project by Ward: Year 2024/2025		
		R' 000
Capital Project	Ward(s) affected	Works completed (Yes/No)
Water		
Construction of the security fence at the Glenharvie pump station and reservoirs	Ward 23	
Bekkersdal informal settlement water reticulation (phase 3)	All Wards	
Sanitation/Sewerage		
Refurbishment of Hannes van Niekerk Wastewater Treatment Works (Phase 2)	Ward 24	
Provision of Sewer Network in Mohlakeng Ext5(Phase 3)	All Wards in Mohlakeng	
Construction of the Bulk Sewer Pipeline from Mohlakeng Ext10, Mall, R28 to Pelzvale (Phase 4)	Ward 8& Ward 11	
Upgrading of Hillshaven Outfall Sewer (Phase 3)	Ward 11	
Rehabilitation of Sewer Networks in Mohlakeng (Phase 2)	All Wards in Mohlakeng	
Electricity		
Construction of Substation at Dan Thloome	Ward 2	
Electrification of Zenzele Informal Settlement	Ward 12	
Upgrading of the Mohlakeng Sub_ Station	Ward 22	
Housing		
Township establishment portion 83;255;136;246&68		
Roads & Stormwater		
Resurfacing and Beautification of R28	Ward 13	
Rehabilitation of roads in Zuurbekom (Phase 5)	Ward 17	
Stormwater Management for Flooding in Toekomsrus	Ward 8	
Construction of roads in Simunye (Phase 9)	Ward 1& Ward 5	
Construction of roads in Dan Tloome and Middelvlei	Ward 2	
Construction of roads in Mohlakeng Ext 11	Ward 11	
Construction of roads in Pelzvale	Ward 12	
Sports, Arts & Culture		
Upgrading of Toekmorus (phase 3)	Ward 8	
ICT and Other		
IT Equipment	Ward 5	NO
Procurement of Library Books	Ward 5	NO
Procurement of Wheelie Bins	All Wards	NO
		TO

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS -2024/2025

Service Backlogs: Schools and Clinics				
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection
Schools (NAMES, LOCATIONS)				
Clinics (NAMES, LOCATIONS)				
Names and locations of schools and clinics lacking one or more services. Use 'x' to mark lack of service at appropriate level for the number of people attending the school/clinic, allowing for the proper functioning of the establishment concerned.				T P

APPENDICES

SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION -2024/2025

Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether act on an agency basis)		
Services and Locations	Scale of backlogs	Impact of backlogs
Clinics: The municipality rely on Province for information to be populated.		
Housing:		
Licensing and Testing Centre:		
Randfontein Licencing Department	High	*Filing Space for M/V registration
Westonaria Licencing Department	High	And Licencing documents that have exceeded archiving period. The Department of Transport need to give directive as both regions are running out of storage space.
Reservoirs		
Greenhill's Reservoir	None	None
Finsbury Reservoir	None	None
Westergloor Reservoir	None	None
Badirile Reservoir	None	None
Westonaria Reservoir	None	None
Hills Haven Reservoir	None	None
Waterpan Reservoir	None	None
Bekkersdal Reservoir	None	None
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APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY – 2024/2025

Declaration of Loans and Grants made by the municipality: Year 2024-25				
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value Year 0 R' 000	Total Amount committed over previous and future years
No Loan Commitments for 2024-2025 Financial Year				
* Loans/Grants - whether in cash or in kind				T R

APPENDIX S – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT – 2024/2025

National and Provincial Outcomes for Local Government		
Outcome/Output	Progress to date	Number or Percentage Achieved
Output: Improving access to basic services		
Refurbishment of Hannes van Niekerk Wastewater treatment works Module 3.	90% of the Module 3 was completed.	90%
Electrification of 1000 informal dwellings in the Zenzele informal settlement(phase 2) by 30 June 2025	Target Achieved by 30 June 2025	1000
Installation of 1500m water pipeline at the Bekkersdal Informal settlement 30 June 2025	Target Achieved by 30 June 2025	1500
Number (56) of formal areas provided with refuse removal on a weekly basis	All the Areas were provided with access to refuse waste collection 56/56 formal areas	56
Number (10 000) of registered Indigent Households receiving Free Basic Services by 30 June 2025	Target Achieved: 30 June 2025	10 000
Output: Implementation of the Community Work Programme		
Percentage (100) of Health and Social Services programmes implemented by 30 June 2025	Target Achieved by 30 June 2025	100%
Output: Deepen democracy through a refined Ward Committee model		
Percentage (100) of gender, youth and Disability (GEYODI) programmes implemented by 30 June 2025	Target Achieved by 30 June 2025	100%
Output: Administrative and financial capability		
Percentage (100) implementation of planned IDP activities by 30 June 2025	Completed by 30 June 2025	100%
Percentage (100) implementation of planned performance management activities by 30 June 2025	Completed by 30 June 2025	100%
Percentage (100) of Revenue Enhancement initiatives achieved by 30 June 2025	Target Achieved by 30 June 2025	100%
Percentage (100) of Expenditure Management activities achieved by 30 June 2025	Completed by 30 June 2025	100%
* Note: Some of the outputs detailed on this table might have been reported for in other chapters, the information thereof should correspond with previously reported information.		
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VOLUME II: ANNUAL FINANCIAL STATEMENTS

Provide the Annual Financial Statements (AFS) to the respective financial year as submitted to the Auditor-General. The completed AFS will be Volume II of the Annual Report.

APPENDICES

- ANNUAL PERFORMANCE REPORT (APR) 2024/2025
- ORGANISATIONAL STRUCTURE 2024/2025
- ANNUAL FINANCIAL STATEMENT (AFS) 2024/2025
- AUDITORS GENERAL REPORT (YEAR END 2025)

ANNUAL REPORT TEAM

RWCLM ANNUAL REPORT TEAM

COMPILED IN HOUSE BY:

KELETSAMAILE WELMA MKHEHLANE – INSTITUTIONAL PERFORMANCE MANAGER



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