2024/2025

ANNUAL REPORT DAWID KRUIPER MUNICIPALITY

Volume I

Contents

CONTENTS

CONTENTS

CHAPTER 1 – MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S FOREWORD

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

1.2. MUNICIPAL OVERVIEW

1.3. SERVICE DELIVERY OVERVIEW

1.4. FINANCIAL HEALTH OVERVIEW

1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

1.6. AUDITOR GENERAL REPORT

1.7. STATUTORY ANNUAL REPORT PROCESS

CHAPTER 2 – GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE

2.2 ADMINISTRATIVE GOVERNANCE

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 INTERGOVERNMENTAL RELATIONS

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4 PUBLIC MEETINGS

2.5 IDP PARTICIPATION AND ALIGNMENT

COMPONENT D: CORPORATE GOVERNANCE

2.6 RISK MANAGEMENT

2.7 ANTI-CORRUPTION AND FRAUD

2.8 SUPPLY CHAIN MANAGEMENT

2.9 BY-LAWS

2.10 WEBSITES

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

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

Contents

COMPONENT A: BASIC SERVICES

3.1. WATER PROVISION

3.2 WASTE WATER (SANITATION) PROVISION

3.3 ELECTRICITY

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

3.5 HOUSING

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

COMPONENT B: ROAD TRANSPORT

3.7 ROADS

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

3.9 WASTE WATER (STORMWATER DRAINAGE)

COMPONENT C: PLANNING AND DEVELOPMENT

3.10 PLANNING

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

COMPONENT D: COMMUNITY & SOCIAL SERVICES

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

3.55 CEMETORIES AND CREMATORIUMS

3.56 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

COMPONENT E: ENVIRONMENTAL PROTECTION

3.59 POLLUTION CONTROL

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

COMPONENT F: HEALTH

COMPONENT G: SECURITY AND SAFETY

3.65 POLICE

3.66 FIRE

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

COMPONENT H: SPORT AND RECREATION

Contents

3.68 SPORT AND RECREATION

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.69 EXECUTIVE AND COUNCIL

3.70 FINANCIAL SERVICES

3.71 HUMAN RESOURCE SERVICES

3.72 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

3.73 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

COMPONENT J: MISCELLANEOUS

COMPONENT K: ORGANISATIONAL PERFOMANCE SCORECARD

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

(PERFORMANCE REPORT PART II)

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2 POLICIES

4.3 INJURIES, SICKNESS AND SUSPENSIONS

4.4 PERFORMANCE REWARDS

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.5 SKILLS DEVELOPMENT AND TRAINING

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.6 EMPLOYEE EXPENDITURE

CHAPTER 5 – FINANCIAL PERFORMANCE

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

5.2 GRANTS

5.3 ASSET MANAGEMENT

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE

Contents

5.6 SOURCES OF FINANCE

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.9 CASH FLOW

5.10 BORROWING AND INVESTMENTS

5.11 PUBLIC PRIVATE PARTNERSHIPS

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

5.13 GRAP COMPLIANCE

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS218

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS

6.1 AUDITOR GENERAL REPORTS 2023/2024

COMPONENT B: AUDITOR-GENERAL OPINION 2024/2025

6.2 AUDITOR GENERAL REPORT 2024/2025

GLOSSARY

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

APPENDIX E – WARD REPORTING

APPENDIX F – WARD INFORMATION

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2024/2025

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Contents

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

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

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

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

APPENDIX N – CAPITAL PROGRAM BY PROJECT

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

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

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

VOLUME II: ANNUAL FINANCIAL STATEMENTS

Chapter 1

CHAPTER 1 – MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S FOREWORD

MAYOR'S FOREWORD

As the Executive Mayor of the Dawid Kruiper Municipality, it is both a pleasure and a responsibility to present our annual report for the financial year 2024/2025. This report encapsulates a year of rigorous efforts, strategic planning, and collaborative governance aimed at ensuring sustainable development and improved service delivery across the municipality.

Our municipality boasts a rich cultural heritage and a unique geographical landscape that affords us notable opportunities for development, particularly within the fields of agriculture, renewable energy, and eco-tourism. This financial year, we have focused on harnessing these opportunities to stimulate economic growth while addressing the socio-economic challenges we continue to face. Our special attention towards renewable energy has given birth to initiatives that align with both national goals and global trends favouring green energy solutions.

Significant strides were made in addressing service delivery backlogs. Specifically, the electrification projects in Pabalello and Louisvale marked a critical step forward in reaching our underserved communities. Our collaboration with agencies like Eskom ensures that this momentum is maintained, eventually culminating in universal access to electricity across our diverse localities.

We have also made remarkable progress in infrastructure development, notably through our roads and sanitation projects. These initiatives are geared towards improving the everyday lives of our residents while enabling smoother economic activities and safe, accessible pathways across our region. The drainage systems and road resurfacing activities are vital in mitigating the impact of climate change, which we are committed to tackling head-on.

Education remains paramount in our strategic efforts as we believe it holds the key to long-term community empowerment. This year saw increased collaborations with educational institutions and vocational centers to enhance skill development programs, targeted at equipping our youth with the tools they need in today's innovation-driven world.

Our administration's financial prudence has been pivotal this year. Although navigating through liquidity challenges was not without its difficulties, our fiscal policies ensured a steady balance between expenditure and much-needed investments in municipal services.

Importantly, our governance pivot has seen more robust public participation processes established. Listening to our people and integrating their input ensures that our decisions are reflective of their needs, thereby promoting social cohesion and democratic governance.

Lastly, I take this opportunity to express my gratitude to our dedicated municipal officials, community leaders, and residents for their unwavering cooperation and commitment. Together, we have moved one step closer to realise our municipality's full potential, enhancing the lives of its citizens.

The journey continues, and with renewed vigor and community spirit, I am confident we will achieve even greater heights in the year ahead.

CLLR DAWID KAZI
EXECUTIVE MAYOR

T 1.0.1

Chapter 1

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

MUNICIPAL MANAGER'S OVERVIEW

The Dawid Kruiper Municipality's achievements in the financial year 2024/2025 underline our commitment to sustainable growth and effective service delivery. As the driving force behind the strategic implementation of the Integrated Development Plan (IDP), our efforts this year have been geared towards fostering an efficient, transparent, and accountable governance framework.

Central to our success has been the automation of several processes within our municipal operations. The use of technology to innovate service delivery has streamlined our systems, resulting in enhanced productivity and faster response times for community queries and service applications. This not only improves interaction between residents and the municipality but also raises our operational standards.

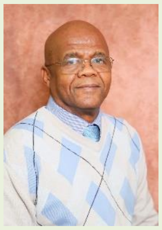
The financial management teams are instrumental in maintaining fiscal discipline. They have diligently worked to ensure that our capital projects align with the budgetary constraints while meeting the community's pressing needs. Simultaneously, our focus on compliance and adherence to the Municipal Finance Management Act has fortified our financial integrity.

Infrastructure development continued to be a predominant focus area. The upgrades to our Water Treatment Works and the completion of key road rehabilitation projects have significantly mitigated service delivery issues related to water and transport, promoting economic benefits.

On the environmental front, we have made substantial efforts in sustainable practices, ensuring our projects are ecologically sound and supportive of our goal to become a greener municipality. Our waste management strategies are now more robust, seeking to truly make a difference in how we preserve our local environment for future generations.

Acknowledging our challenges, our risk management frameworks have been examined and fortified to better anticipate and mitigate risks across various operational spectrums. These measures are designed to enhance preparedness and resilience, particularly in the face of fluctuating economic conditions and climate uncertainties.

Ultimately, our ongoing success reflects the unwavering dedication from every member of the council, our staff, and the community constituents we serve. Together, we are building a future where the Dawid Kruiper Municipality sets a benchmark in municipal governance and citizens' quality of life.



Dr Elias Ntoba

Chapter 1

VISION

To provide an affordable quality service to inhabitants and visitors in Dawid Kruiper Municipal jurisdiction and to execute the policies and programs of the Council.

MISSION

As an authority that delivers municipal service to Dawid Kruiper Municipal jurisdiction, we attempt by means of a motivated staff, to develop Dawid Kruiper Municipal jurisdiction increasingly as pleasant safe and affordable living and workplace for its residence and a hospitable and relaxed visiting place for its visitors.

T 1.1.1

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA

INTRODUCTION

The Dawid Kruiper Municipality, part of the ZF Mgcawu District in the Northern Cape Province, is a vast and diverse region known for its unique natural landscapes and cultural heritage. It is named in honour of Dawid Kruiper, a prominent leader of the Khomani San people, symbolizing the region's deep historical and cultural roots. Located in an arid to semi-arid environment, the municipality encompasses key settlements such as Paballelo, Rietfontein, Askham, Karos, Rosedale, and Louisvale. It serves as a strategic administrative and economic hub in the Northern Cape. Covering a land area of approximately 39,000 square kilometres, the municipality is characterized by a blend of urban centres, agricultural zones along the Orange River, and expansive rural areas.

The socio-economic profile of Dawid Kruiper Municipality reflects its dual identity: a region rich in natural resources and opportunities, yet facing significant socio-economic challenges. While it boasts a vibrant agricultural sector, emerging renewable energy projects, and unique eco-tourism offerings, the municipality also struggles with high levels of poverty, unemployment, and infrastructure deficits, especially in rural communities.

With its proximity to significant tourist destinations like the Augrabies Falls National Park and Kgalagadi Transfrontier Park, Dawid Kruiper Municipality is well-positioned to leverage its location and natural assets. However, addressing critical issues such as water resource management, education, and equitable service delivery is essential to realizing its full potential. This socio-economic profile aims to provide a comprehensive overview of the municipality's current economic landscape, key sectors, and opportunities, alongside the challenges that must be addressed to foster sustainable development and inclusive growth.

STATISTICAL OVERVIEW REPORT

The following Statistical Overview Report aims to quantify the economic, demographic and socio-economic environment of Dawid Kruiper Local Municipality in context of its neighbouring regions, the district, the province and South Africa. A better understanding of the demographic, economic and socio-economic environment could inform stakeholders to implement and monitor plans and policies that will allow for a healthy, growing and inclusive economy and society.

Understanding the changes in the composition of the population with respect to population group, age and gender is vital in the face of growing pressure on food, energy, water, jobs and social support on the country's citizens. An understanding of how the total fertility rates, age-specific fertility rates, sex ratios at birth, life expectancies and international migration affect the respective population groups, ages and genders is essential for effective planning on a spatial level.

The first section of the Statistical Overview Report will aim to disentangle the changes in the Dawid Kruiper Local Municipality demographics in context of other locals of the region, the districts, the Province and South Africa. The second section will provide insights into the economic environment of Dawid Kruiper Local Municipality in relation to the other local municipality in the region, the district, the province and South Africa's performance. The changing economic environment subsequently has an effect on the ability of the economy to create jobs. This section will therefore also include analysis on the employment and subsequent income dynamics of Dawid Kruiper Local Municipality. The third component of the Statistical Overview will investigate issues pertaining to the socio-economic environment of residents in Dawid Kruiper Local Municipality. Analysis will include a review of the Human Development Index (HDI), Gini, poverty, education, population density, crime, bulk infrastructure, international trade and tourism indicators relative to that of the other locals of the region, the districts, the Province and South Africa.

DEMOGRAPHY

Total population

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

TABLE 1. Total population - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [Numbers percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
2013	106,000	248,000	1,160,000	54,900,000	*42.9%*	*9.1%*	*0.19%*
2014	108,000	252,000	1,190,000	55,800,000	*43.0%*	*9.1%*	*0.19%*
2015	110,000	256,000	1,210,000	56,700,000	*43.1%*	*9.1%*	*0.19%*
2016	112,000	260,000	1,230,000	57,600,000	*43.2%*	*9.2%*	*0.20%*
2017	114,000	264,000	1,250,000	58,400,000	*43.4%*	*9.2%*	*0.20%*
2018	117,000	267,000	1,260,000	59,300,000	*43.6%*	*9.2%*	*0.20%*
2019	119,000	271,000	1,290,000	60,200,000	*43.8%*	*9.2%*	*0.20%*
2020	121,000	274,000	1,310,000	61,000,000	*44.1%*	*9.3%*	*0.20%*
2021	123,000	278,000	1,320,000	61,700,000	*44.2%*	*9.3%*	*0.20%*
2022	125,000	281,000	1,340,000	62,400,000	*44.3%*	*9.3%*	*0.20%*
2023	127,000	285,000	1,360,000	63,200,000	*44.4%*	*9.3%*	*0.20%*
	Average Annual growth						
2013-2023	***1.76***%	***1.40***%	***1.56***%	***1.43***%			

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

With 127 000 people, the Dawid Kruiper Local Municipality housed 0.2% of South Africa's total population in 2023. Between 2013 and 2023 the population growth averaged 1.76% per annum which is slightly higher than the growth rate of South Africa as a whole (1.43%). Compared to ZF Mgcawu's average annual growth rate (1.40%), the growth rate in Dawid Kruiper's population at 1.76% was slightly higher than that of the district municipality.

Population projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Dawid Kruiper's population is projected to grow at an average annual rate of 1.2% from 127 000 in 2023 to 134 000 in 2028.

TABLE 2. Population projections - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023-2028 [Numbers percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
2023	127,000	285,000	1,360,000	63,200,000	*44.4%*	*9.3%*	*0.20%*
2024	128,000	289,000	1,380,000	64,100,000	*44.5%*	*9.3%*	*0.20%*
2025	130,000	292,000	1,400,000	64,900,000	*44.6%*	*9.3%*	*0.20%*
2026	132,000	295,000	1,410,000	65,700,000	*44.6%*	*9.3%*	*0.20%*
2027	133,000	298,000	1,430,000	66,500,000	*44.6%*	*9.3%*	*0.20%*
2028	135,000	302,000	1,450,000	67,300,000	*44.6%*	*9.3%*	*0.20%*
Average Annual growth							
2023-2028	***1.22***%	***1.14***%	***1.29***%	***1.25***%			

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The population projection of Dawid Kruiper Local Municipality shows an estimated average annual growth rate of 1.2% between 2023 and 2028. The average annual growth rate in the population over the projection period for ZF Mgcawu District Municipality, Northern Cape Province and South Africa is 1.1%, 1.3% and 1.2% respectively. The Northern Cape Province is estimated to have an average growth rate of 1.3% which is very similar than that of the Dawid Kruiper Local Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.2% which is very similar than that of Dawid Kruiper's projected growth rate.

Population by population group, gender and age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

TABLE 3. Population by gender - Dawid Kruiper and the rest of ZF Mgcawu District Municipality, 2023 [Number].

	Male	Female	Total
Dawid Kruiper	60,970	65,646	126,615
Kai !Garib	42,452	42,047	84,498
!Kheis	10,695	10,864	21,559
Tsantsabane	16,238	15,665	31,903
Kgatelopele	10,121	10,207	20,328
ZF Mgcawu	**140,476**	**144,429**	**284,904**

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality's male/female split in population was 92.9 males per 100 females in 2023. The Dawid Kruiper Local Municipality appears to be a fairly stable population with the share of female population (51.85%) being very similar to the national average of (51.13%). In total there were 65 600 (51.85%) females and 61 000 (48.15%) males. This is different from the ZF Mgcawu District Municipality as a whole where the female population counted 144 000 which constitutes 50.69% of the total population of 285 000.

TABLE 4. **Population by population group, gender and age - Dawid Kruiper Local Municipality, 2023 [Number].**

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	1,700	1,680	318	228	4,130	4,010	68	56
05-09	1,400	1,440	240	256	4,070	4,020	40	76
10-14	1,130	1,130	222	190	3,550	3,420	30	35
15-19	1,060	1,060	235	244	3,900	3,880	20	23
20-24	1,030	1,080	351	201	3,480	3,380	14	45
25-29	1,100	1,270	311	247	3,700	3,600	71	71
30-34	1,310	1,290	308	220	3,830	3,830	63	72
35-39	1,580	1,340	513	338	3,960	3,530	86	82
40-44	944	1,020	316	349	3,400	3,110	25	69
45-49	498	592	266	248	2,480	2,480	3	45
50-54	454	504	302	301	2,430	2,130	12	22
55-59	363	347	312	283	2,180	1,800	10	15
60-64	295	260	391	257	1,640	1,440	0	10
65-69	228	128	407	373	1,340	894	1	8
70-74	142	87	298	272	1,010	622	6	5
75+	138	82	761	421	1,180	456	4	0
Total	**13,400**	**13,300**	**5,550**	**4,430**	**46,300**	**42,600**	**452**	**636**

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, the Dawid Kruiper Local Municipality's population consisted of 21.08% African (26 700), 7.88% White (9 980), 70.18% Coloured (88 900) and 0.86% Asian (1 090) people. The largest share of population is within the young working age (25-44 years) age category with a total number of 42 000 or 33.1% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 26.4%, followed by the older working age (45-64 years) age category with 22 400 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 8 860 people, as reflected in the population pyramids below.

Number of households by population group

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2023, the Dawid Kruiper Local Municipality comprised of 33 200 households. This equates to an average annual growth rate of 1.84% in the number of households from 2013 to 2023. With an average annual growth rate of 1.76% in the total population, the average household size in the Dawid Kruiper Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2013 decreased from approximately 3.8 individuals per household to 3.8 persons per household in 2023.

TABLE 5. Number of households - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [Number percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
2013	27,700	66,100	312,000	15,100,000	*41.9%*	*8.9%*	*0.18%*
2014	28,100	66,900	317,000	15,400,000	*42.0%*	*8.8%*	*0.18%*
2015	28,400	67,600	323,000	15,800,000	*42.0%*	*8.8%*	*0.18%*
2016	29,000	68,900	331,000	16,200,000	*42.1%*	*8.7%*	*0.18%*
2017	29,600	70,300	341,000	16,500,000	*42.0%*	*8.7%*	*0.18%*
2018	30,000	71,200	346,000	16,700,000	*42.1%*	*8.7%*	*0.18%*
2019	30,200	71,500	349,000	16,700,000	*42.3%*	*8.7%*	*0.18%*
2020	30,400	71,800	352,000	16,700,000	*42.4%*	*8.6%*	*0.18%*
2021	31,500	74,200	364,000	16,900,000	*42.5%*	*8.7%*	*0.19%*
2022	32,400	76,100	372,000	17,400,000	*42.6%*	*8.7%*	*0.19%*
2023	33,200	77,800	378,000	17,800,000	*42.7%*	*8.8%*	*0.19%*
Average Annual growth							
2013-2023	***1.84***%	***1.65***%	***1.93***%	***1.66***%			

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Relative to the district municipality, the Dawid Kruiper Local Municipality had a higher average annual growth rate of 1.84% from 2013 to 2023. In contrast, the province had an average annual growth rate of 1.93% from 2013. The South Africa as a whole had a total of 17.8 million households, with a growth rate of 1.66%, thus growing at a lower rate than the Dawid Kruiper.

The composition of the households by population group consists of 64.6% which is ascribed to the Coloured population group with the largest amount of households by population group. The African population group had a total composition of 22.4% (ranking second). The White population group had a total composition of 11.4% of the total households. The smallest population group by households is the Asian population group with only 1.6% in 2023.

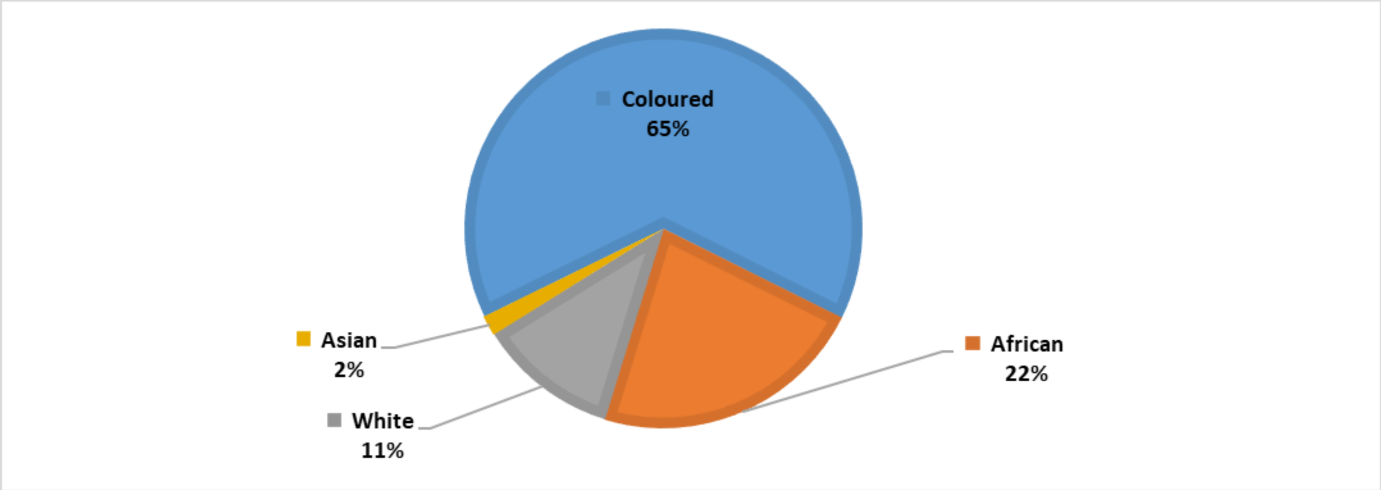


CHART 1. Number of households by population group - Dawid Kruiper Local Municipality, 2023 [Percentage]
Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The growth in the number of Coloured headed households was on average 2.30% per annum between 2013 and 2023, which translates in the number of households decreasing by 4 370 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2013 and 2023 at 9.69%. The average annual growth rate in the number of households for all the other population groups has increased with 1.75%.

HIV+ and AIDS estimates
HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

TABLE 6. Number of HIV+ people - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [Number and percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
2013	4,010	10,400	56,000	6,080,000	*38.6%*	*7.2%*	*0.07%*
2014	4,160	10,700	57,700	6,210,000	*38.9%*	*7.2%*	*0.07%*
2015	4,320	11,000	59,400	6,350,000	*39.2%*	*7.3%*	*0.07%*
2016	4,480	11,300	61,100	6,490,000	*39.5%*	*7.3%*	*0.07%*
2017	4,650	11,700	63,000	6,650,000	*39.8%*	*7.4%*	*0.07%*
2018	4,830	12,000	65,000	6,820,000	*40.1%*	*7.4%*	*0.07%*
2019	5,010	12,400	67,000	7,000,000	*40.5%*	*7.5%*	*0.07%*
2020	5,180	12,700	68,900	7,170,000	*40.7%*	*7.5%*	*0.07%*
2021	5,350	13,100	70,800	7,340,000	*40.9%*	*7.5%*	*0.07%*
2022	5,520	13,500	72,900	7,520,000	*41.0%*	*7.6%*	*0.07%*
2023	5,700	13,900	75,300	7,730,000	*41.0%*	*7.6%*	*0.07%*
Average Annual growth							
2013-2023	***3.58***%	***2.94***%	***3.00***%	***2.42***%			

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, 5 700 people in the Dawid Kruiper Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 3.58% since 2013, and in 2023 represented 4.50% of the local municipality's total population. The ZF Mgcawu District Municipality had an average annual growth rate of 2.94% from 2013 to 2023 in the number of people infected with HIV, which is lower than that of the Dawid Kruiper Local Municipality. The number of infections in the Northern Cape Province increased from 56,000 in 2013 to 75,300 in 2023. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2013 to 2023 with an average annual growth rate of 2.42%.

ECONOMY

The economic state of Dawid Kruiper Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, ZF Mgcawu District Municipality, Northern Cape Province and South Africa. The Dawid Kruiper Local Municipality does not function in isolation from ZF Mgcawu, Northern Cape Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

Gross domestic product by region (GDP-R)

The gross domestic product (GDP), an important indicator of economic performance, is used to compare economies and economic states. GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

TABLE 7. Gross domestic product (GDP) - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [R billions, Current prices]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
2013	10.7	23.1	83.1	3,868.6	*46.5%*	*12.9%*	*0.28%*
2014	11.7	25.1	90.4	4,133.9	*46.7%*	*13.0%*	*0.28%*
2015	12.5	26.4	94.9	4,420.8	*47.3%*	*13.1%*	*0.28%*
2016	13.4	28.1	100.9	4,759.6	*47.7%*	*13.3%*	*0.28%*
2017	14.0	29.5	106.4	5,078.2	*47.5%*	*13.2%*	*0.28%*
2018	14.8	31.2	112.9	5,363.2	*47.5%*	*13.1%*	*0.28%*
2019	15.5	32.8	119.3	5,625.2	*47.3%*	*13.0%*	*0.28%*
2020	15.8	33.7	122.8	5,562.8	*46.9%*	*12.9%*	*0.28%*
2021	17.5	38.2	139.7	6,220.2	*45.9%*	*12.5%*	*0.28%*
2022	19.3	41.5	152.5	6,655.5	*46.4%*	*12.6%*	*0.29%*
2023	20.2	42.8	158.2	7,024.0	*47.1%*	*12.7%*	*0.29%*

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

With a GDP of R 20.2 billion in 2023 (up from R 10.7 billion in 2013), the Dawid Kruiper Local Municipality contributed 47.08% to the ZF Mgcawu District Municipality GDP of R 42.8 billion in 2023 increasing in the share of the ZF Mgcawu from 46.55% in 2013. The Dawid Kruiper Local Municipality contributes 12.74% to the GDP of Northern Cape Province and 0.29% the GDP of South Africa which had a total GDP of R 7.02 trillion in 2023 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2013 when it contributed 0.28% to South Africa, but it is lower than the peak of 0.29% in 2022.

TABLE 8. Gross domestic product (GDP) - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [Annual percentage change, Constant 2010 prices]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total
2013	4.0%	2.4%	2.1%	2.5%
2014	1.0%	2.4%	2.4%	1.4%
2015	1.0%	1.7%	2.0%	1.3%
2016	0.4%	-0.8%	-0.3%	0.7%
2017	1.0%	2.0%	1.9%	1.2%
2018	1.7%	1.1%	1.2%	1.6%
2019	-0.4%	-0.7%	-0.2%	0.3%
2020	-3.2%	-5.5%	-5.2%	-6.2%
2021	5.0%	5.2%	5.7%	5.0%
2022	2.4%	0.7%	1.1%	1.9%
2023	-1.5%	-0.2%	0.5%	0.7%
Average Annual growth 2013-2023	***0.72***%	***0.54***%	***0.86***%	***0.74***%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, the Dawid Kruiper Local Municipality achieved an annual growth rate of -1.46% which is a significantly lower GDP growth than the Northern Cape Province's 0.46%, but is lower than that of South Africa, where the 2023 GDP growth rate was 0.70%. Contrary to the short-term growth rate of 2023, the longer-term average growth rate for Dawid Kruiper (0.72%) is very similar than that of South Africa (0.74%). The economic growth in Dawid Kruiper peaked in 2021 at 5.02%.

CHART 2. Gross domestic product (GDP) - Dawid Kruiper Local Municipality and the rest of ZF Mgcawu, 2023 [Percentage]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The Dawid Kruiper Local Municipality had a total GDP of R 20.2 billion and in terms of total contribution towards ZF Mgcawu District Municipality the Dawid Kruiper Local Municipality ranked highest relative to all the regional economies to total ZF Mgcawu District Municipality GDP. This ranking in terms of size compared to other regions of Dawid Kruiper remained the same since 2013. In terms of its share, it was in 2023 (47.1%) slightly larger compared to what it was in 2013 (46.5%). For the period 2013 to 2023, the average annual growth rate of 0.7% of Dawid Kruiper was the third relative to its peers in terms of growth in constant 2010 prices.

Economic growth forecast

It is expected that Dawid Kruiper Local Municipality will grow at an average annual rate of 1.50% from 2023 to 2028. The average annual growth rate in the GDP of ZF Mgcawu District Municipality and Northern Cape Province is expected to be 0.93% and 1.77% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.92%, which is higher than that of the Dawid Kruiper Local Municipality.

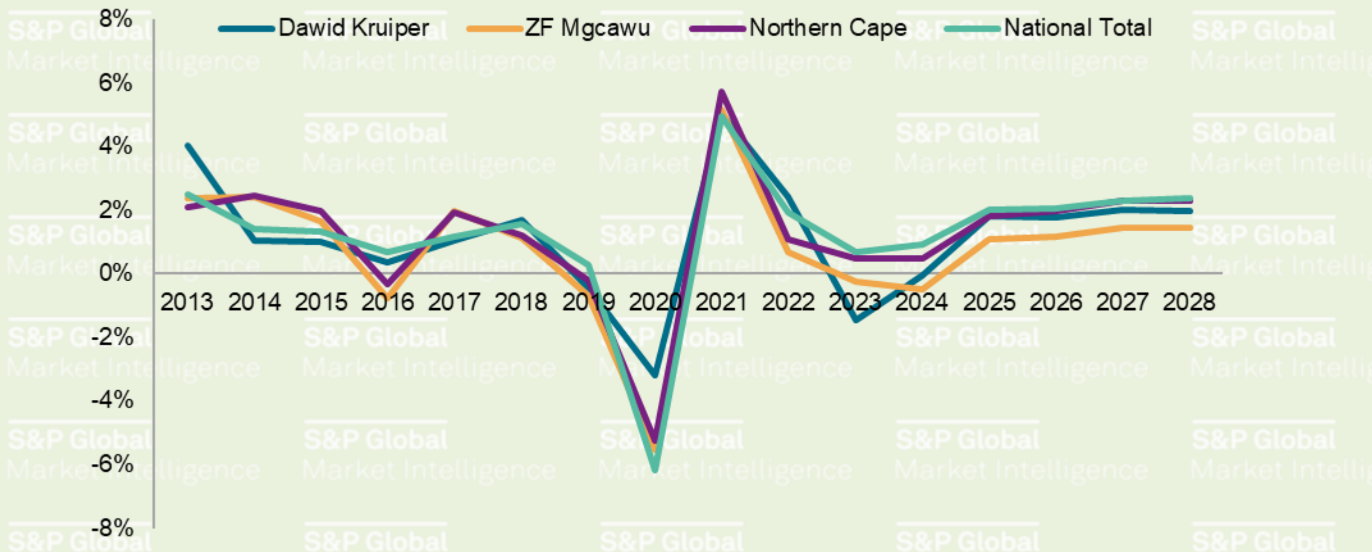


CHART 3. Gross domestic product (GDP) - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2028 [Average annual growth rate, constant 2010 prices]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.
© 2024 S&P Global.

In 2028, Dawid Kruiper's forecasted GDP will be an estimated R 14.3 billion (constant 2010 prices) or 50.5% of the total GDP of ZF Mgcawu District Municipality. The ranking in terms of size of the Dawid Kruiper Local Municipality will remain the same between 2023 and 2028, with a contribution to the ZF Mgcawu District Municipality GDP of 50.5% in 2028 compared to the 49.1% in 2023. At a 1.50% average annual GDP growth rate between 2023 and 2028, Dawid Kruiper ranked the second compared to the other regional economies.

Gross value added by region (GVA-R)

The Dawid Kruiper Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy. The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Dawid Kruiper Local Municipality.

TABLE 9. Gross value added (GVA) by broad economic sector - Dawid Kruiper Local Municipality, 2023 [R billions, current prices]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
Agriculture	1.9	4.3	11.3	183.8	*44.7%*	*17.1%*	*1.05%*
Mining	0.3	7.4	27.4	444.2	*4.7%*	*1.3%*	*0.08%*
Manufacturing	1.2	2.0	6.2	910.5	*58.9%*	*18.5%*	*0.13%*
Electricity	0.4	0.9	4.7	219.4	*42.1%*	*7.7%*	*0.16%*
Construction	0.3	0.7	2.1	155.2	*51.2%*	*15.8%*	*0.22%*
Trade	3.0	4.9	17.2	877.7	*60.8%*	*17.4%*	*0.34%*
Transport	1.7	3.1	12.7	495.0	*56.7%*	*13.8%*	*0.35%*
Finance	3.5	5.7	20.0	1,471.8	*61.7%*	*17.5%*	*0.24%*
Community services	5.5	9.8	40.6	1,553.2	*56.1%*	*13.5%*	*0.35%*
Total Industries	**17.8**	**38.6**	**142.2**	**6,310.8**	***46.2%***	***12.5%***	***0.28%***

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, the community services sector is the largest within Dawid Kruiper Local Municipality accounting for R 5.49 billion or 30.8% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Dawid Kruiper Local Municipality is the finance sector at 19.6%, followed by the trade sector with 16.7%. The sector that contributes the least to the economy of Dawid Kruiper Local Municipality is the construction sector with a contribution of R 336 million or 1.88% of the total GVA.

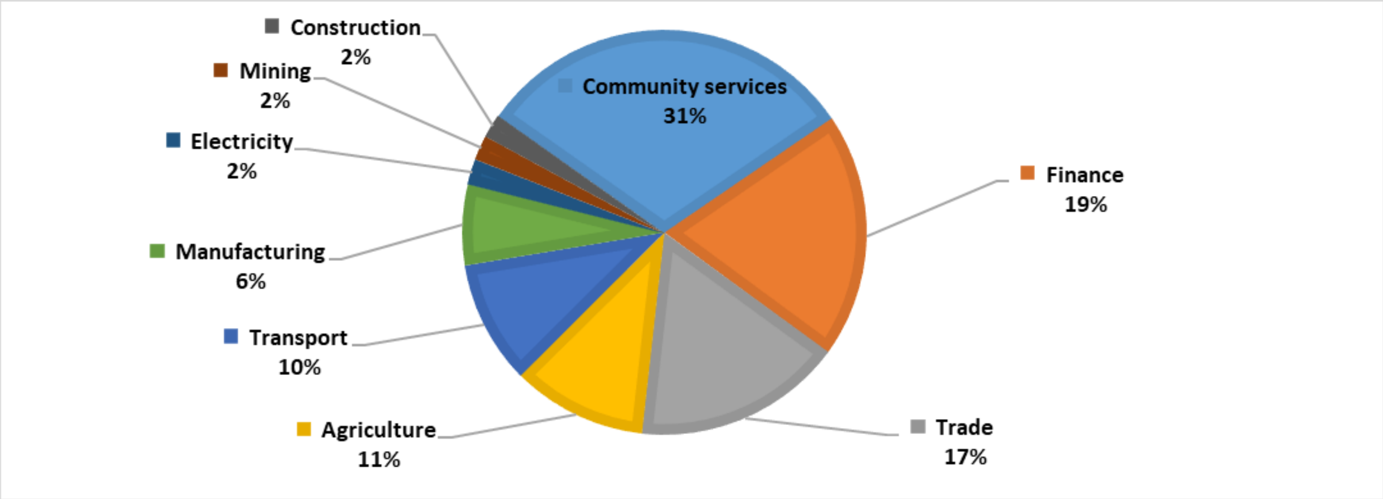


CHART 4. Gross value added (GVA) by broad economic sector - Dawid Kruiper Local Municipality, 2023 [percentage composition]
Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the ZF Mgcawu District Municipality, it is clear that the Dawid Kruiper contributes the most community services towards its own GVA, with 56.08%, relative to the other regions within ZF Mgcawu District Municipality. The Dawid Kruiper contributed R 17.8 billion or 46.18% to the GVA of ZF Mgcawu District Municipality.The Dawid Kruiper also contributes the most the overall GVA of ZF Mgcawu District Municipality.

Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

TABLE 10. Working age population in Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013 and 2023 [Number]

	Dawid Kruiper		ZF Mgcawu		Northern Cape		National Total	
	2013	2023	2013	2023	2013	2023	2013	2023
15-19	9,310	10,400	20,900	22,600	100,000	119,000	4,800,000	5,620,000
20-24	10,100	9,580	26,300	22,800	112,000	101,000	5,540,000	4,750,000
25-29	9,780	10,400	25,500	24,100	110,000	101,000	5,490,000	4,990,000
30-34	8,780	10,900	21,400	26,300	91,700	113,000	4,480,000	5,730,000
35-39	7,310	11,400	17,100	25,400	75,600	109,000	3,660,000	5,500,000
40-44	6,810	9,240	15,200	21,100	66,300	90,800	3,120,000	4,340,000
45-49	5,780	6,610	13,400	16,600	60,000	73,500	2,710,000	3,450,000
50-54	4,980	6,160	11,500	13,900	53,200	63,100	2,320,000	2,880,000
55-59	3,980	5,300	9,160	12,100	45,600	56,000	1,910,000	2,450,000
60-64	3,260	4,300	7,400	10,000	36,200	48,200	1,510,000	2,040,000
Total	**70,100**	**84,300**	**168,000**	**195,000**	**751,000**	**875,000**	**35,500,000**	**41,800,000**

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The working age population in Dawid Kruiper in 2023 was 84 300, increasing at an average annual rate of 1.87% since 2013. For the same period the working age population for ZF Mgcawu District Municipality increased at 1.50% annually, while that of Northern Cape Province increased at 1.54% annually. South Africa's working age population has increased annually by 1.62% from 35.5 million in 2013 to 41.8 million in 2023.

Economically active population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

TABLE 11. Economically active population (EAP) - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [number, percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
2013	38,300	100,000	415,000	19,600,000	*38.2%*	*9.2%*	*0.19%*
2014	40,000	104,000	434,000	20,500,000	*38.3%*	*9.2%*	*0.20%*
2015	40,600	106,000	441,000	21,200,000	*38.3%*	*9.2%*	*0.19%*
2016	41,100	107,000	443,000	21,900,000	*38.3%*	*9.3%*	*0.19%*
2017	41,500	108,000	445,000	22,500,000	*38.3%*	*9.3%*	*0.18%*
2018	42,200	110,000	447,000	22,800,000	*38.5%*	*9.4%*	*0.18%*
2019	42,800	110,000	450,000	23,200,000	*38.7%*	*9.5%*	*0.18%*
2020	40,900	106,000	426,000	22,700,000	*38.8%*	*9.6%*	*0.18%*
2021	40,500	104,000	415,000	22,800,000	*38.7%*	*9.8%*	*0.18%*
2022	42,900	110,000	433,000	23,700,000	*38.9%*	*9.9%*	*0.18%*
2023	45,900	118,000	464,000	24,800,000	*39.0%*	*9.9%*	*0.18%*
Average Annual growth							
2013-2023	***1.83***%	***1.61***%	***1.11***%	***2.39***%			

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality's EAP was 45 900 in 2023, which is 36.24% of its total population of 127 000, and roughly 39.02% of the total EAP of the ZF Mgcawu District Municipality. From 2013 to 2023, the average annual increase in the EAP in the Dawid Kruiper Local Municipality was 1.83%, which is 0.221 percentage points higher than the growth in the EAP of ZF Mgcawu's for the same period.

Labour force participation rate

The following is the labour participation rate of the Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total as a whole.

TABLE 12. The labour force participation rate - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total
2013	54.6%	59.7%	55.3%	55.2%
2014	55.9%	61.1%	56.9%	56.6%
2015	55.8%	61.2%	56.9%	57.7%
2016	55.5%	60.9%	56.3%	58.8%
2017	55.0%	60.7%	55.8%	59.5%
2018	54.9%	60.5%	55.3%	59.4%
2019	54.5%	60.1%	54.7%	59.4%
2020	51.1%	56.5%	51.0%	57.0%
2021	49.7%	55.2%	48.9%	56.5%
2022	51.7%	57.4%	50.3%	57.8%
2023	54.4%	60.4%	53.1%	59.5%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The Dawid Kruiper Local Municipality's labour force participation rate decreased from 54.58% to 54.42% which is a decrease of -0.16 percentage points. The ZF Mgcawu District Municipality increased from 59.71% to

60.36%, Northern Cape Province decreased from 55.33% to 53.06% and South Africa increased from 55.20% to 59.50% from 2013 to 2023.The Dawid Kruiper Local Municipality labour force participation rate exhibited a higher percentage point change compared to the Northern Cape Province from 2013 to 2023. The Dawid Kruiper Local Municipality had a lower labour force participation rate when compared to South Africa in 2023.

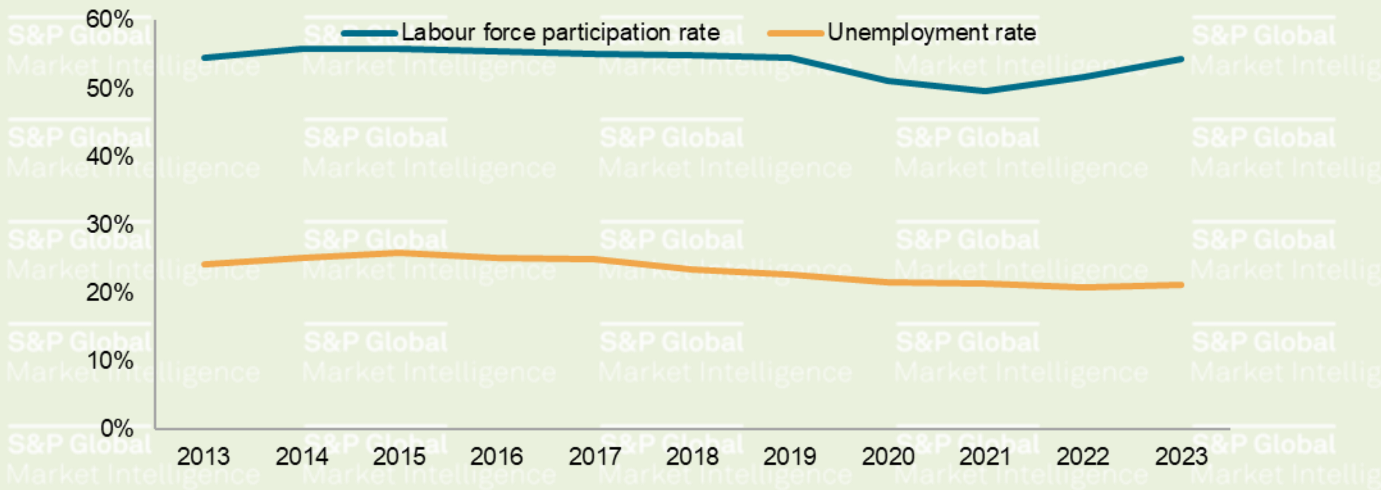


CHART 5. The labour force participation and unemployment rates - Dawid Kruiper Local Municipality, 2013-2023 [percentage]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023 the labour force participation rate for Dawid Kruiper was at 54.4% which is very similar when compared to the 54.6% in 2013. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2013, the unemployment rate for Dawid Kruiper was 24.2% and decreased overtime to 21.1% in 2023. The gap between the labour force participation rate and the unemployment rate increased which indicates a positive outlook for the employment within Dawid Kruiper Local Municipality.

Total employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

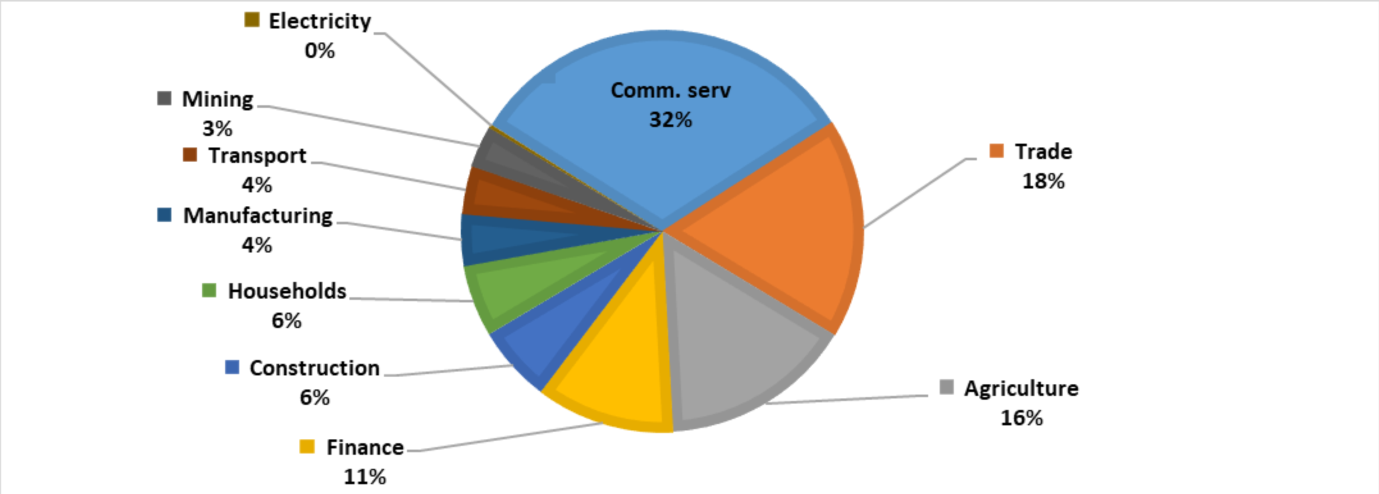
TABLE 13. Total employment - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [numbers]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total
2013	31,000	79,800	295,000	14,700,000
2014	32,000	82,300	306,000	15,300,000
2015	32,100	83,300	310,000	15,800,000
2016	32,800	84,300	312,000	16,100,000
2017	33,200	85,900	316,000	16,400,000
2018	34,400	88,000	323,000	16,600,000
2019	35,100	89,100	329,000	16,600,000
2020	34,000	85,200	315,000	15,800,000
2021	33,700	84,200	305,000	15,100,000
2022	36,000	89,600	322,000	15,700,000
2023	38,300	95,400	345,000	16,700,000
Average Annual growth				
2013-2023	***2.13***%	***1.79***%	***1.56***%	***1.30***%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, Dawid Kruiper employed 38 300 people which is 40.16% of the total employment in ZF Mgcawu District Municipality (95 400), 11.10% of total employment in Northern Cape Province (345 000), and 0.23% of the total employment of 16.7 million in South Africa. Employment within Dawid Kruiper increased annually at an average rate of 2.13% from 2013 to 2023. The Dawid Kruiper Local Municipality average annual employment growth rate of 2.13% exceeds the average annual labour force growth rate of 1.83% resulting in unemployment decreasing from 24.21% in 2013 to 21.13% in 2023 in the local municipality.

In Dawid Kruiper Local Municipality the economic sectors that recorded the largest number of employment in 2023 were the community services sector with a total of 12 300 employed people or 32.0% of total employment in the local municipality. The trade sector with a total of 6 790 (17.7%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 110 (0.3%) is the sector that employs the least number of people in Dawid Kruiper Local Municipality, followed by the mining sector with 1 290 (3.4%) people employed.



Chapter 1

CHART 6. Total employment per broad economic sector - Dawid Kruiper Local Municipality, 2023 [percentage]
Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Formal and Informal employment
Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established. Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Dawid Kruiper Local Municipality counted 34 100 in 2023, which is about 89.03% of total employment, while the number of people employed in the informal sector counted 4 200 or 10.97% of the total employment. Informal employment in Dawid Kruiper increased from 3 700 in 2013 to an estimated 4 200 in 2023.

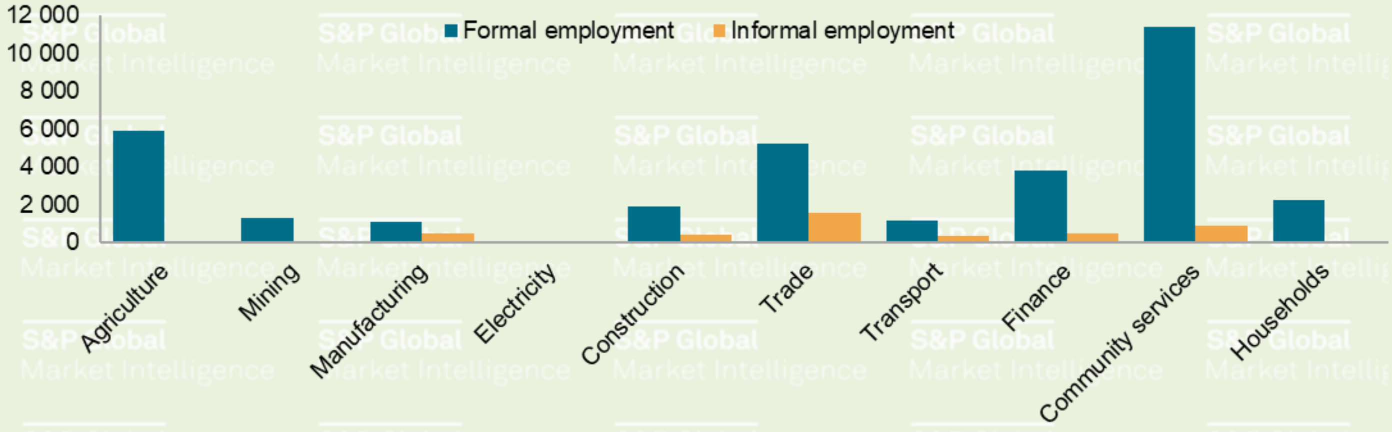


CHART 7. Formal and informal employment by broad economic sector - Dawid Kruiper Local Municipality, 2023 [numbers]
Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Some of the economic sectors have little or no informal employment:
Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

In 2023 the Trade sector recorded the highest number of informally employed, with a total of 1 560 employees or 37.19% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Transport sector has the lowest informal employment with 348 and only contributes 8.28% to total informal employment.

TABLE 14. Formal and informal employment by broad economic sector - Dawid Kruiper Local Municipality, 2023 [numbers]

	Formal employment	Informal employment
Agriculture	5,940	N/A
Mining	1,290	N/A
Manufacturing	1,080	493
Electricity	110	N/A
Construction	1,900	444
Trade	5,230	1,560
Transport	1,130	348
Finance	3,790	482
Community services	11,400	871
Households	2,230	N/A

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Unemployment

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "*unemployed*" comprise all persons above a specified age who during the reference period were:

- "*Without work*", i.e. not in paid employment or self-employment;
- "*Currently available for work*", i.e. were available for paid employment or self-employment during the reference period; and
  "*Seeking work*", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

TABLE 15. Unemployment (official definition) - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [Number percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
2013	9,260	21,500	121,000	4,940,000	*43.0%*	*7.7%*	*0.19%*
2014	10,000	23,200	129,000	5,150,000	*43.1%*	*7.8%*	*0.19%*
2015	10,500	24,100	133,000	5,410,000	*43.8%*	*7.9%*	*0.19%*
2016	10,400	24,100	133,000	5,800,000	*43.0%*	*7.8%*	*0.18%*
2017	10,300	23,700	131,000	6,130,000	*43.7%*	*7.9%*	*0.17%*
2018	9,850	22,800	126,000	6,240,000	*43.2%*	*7.8%*	*0.16%*
2019	9,700	22,600	123,000	6,600,000	*42.9%*	*7.9%*	*0.15%*
2020	8,820	21,300	113,000	6,880,000	*41.4%*	*7.8%*	*0.13%*
2021	8,660	21,100	112,000	7,660,000	*41.1%*	*7.8%*	*0.11%*
2022	8,940	21,600	113,000	8,000,000	*41.4%*	*7.9%*	*0.11%*
2023	9,700	23,000	121,000	8,130,000	*42.2%*	*8.0%*	*0.12%*
Average Annual growth							
2013-2023	***0.46***%	***0.65***%	***0.04***%	***5.11***%			

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, there were a total number of 9 700 people unemployed in Dawid Kruiper, which is an increase of 432 from 9 260 in 2013. The total number of unemployed people within Dawid Kruiper constitutes 42.23% of the total number of unemployed people in ZF Mgcawu District Municipality. The Dawid Kruiper Local Municipality experienced an average annual increase of 0.46% in the number of unemployed people, which is better than that of the ZF Mgcawu District Municipality which had an average annual increase in unemployment of 0.65%.

TABLE 16. Unemployment rate (official definition) - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [Percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total
2013	24.2%	21.5%	29.1%	25.2%
2014	25.0%	22.2%	29.7%	25.2%
2015	26.0%	22.7%	30.1%	25.5%
2016	25.2%	22.5%	30.0%	26.4%
2017	25.0%	21.9%	29.5%	27.2%
2018	23.4%	20.8%	28.1%	27.4%
2019	22.7%	20.5%	27.4%	28.4%
2020	21.5%	20.2%	26.6%	30.3%
2021	21.4%	20.2%	27.0%	33.6%
2022	20.8%	19.6%	26.2%	33.7%
2023	21.1%	19.5%	26.1%	32.7%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, the unemployment rate in Dawid Kruiper Local Municipality (based on the official definition of unemployment) was 21.13%, which is a decrease of -3.08 percentage points. The unemployment rate in Dawid Kruiper Local Municipality is higher than that of ZF Mgcawu. Comparing to the Northern Cape Province it can be seen that the unemployment rate for Dawid Kruiper Local Municipality was lower than that of Northern Cape which was 26.13%. The unemployment rate for South Africa was 32.71% in 2023, which is a increase of -7.56 percentage points from 25.15% in 2013.

Income and expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

Number of households by income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

TABLE 17. Households by income category - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [Number Percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
0-2400	0	1	112	1,200	*35.2%*	*0.34%*	*0.03%*
2400-6000	17	40	919	14,500	*42.8%*	*1.87%*	*0.12%*
6000-12000	82	194	4,360	104,000	*42.4%*	*1.88%*	*0.08%*
12000-18000	139	348	8,760	249,000	*40.0%*	*1.59%*	*0.06%*
18000-30000	741	1,820	25,400	912,000	*40.8%*	*2.92%*	*0.08%*
30000-42000	1,380	3,420	26,800	1,280,000	*40.3%*	*5.15%*	*0.11%*
42000-54000	1,420	3,620	23,600	1,280,000	*39.1%*	*6.00%*	*0.11%*
54000-72000	2,360	6,120	32,300	1,850,000	*38.5%*	*7.30%*	*0.13%*
72000-96000	3,340	8,510	37,600	1,960,000	*39.3%*	*8.91%*	*0.17%*
96000-132000	3,750	9,320	39,400	1,920,000	*40.2%*	*9.53%*	*0.19%*
132000-192000	4,090	9,840	41,600	1,990,000	*41.6%*	*9.83%*	*0.21%*
192000-360000	5,920	13,600	55,700	2,470,000	*43.6%*	*10.64%*	*0.24%*
360000-600000	3,790	8,420	34,800	1,590,000	*45.0%*	*10.88%*	*0.24%*
600000-1200000	3,230	7,050	29,200	1,380,000	*45.8%*	*11.05%*	*0.23%*
1200000-2400000	1,590	3,560	14,400	646,000	*44.8%*	*11.06%*	*0.25%*
2400000+	317	702	2,900	134,000	*45.2%*	*10.93%*	*0.24%*
Total	**32,200**	**76,500**	**378,000**	**17,800,000**	***42.0%***	***8.51%***	***0.18%***

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

It was estimated that in 2023 3.05% of all the households in the Dawid Kruiper Local Municipality, were living on R30,000 or less per annum. In comparison with 2013's 10.69%, the number is more than half. The 192000-360000 income category has the highest number of households with a total number of 5 920, followed by the 132000-192000 income category with 4 090 households. Only 0.38 households fall within the 0-2400 income category.

Annual total personal income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

TABLE 18. Annual total personal income - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total [Current Prices, R billions]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total
2013	5.5	12.3	53.3	2,729.4
2014	6.1	13.7	59.0	2,938.2
2015	6.7	15.2	65.3	3,180.0
2016	7.3	16.5	70.8	3,413.6
2017	7.9	18.0	77.1	3,662.1
2018	8.6	19.5	83.0	3,913.0
2019	9.2	20.8	88.2	4,111.6
2020	9.1	20.5	87.0	4,015.2
2021	10.1	22.8	96.5	4,435.7
2022	10.9	24.6	104.0	4,823.2
2023	11.7	26.4	110.8	5,133.6
Average Annual growth				
2013-2023	***7.90***%	***7.95***%	***7.59***%	***6.52***%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality recorded an average annual growth rate of 7.90% (from R 5.46 billion to R 11.7 billion) from 2013 to 2023, which is less than ZF Mgcawu's (7.95%), but more than Northern Cape Province's (7.59%) average annual growth rates. South Africa had an average annual growth rate of 6.52% (from R 2.73 trillion to R 5.13 trillion) which is less than the growth rate in Dawid Kruiper Local Municipality.

TABLE 19. Index of buying power - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [Number]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total
Population	126,615	284,904	1,359,405	63,228,158
Population - share of national total	0.2%	0.5%	2.1%	100.0%
Income	11,678	26,381	110,755	5,133,618
Income - share of national total	0.2%	0.5%	2.2%	100.0%
Retail	3,063,364	6,629,097	27,872,299	1,368,047,000
Retail - share of national total	0.2%	0.5%	2.0%	100.0%
Index	0.00	0.00	0.02	1.00

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality has a 0.2% share of the national population, 0.2% share of the total national income and a 0.2% share in the total national retail, this all equates to an IBP index value of 0.0022 relative to South Africa as a whole. ZF Mgcawu has an IBP of 0.005, were Northern Cape Province has and IBP index value of 0.021 and South Africa a value of 1 relative to South Africa as a whole.

The considerable low index of buying power of the Dawid Kruiper Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the ZF Mgcawu District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

DEVELOPMENT

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

Human development index (HDI)

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

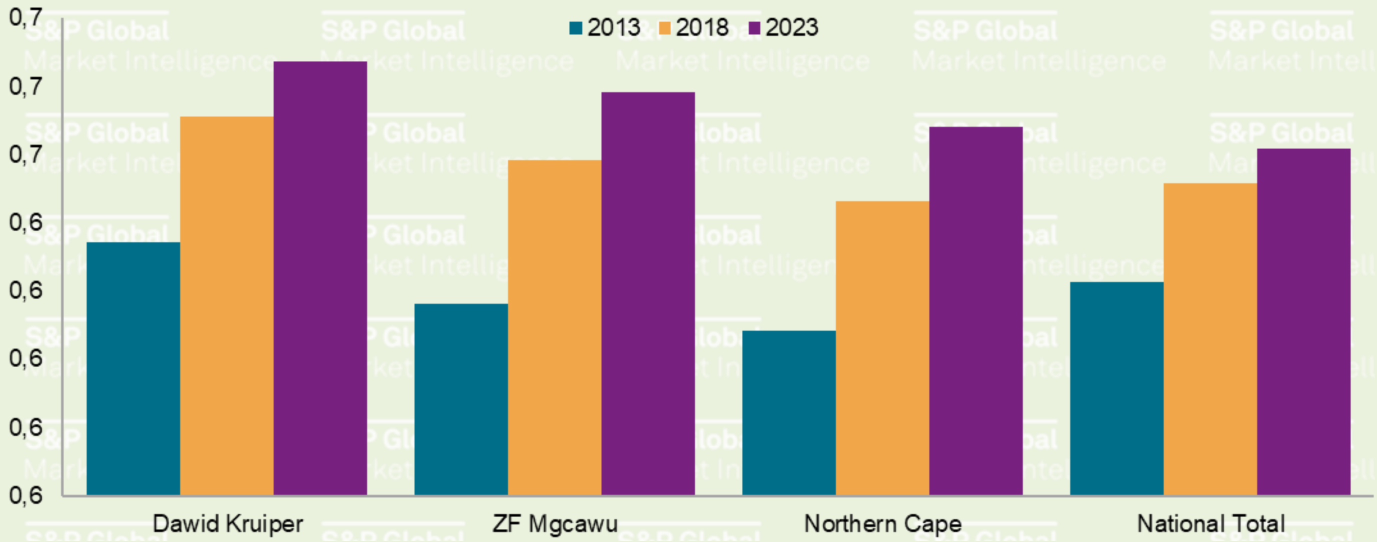


CHART 8. Human development index (HDI) - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013, 2018, 2023 [Number]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023 Dawid Kruiper Local Municipality had an HDI of 0.687 compared to the ZF Mgcawu with a HDI of 0.678, 0.668 of Northern Cape and 0.662 of National Total as a whole. Seeing that South Africa recorded a lower HDI in 2023 when compared to Dawid Kruiper Local Municipality which translates to better human development for Dawid Kruiper Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.61% and this increase is lower than that of Dawid Kruiper Local Municipality (0.80%).

Poverty

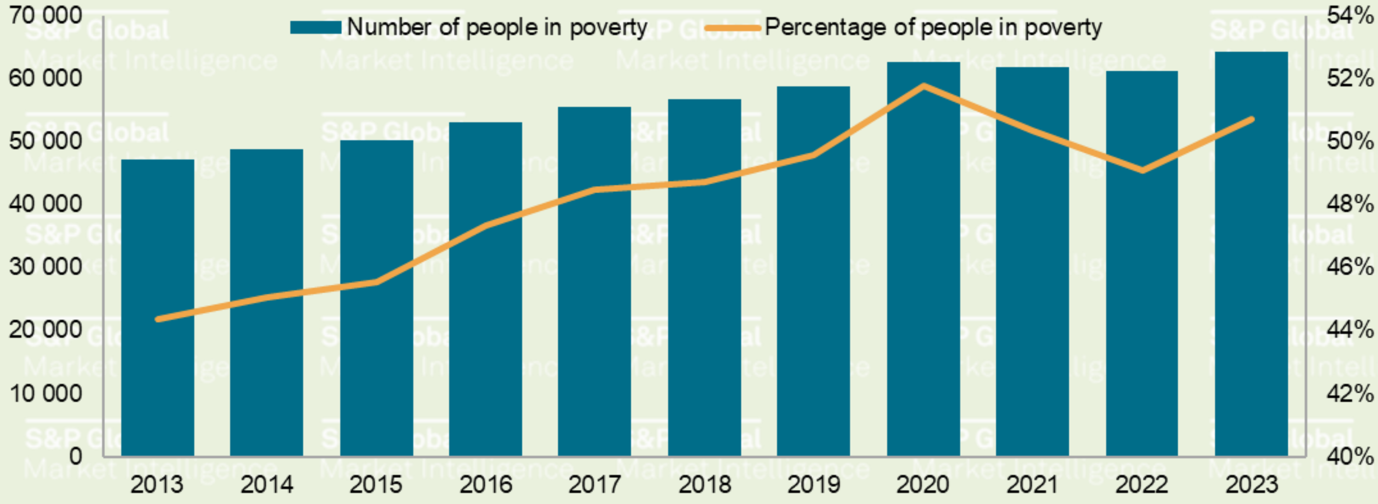


CHART 9. Number and percentage of people living in poverty - Dawid Kruiper Local Municipality, 2013-2023 [Number percentage]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, there were 64 200 people living in poverty, using the upper poverty line definition, across Dawid Kruiper Local Municipality - this is 36.17% higher than the 47 200 in 2013. The percentage of people living in poverty has increased from 44.36% in 2013 to 50.71% in 2023, which indicates a increase of -6.36 percentage points.

TABLE 20. Percentage of people living in poverty by population group - Dawid Kruiper, 2013-2023 [Percentage]

	African	White	Coloured	Asian
2013	57.2%	0.9%	47.7%	13.6%
2014	57.8%	1.0%	48.3%	13.4%
2015	58.2%	0.9%	48.6%	12.7%
2016	60.5%	1.1%	50.3%	14.9%
2017	62.2%	1.1%	51.2%	15.5%
2018	63.1%	1.0%	51.1%	16.8%
2019	64.6%	1.0%	51.6%	18.9%
2020	66.8%	1.1%	53.9%	20.1%
2021	66.0%	1.0%	51.9%	19.6%
2022	65.0%	0.9%	50.3%	15.9%
2023	66.5%	1.1%	52.0%	17.5%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, the population group with the highest percentage of people living in poverty was the African population group with a total of 66.5% people living in poverty, using the upper poverty line definition. The proportion of the Coloured population group, living in poverty, decreased by -3.86 percentage points, as can be seen by the change from 47.68% in 2013 to 51.95% in 2023. In 2023 1.11% of the White population group lived in poverty, as compared to the 0.92% in 2013. The Asian and the African population group saw a decrease in the percentage of people living in poverty, with a decrease of -0.194 and -9.34 percentage points respectively.

Poverty gap rate

It is estimated that the poverty gap rate in Dawid Kruiper Local Municipality amounted to 28.3% in 2023 - the rate needed to bring all poor households up to the poverty line and out of poverty.

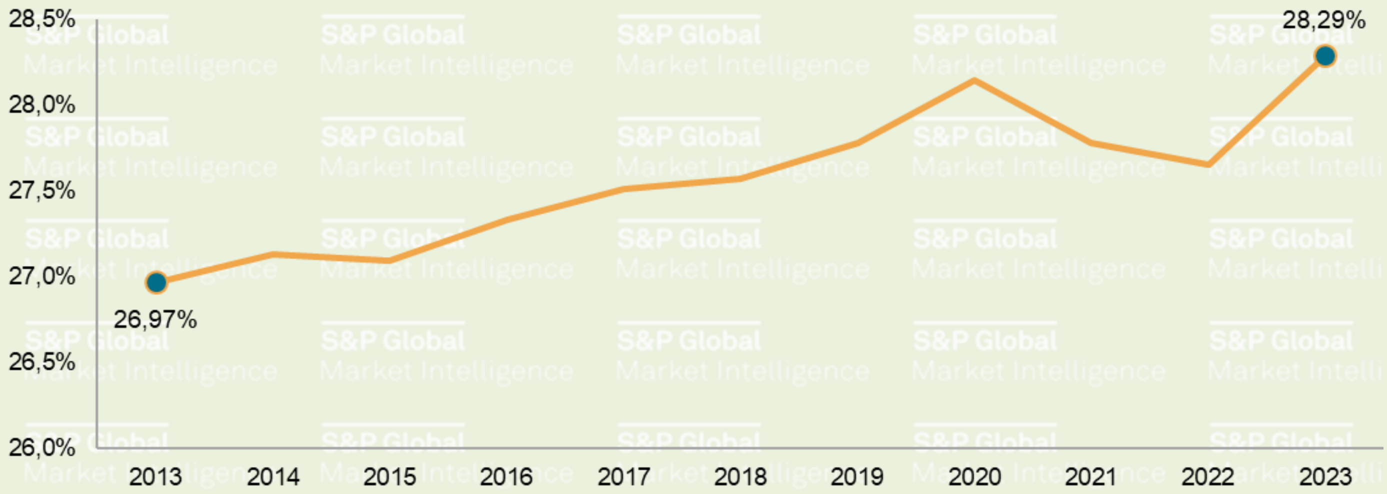


CHART 10. Poverty gap rate by population group - Dawid Kruiper Local Municipality, 2013-2023 [Percentage]
Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, the poverty gap rate was 28.3% and in 2013 the poverty gap rate was 27.0%,it can be seen that the poverty gap rate increased from 2013 to 2023, which means that there were no improvements in terms of the depth of the poverty within Dawid Kruiper Local Municipality.

EDUCATION

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. S&P Global uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

TABLE 21. Highest level of education: age 15+ - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [Numbers]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total	Dawid Kruiper as % of district municipality	Dawid Kruiper as % of province	Dawid Kruiper as % of national
No schooling	2,530	7,890	45,300	1,410,000	32.0%	5.6%	0.18%
Grade 0-2	1,230	3,190	11,600	436,000	38.5%	10.6%	0.28%
Grade 3-6	6,180	17,300	72,900	2,480,000	35.6%	8.5%	0.25%
Grade 7-9	18,500	45,800	173,000	5,810,000	40.3%	10.7%	0.32%
Grade 10-11	20,600	48,000	210,000	9,990,000	42.8%	9.8%	0.21%
Certificate / diploma without matric	169	315	1,910	142,000	53.7%	8.8%	0.12%
Matric only	26,300	54,600	253,000	14,000,000	48.3%	10.4%	0.19%
Matric certificate / diploma	4,140	8,860	51,600	2,900,000	46.8%	8.0%	0.14%
Matric Bachelors degree	2,210	3,550	23,800	1,930,000	62.3%	9.3%	0.11%
Matric Postgrad degree	944	1,760	12,800	1,130,000	53.8%	7.4%	0.08%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The number of people without any schooling in Dawid Kruiper Local Municipality accounts for 32.04% of the number of people without schooling in the district municipality, 5.58% of the province and 0.18% of the national. In 2023, the number of people in Dawid Kruiper Local Municipality with a matric only was 26,300 which is a share of 48.25% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 62.30% of the district municipality, 9.28% of the province and 0.11% of the national.

Functional literacy

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

TABLE 22. Functional literacy: age 20+, completed grade 7 or higher - Dawid Kruiper Local Municipality, 2013-2023 [Number percentage]

	Illiterate	Literate	%
2013	14,581	62,337	81.0%
2014	14,328	64,138	81.7%
2015	14,508	65,476	81.9%
2016	14,653	66,833	82.0%
2017	14,334	68,677	82.7%
2018	13,696	70,982	83.8%
2019	12,521	73,902	85.5%
2020	10,773	77,455	87.8%
2021	10,109	79,772	88.8%
2022	10,959	80,629	88.0%
2023	10,823	82,321	88.4%
Average Annual growth			
2013-2023	***-2.94***%	***2.82***%	***0.87***%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

A total of 82 300 individuals in Dawid Kruiper Local Municipality were considered functionally literate in 2023, while 10 800 people were considered to be illiterate. Expressed as a rate, this amounts to 88.38% of the population, which is an increase of 0.073 percentage points since 2013 (81.04%). The number of illiterate individuals decreased on average by -2.94% annually from 2013 to 2023, with the number of functional literate people increasing at 2.82% annually.

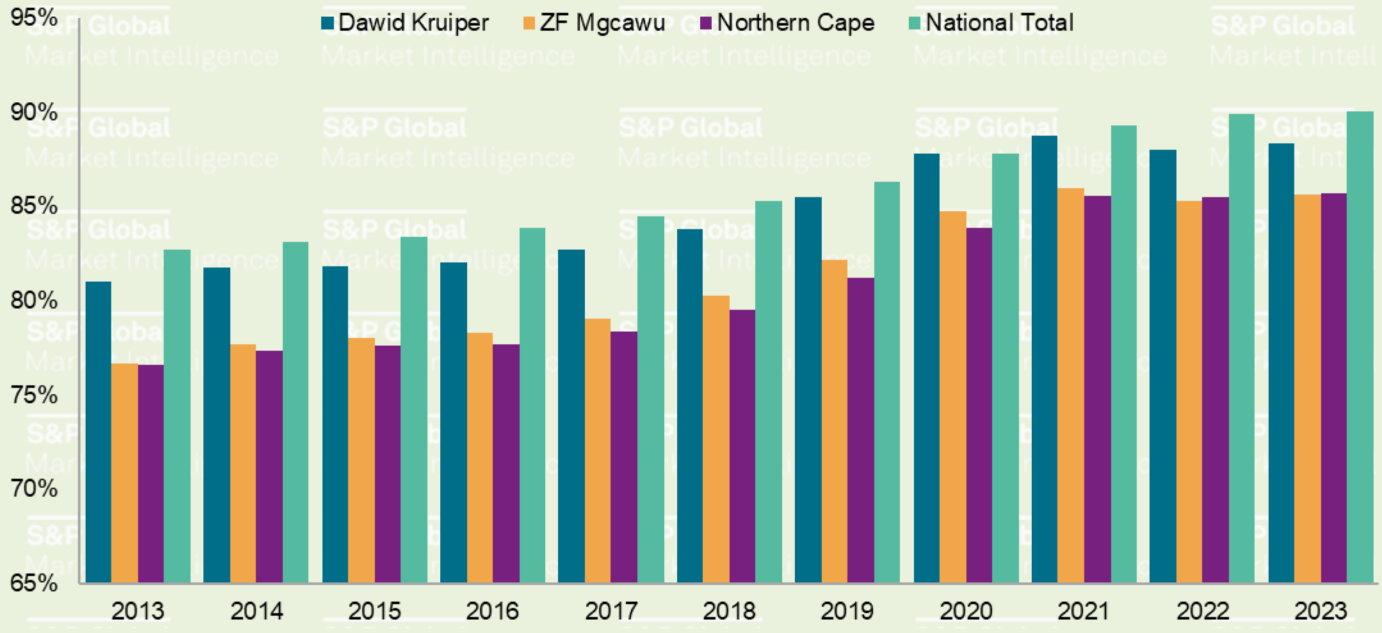


CHART 11. Functional literacy: age 20+, completed grade 7 or higher - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [Percentage]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality's functional literacy rate of 88.38% in 2023 is higher than that of ZF Mgcawu at 85.62%, and is higher than the province rate of 85.69%. When comparing to National Total as whole, which has a functional literacy rate of 90.08%, it can be seen that the functional literacy rate is higher than that of the Dawid Kruiper Local Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

POPULATION DENSITY

CHART 12. Population density - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [number of people per km²]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, with an average of 2.86 people per square kilometre, Dawid Kruiper Local Municipality had a higher population density than ZF Mgcawu (2.78 people per square kilometre). Compared to Northern Cape Province (3.65 per square kilometre) it can be seen that there are less people living per square kilometre in Dawid Kruiper Local Municipality than in Northern Cape Province.

TABLE 23. Population density - Dawid Kruiper and the rest of ZF Mgcawu, 2013-2023 [number of people per km²]

	Dawid Kruiper	Kai !Garib	!Kheis	Tsantsabane	Kgatelopele
2013	2.40	2.65	1.67	1.88	7.54
2014	2.45	2.70	1.69	1.89	7.65
2015	2.49	2.75	1.72	1.90	7.75
2016	2.54	2.80	1.74	1.90	7.84
2017	2.59	2.86	1.77	1.89	7.92
2018	2.63	2.91	1.79	1.87	8.00
2019	2.68	2.97	1.81	1.84	8.06
2020	2.73	3.03	1.84	1.81	8.11
2021	2.78	3.08	1.87	1.78	8.13
2022	2.82	3.14	1.91	1.76	8.16
2023	2.86	3.20	1.94	1.74	8.20
Average Annual growth					
2013-2023	***1.76*%**	***1.91*%**	***1.54*%**	***-0.76*%**	***0.85*%**

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, Dawid Kruiper Local Municipality had a population density of 2.86 per square kilometre and it ranked highest amongst its piers. The region with the highest population density per square kilometre was the Kgatelopele with a total population density of 8.2 per square kilometre per annum. In terms of growth, Dawid Kruiper Local Municipality had an average annual growth in its population density of 1.76% per square kilometre per annum. The region with the highest growth rate in the population density per square kilometre was Kai !Garib with an average annual growth rate of 1.91% per square kilometre. In 2023, the region with the lowest population density within ZF Mgcawu District Municipality was Tsantsabane with 1.74 people per square kilometre, it was also the region with the lowest average annual growth rate of -0.76% people per square kilometre over the period under discussion.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.

CRIME

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

Composite crime index

The composite crime index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. S&P Global uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

Overall crime index

The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

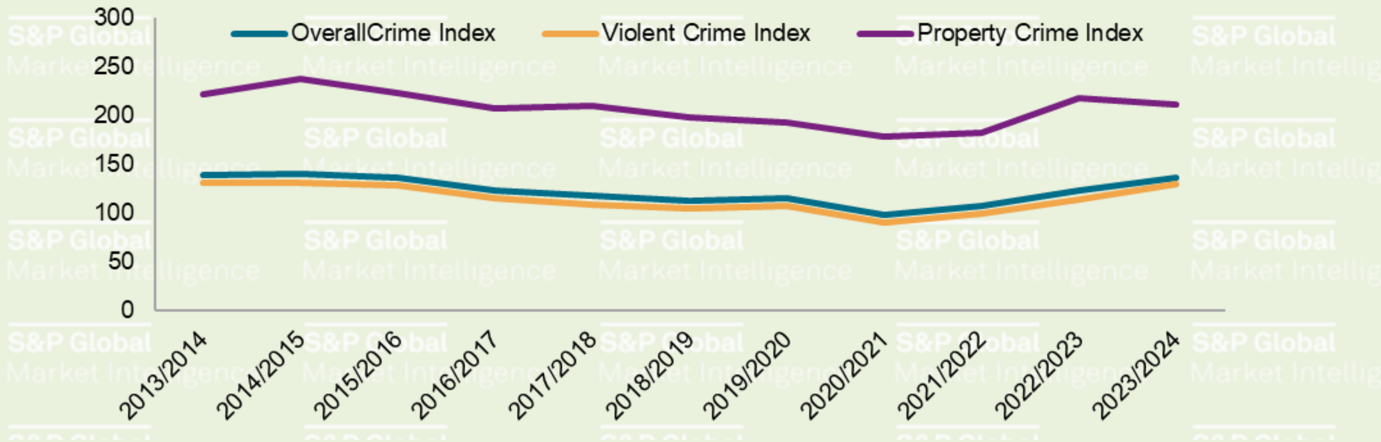


CHART 13. Crime index - calender years (weighted avg / 100,000 people) - Dawid Kruiper Local Municipality, 2013/2014-2023/2024 [Index value]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

For the period 2013/2014 to 2023/2024 overall crime has decrease at an average annual rate of 0.18% within the Dawid Kruiper Local Municipality. Violent crime decreased by 0.13% since 2013/2014, while property crimes decreased by 0.49% between the 2013/2014 and 2023/2024 financial years.

TABLE 24. Overall crime index - Dawid Kruiper Local Municipality and the rest of ZF Mgcawu, 2013/2014-2023/2024 [Index value]

	Dawid Kruiper	Kai !Garib	!Kheis	Tsantsabane	Kgatelopele
2013/2014	138.71	137.72	125.58	119.38	77.96
2014/2015	140.24	139.41	105.53	133.32	90.80
2015/2016	136.24	137.94	120.76	136.73	97.01
2016/2017	123.02	107.67	101.38	102.03	85.54
2017/2018	117.76	99.15	110.18	126.60	86.52
2018/2019	112.58	108.02	106.58	116.19	90.74
2019/2020	115.30	94.97	98.10	138.51	97.52
2020/2021	97.81	92.81	84.78	129.44	68.78
2021/2022	107.08	108.40	82.98	147.49	74.15
2022/2023	122.70	116.51	84.84	196.38	109.89
2023/2024	136.23	129.12	102.66	212.23	92.51
Average Annual growth					
2013/2014-2023/2024	***-0.18***%	***-0.64***%	***-1.99***%	***5.92***%	***1.73***%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023/2024, the Tsantsabane Local Municipality has the highest overall crime rate of the sub-regions within the overall ZF Mgcawu District Municipality with an index value of 212. Dawid Kruiper Local Municipality has the second highest overall crime index at 136, with Kai !Garib Local Municipality having the third highest overall crime index of 129. !Kheis Local Municipality has the second lowest overall crime index of 103 and the Kgatelopele Local Municipality has the lowest overall crime rate of 92.5. The region that decreased the most in overall crime since 2013/2014 was !Kheis Local Municipality with an average annual decrease of 2.0% followed by Kai !Garib Local Municipality with an average annual decrease of 0.6%.

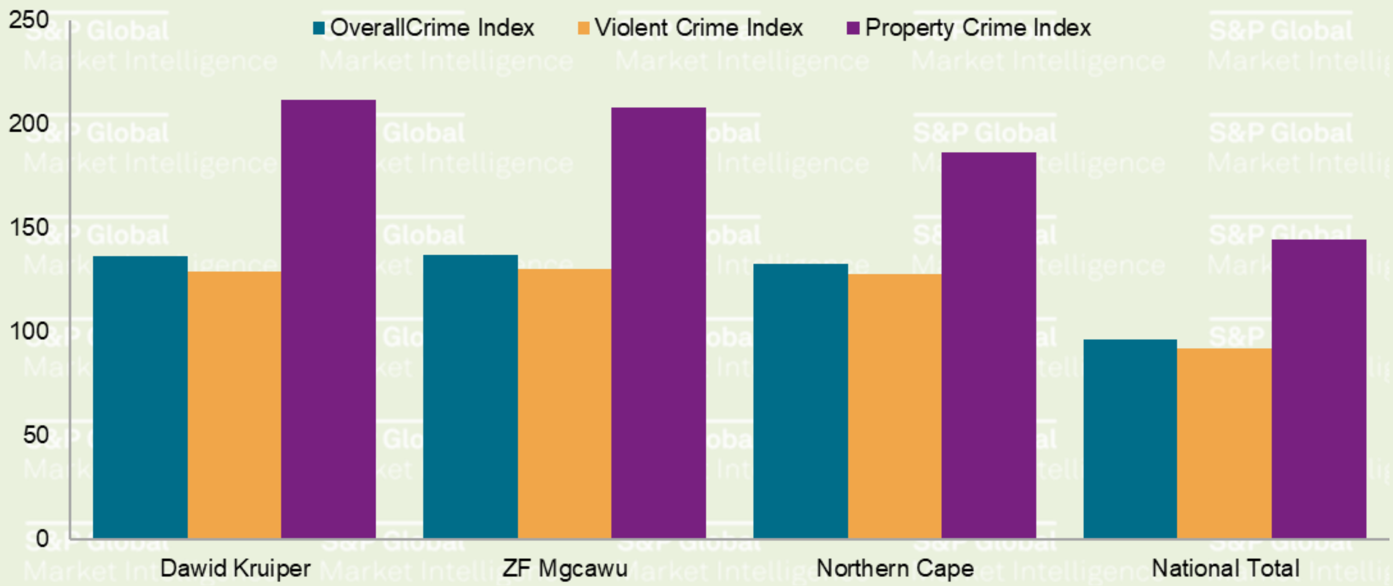


CHART 14. Crime index - calender years (weighted avg / 100,000 people) - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023/2024 [Index value]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime.

HOUSEHOLD INFRASTRUCTURE

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. S&P Global has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Dawid Kruiper Local Municipality between 2023 and 2013.

Households by dwelling type

Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

- **Very formal dwellings** - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling. .
- **Formal dwellings** - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.
- **Informal dwellings** - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.
- **Traditional dwellings** - structures made of clay, mud, reeds, or other locally available material.
- **Other dwelling units** - tents, ships, caravans, etc.

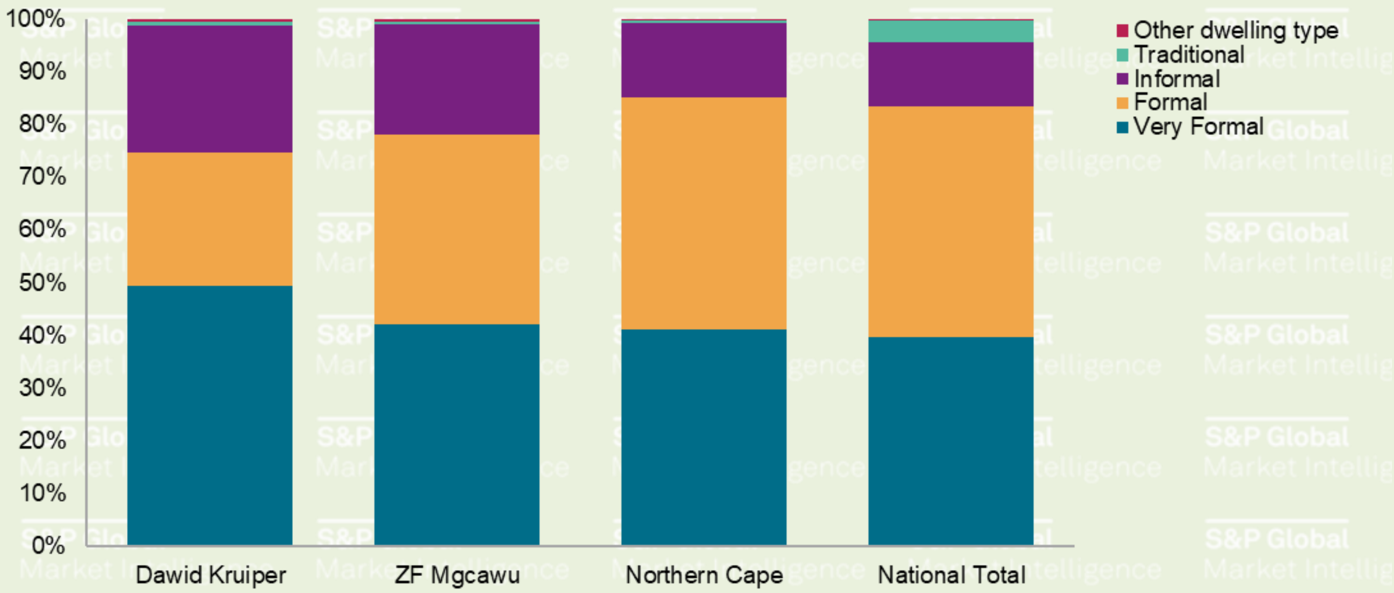


CHART 15. Households by dwelling unit type - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [Percentage]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality had a total number of 16 400 (49.49% of total households) very formal dwelling units, a total of 8 320 (25.04% of total households) formal dwelling units and a total number of 8 010 (24.09% of total households) informal dwelling units.

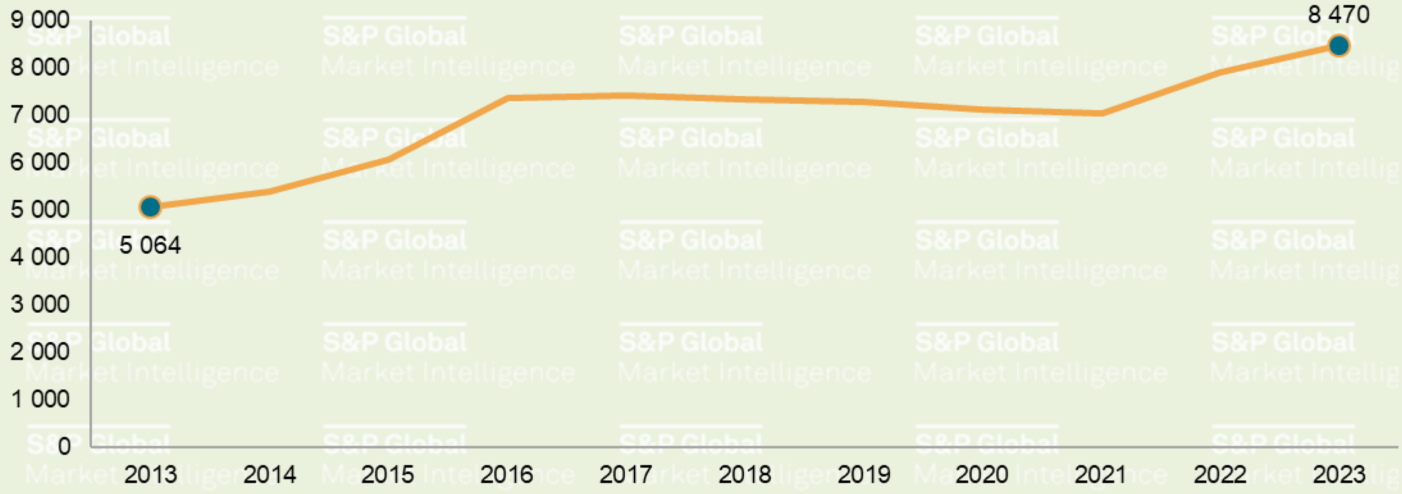


CHART 16. Formal dwelling backlog - number of households not living in a formal dwelling - Dawid Kruiper Local Municipality, 2013-2023 [Number of Households]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2013 the number of households not living in a formal dwelling were 5 060 within Dawid Kruiper Local Municipality. From 2013 this number increased annually at 5.28% to 8 470 in 2023. The total number of households within Dawid Kruiper Local Municipality increased at an average annual rate of 1.84% from 2013 to 2023, which is higher than the annual increase of 1.66% in the number of households in South Africa. With high in-migration into a region, the number of households increased, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

Households by type of sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- **No toilet** - No access to any of the toilet systems explained below.
- **Bucket system** - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- **Pit toilet** - A top structure over a pit.
- **Ventilation improved pit** - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- **Flush toilet** - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

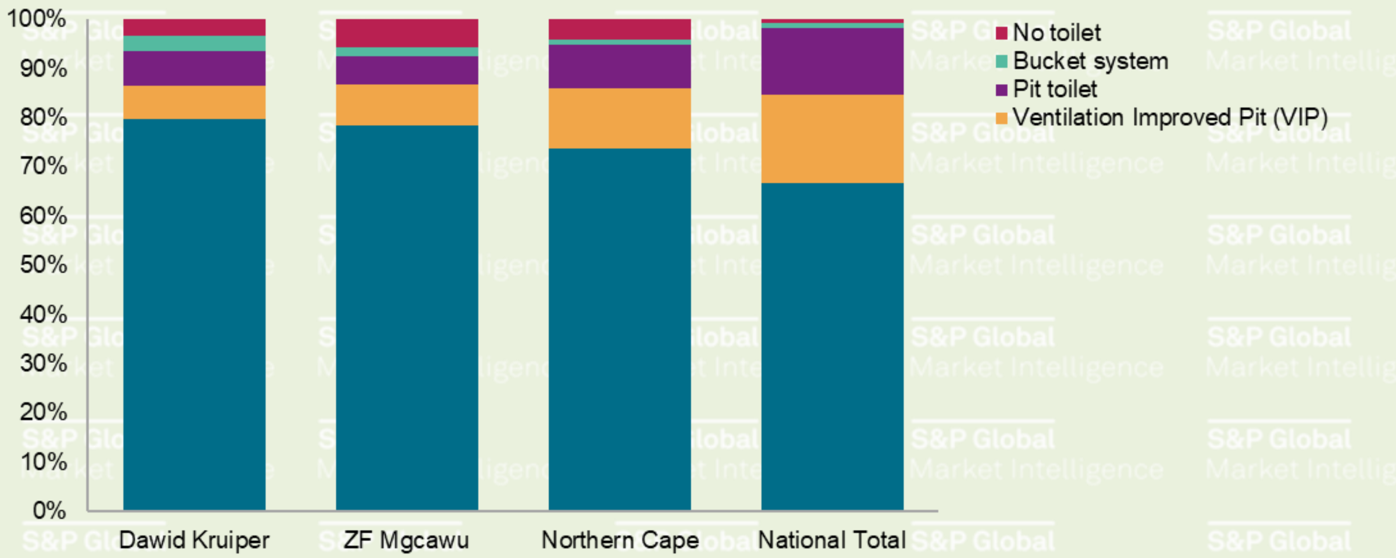


CHART 17. Households by type of sanitation - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [Percentage]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality had a total number of 26 500 flush toilets (79.68% of total households), 2 260 Ventilation Improved Pit (VIP) (6.78% of total households) and 2 310 (6.93%) of total household's pit toilets.

TABLE 25. Households by type of sanitation - Dawid Kruiper Local Municipality and the rest of ZF Mgcawu, 2023 [Number]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Dawid Kruiper	26,490	2,255	2,306	1,073	1,124	33,248
Kai !Garib	17,091	1,836	1,276	55	1,709	21,968
!Kheis	2,349	1,850	784	19	683	5,684
Tsantsabane	8,883	602	118	81	923	10,607
Kgatelopele	6,136	76	32	9	91	6,343
Total ZF Mgcawu	**60,950**	**6,619**	**4,515**	**1,236**	**4,530**	**77,850**

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The region within ZF Mgcawu with the highest number of flush toilets is Dawid Kruiper Local Municipality with 26 500 or a share of 43.46% of the flush toilets within ZF Mgcawu. The region with the lowest number of flush toilets is !Kheis Local Municipality with a total of 2 350 or a share of 3.85% of the total flush toilets within ZF Mgcawu District Municipality.

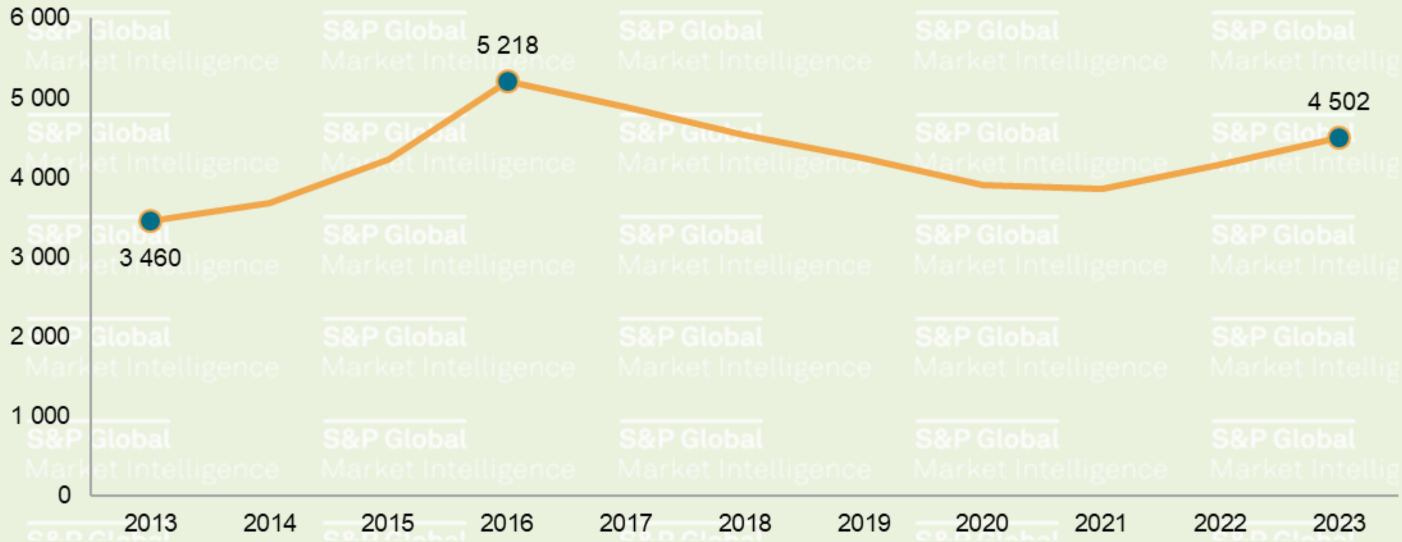


CHART 18. Sanitation backlog - Dawid Kruiper Local Municipality, 2013-2023 [Number of households without hygienic toilets]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2013 the number of Households without any hygienic toilets in Dawid Kruiper Local Municipality was 3 460, this increased annually at a rate of 2.67% to 4 500 in 2023. The total number of households within Dawid Kruiper Local Municipality increased at an average annual rate of 1.84% from 2013 to 2023, which is higher than the annual increase of 1.66% in the number of households in South Africa. With high in-migration into a region, the number of households increases, putting additional strain on household infrastructure. In the short to medium term this can result in an increase in the number of households not living in a formal dwelling, as the provision of household infrastructure usually takes time to deliver.

Households by access to water

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

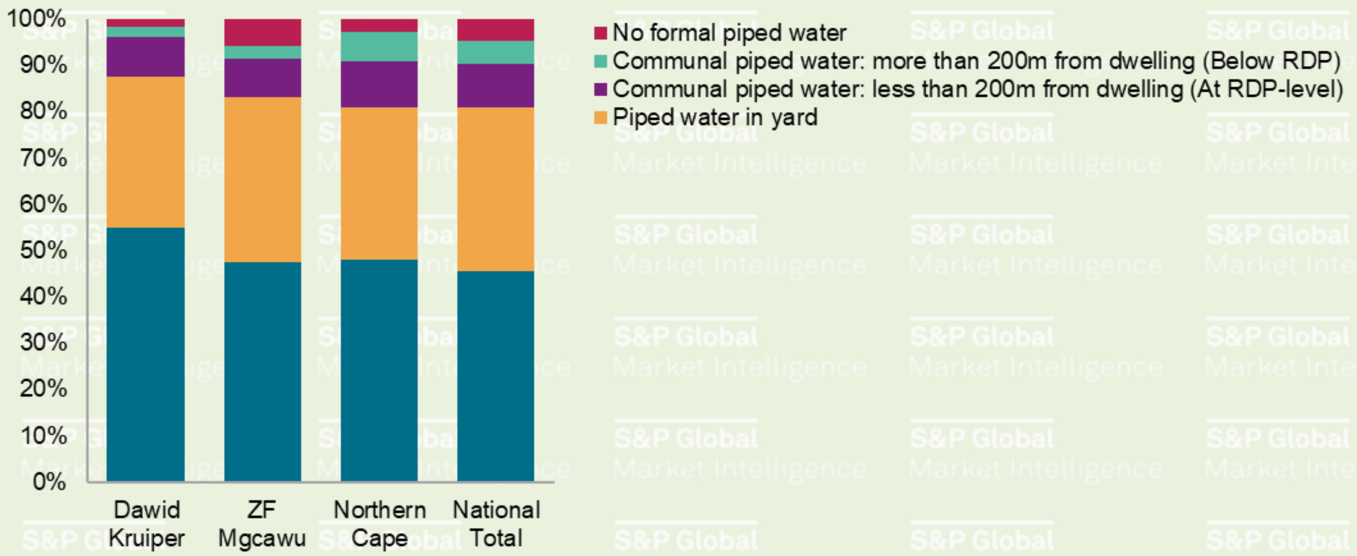


CHART 19. Households by type of water access - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [Percentage]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality had a total number of 18 300 (or 54.96%) households with piped water inside the dwelling, a total of 10 800 (32.49%) households had piped water inside the yard and a total number of 524 (1.58%) households had no formal piped water.

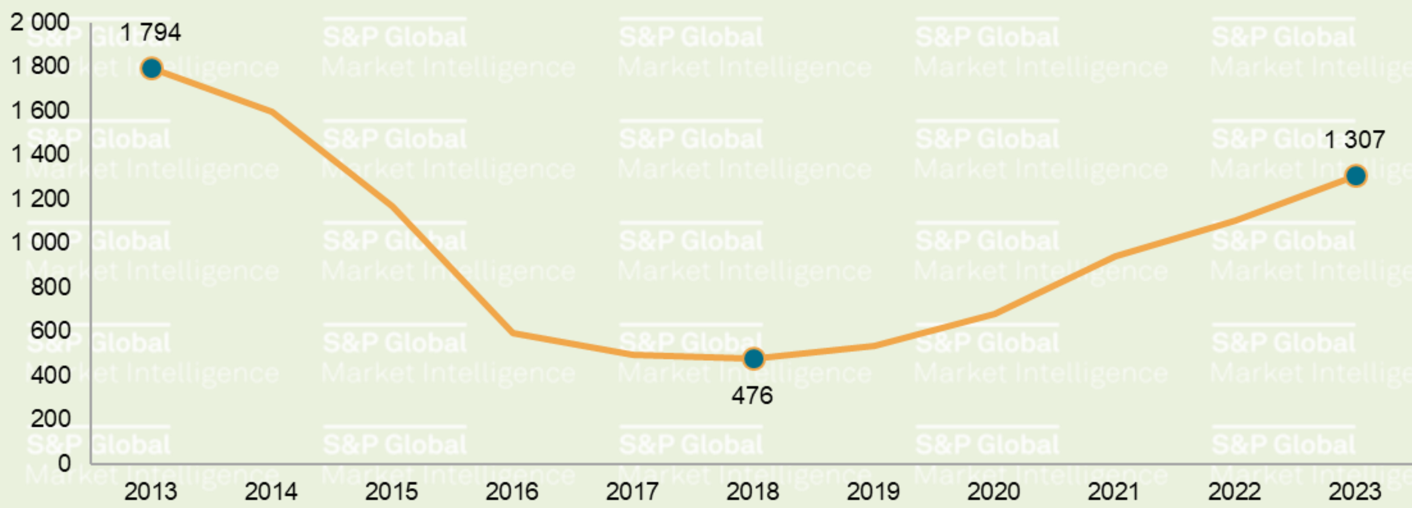


CHART 20. Water backlog - Dawid Kruiper Local Municipality, 2013-2023 [Number of households below RDP-level]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2013 the number of households below the RDP-level were 1 790 within Dawid Kruiper Local Municipality, this decreased annually at -3.11% per annum to 1 310 in 2023.

Households by type of electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

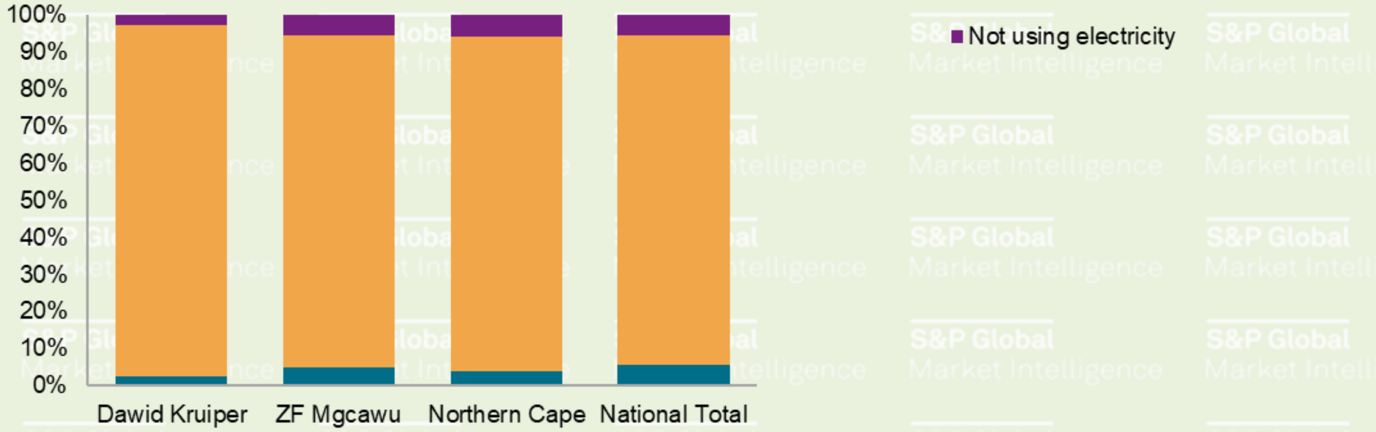


CHART 21. Households by type of electrical connection - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [Percentage]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality had a total number of 802 (2.41%) households with electricity for lighting only, a total of 31 600 (94.96%) households had electricity for lighting and other purposes and a total number of 874 (2.63%) households did not use electricity.

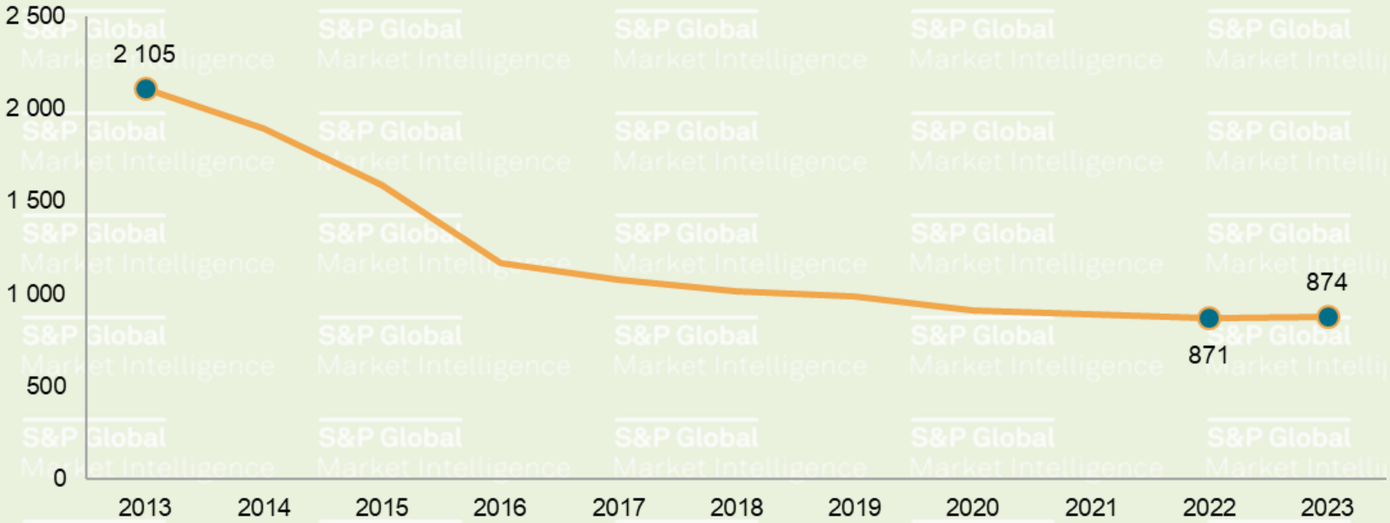


CHART 22. Electricity connection - Dawid Kruiper Local Municipality, 2013-2023 [Number of households with no electrical connection]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

When looking at the number of households with no electrical connection over time, it can be seen that in 2013 the households without an electrical connection in Dawid Kruiper Local Municipality was 2 100, this decreased annually at -8.42% per annum to 874 in 2023.

Households by refuse disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as "formal refuse removal". Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuge is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

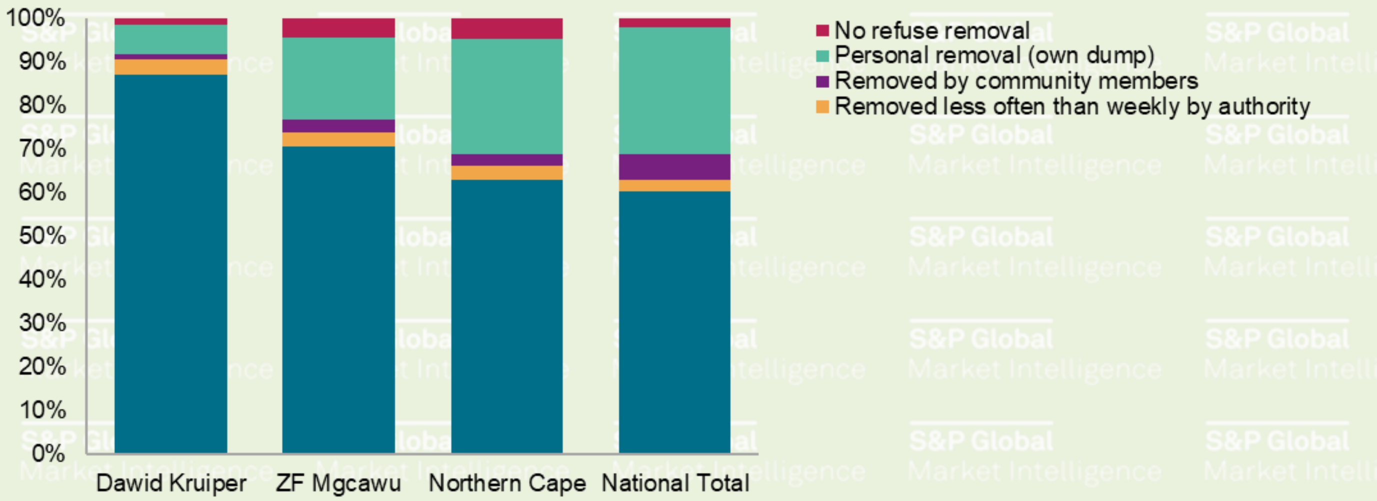


CHART 23. Households by refuse disposal - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [Percentage]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality had a total number of 29 000 (87.14%) households which had their refuse removed weekly by the authority, a total of 1 160 (3.50%) households had their refuse removed less often than weekly by the authority and a total number of 2 240 (6.73%) households which had to remove their refuse personally (own dump).

TABLE 26. Households by refuse disposal - Dawid Kruiper and the rest of ZF Mgcawu, 2023 [Number]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Dawid Kruiper	28,974	1,163	331	2,237	543	33,248
Kai !Garib	11,699	879	736	7,223	1,430	21,968
!Kheis	3,044	95	109	1,684	753	5,684
Tsantsabane	5,284	314	1,114	3,254	642	10,607
Kgatelopele	5,868	63	5	312	95	6,343
Total ZF Mgcawu	**54,868**	**2,514**	**2,296**	**14,710**	**3,463**	**77,850**

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The region within ZF Mgcawu with the highest number of households where the refuse is removed weekly by the authority is Dawid Kruiper Local Municipality with 29 000 or a share of 52.81% of the households where the refuse is removed weekly by the authority within ZF Mgcawu. The region with the lowest number of households where the refuse is removed weekly by the authority is !Kheis Local Municipality with a total of 3 040 or a share of 5.55% of the total households where the refuse is removed weekly by the authority within the district municipality.

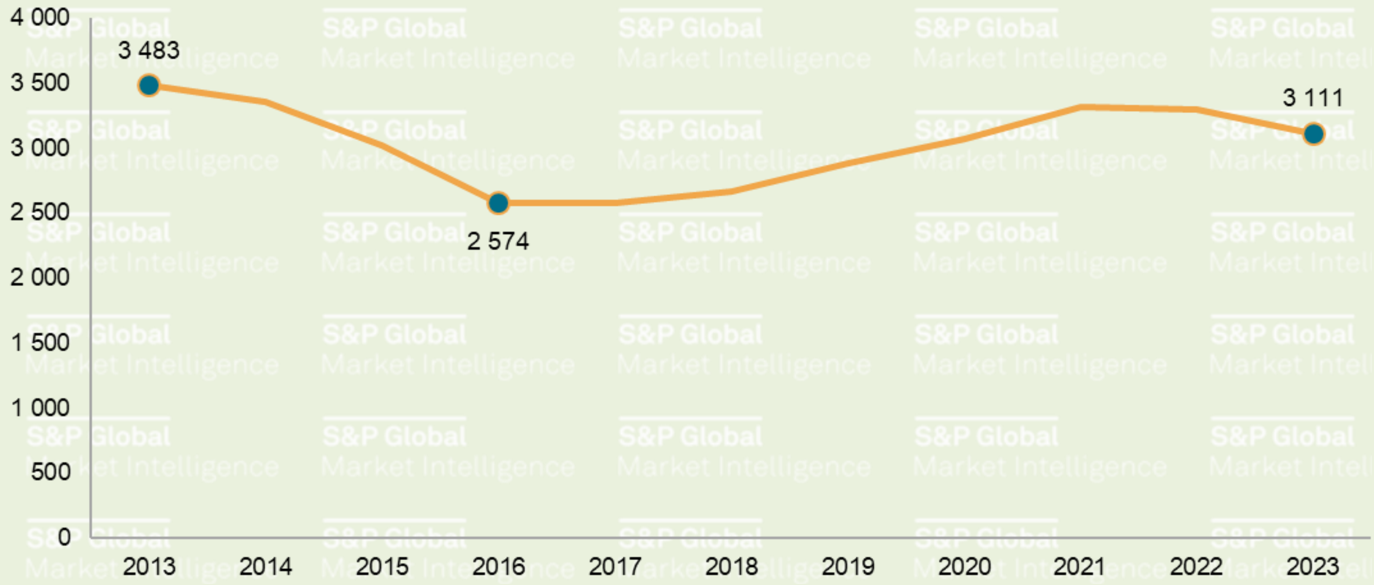


CHART 24. Refuse removal - Dawid Kruiper Local Municipality, 2013-2023 [Number of households with no formal refuse removal]
Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

When looking at the number of households with no formal refuse removal, it can be seen that in 2013 the households with no formal refuse removal in Dawid Kruiper Local Municipality was 3 480, this decreased annually at -1.12% per annum to 3 110 in 2023.

TOURISM
Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

Trips by purpose of trips
The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

TABLE 27. Number of trips by purpose of trips - Dawid Kruiper Local Municipality, 2013-2023 [Number Percentage]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2013	21,800	14,300	52,400	8,060	96,500
2014	20,800	13,800	50,300	7,570	92,400
2015	19,600	12,800	47,300	7,030	86,700
2016	20,000	13,300	47,600	7,620	88,500
2017	21,400	14,300	48,600	8,310	92,600
2018	22,900	14,900	49,700	8,990	96,500
2019	23,400	15,100	47,500	9,920	95,900
2020	15,900	14,000	40,000	9,280	79,100
2021	15,400	16,700	32,200	8,460	72,900
2022	24,200	22,300	31,900	8,890	87,300
2023	33,600	26,100	34,400	8,720	103,000
Average Annual growth					
2013-2023	***4.41***%	***6.23***%	***-4.13***%	***0.79***%	***0.63***%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In Dawid Kruiper Local Municipality, the Business, relative to the other tourism, recorded the highest average annual growth rate from 2013 (14 300) to 2023 (26 100) at 6.23%. Visits to friends and relatives recorded the highest number of visits in 2023 at 34 400, with an average annual growth rate of -4.13%. The tourism type that recorded the lowest growth was Visits to friends and relative's tourism with an average annual growth rate of -4.13% from 2013 (52 400) to 2023 (34 400).

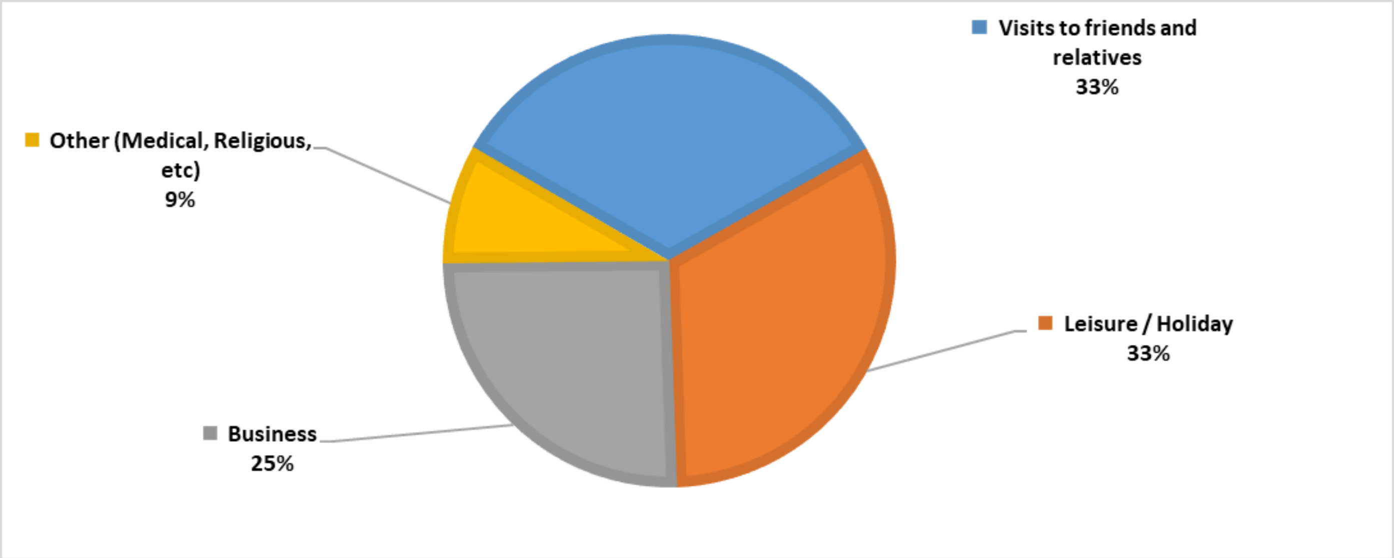


CHART 25. Trips by purpose of trip - Dawid Kruiper Local Municipality, 2023 [Percentage]
Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The Visits to friends and relatives at 33.44% has largest share the total tourism within Dawid Kruiper Local Municipality. Leisure / Holiday tourism had the second highest share at 32.68%, followed by Business tourism at 25.40% and the Other (Medical, Religious, etc) tourism with the smallest share of 8.49% of the total tourism within Dawid Kruiper Local Municipality.

Origin of tourists
In the following table, the number of tourists that visited Dawid Kruiper Local Municipality from both domestic origins, as well as those coming from international places, are listed.

TABLE 28. Total number of trips by origin tourists - Dawid Kruiper Local Municipality, 2013-2023 [Number]

	Domestic tourists	International tourists	Total tourists
2013	82,100	14,500	96,500
2014	77,900	14,600	92,400
2015	73,600	13,100	86,700
2016	74,300	14,200	88,500
2017	78,200	14,300	92,600
2018	81,000	15,400	96,500
2019	79,300	16,600	95,900
2020	73,200	5,950	79,100
2021	68,200	4,700	72,900
2022	76,300	10,900	87,300
2023	86,900	15,900	103,000
Average Annual growth			
2013-2023	***0.57***%	***0.94***%	***0.63***%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The number of trips by tourists visiting Dawid Kruiper Local Municipality from other regions in South Africa has increased at an average annual rate of 0.57% from 2013 (82 100) to 2023 (86 900). The tourists visiting from other countries increased at an average annual growth rate of 0.94% (from 14 500 in 2013 to 15 900). International tourists constitute 15.46% of the total number of trips, with domestic tourism representing the balance of 84.54%.

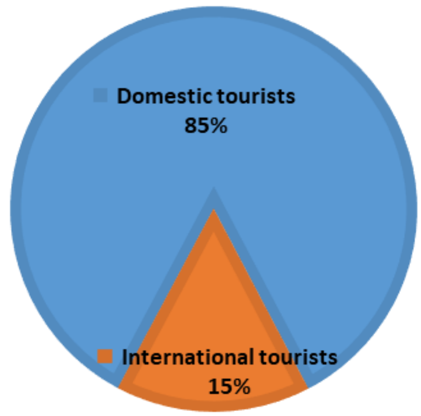


CHART 26. Tourists by origin - Dawid Kruiper Local Municipality, 2023 [Percentage]
Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.
© 2024 S&P Global.

Bednights by origin of tourist
A bed night is the tourism industry measurement of one night away from home on a single person trip.

The following is a summary of the number of bed nights spent by domestic and international tourist within Dawid Kruiper Local Municipality between 2013 and 2023.

TABLE 29. Bednights by origin of tourist - Dawid Kruiper Local Municipality, 2013-2023 [Number]

	Domestic tourists	International tourists	Total tourists
2013	341,000	89,100	430,000
2014	308,000	103,000	411,000
2015	281,000	109,000	391,000
2016	286,000	136,000	421,000
2017	297,000	148,000	446,000
2018	304,000	143,000	447,000
2019	290,000	122,000	412,000
2020	240,000	35,000	275,000
2021	208,000	26,000	234,000
2022	248,000	64,600	313,000
2023	313,000	105,000	418,000
Average Annual growth			
2013-2023	***-0.86***%	***1.65***%	***-0.29***%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.
© 2024 S&P Global.

From 2013 to 2023, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -0.86%, while in the same period the international tourists had an average annual increase of 1.65%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -0.29% from 430 000 in 2013 to 418 000 in 2023.

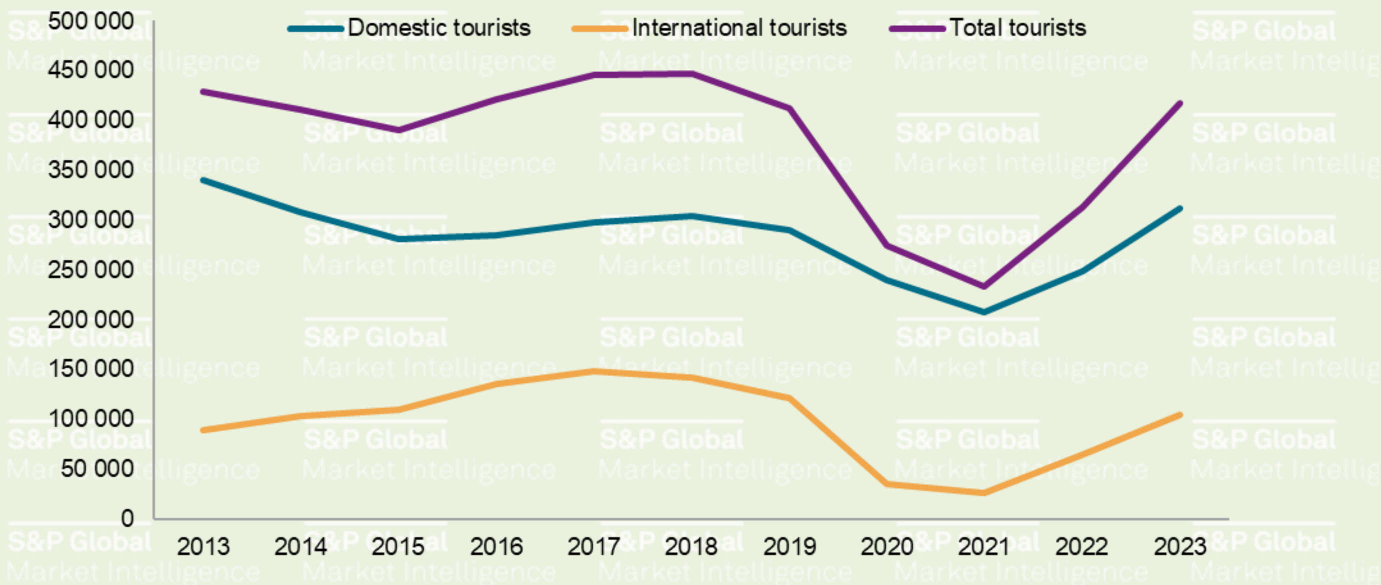


CHART 27. Growth in tourism (using bednights) by origin - Dawid Kruiper Local Municipality, 2013-2023 [Number]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Tourism spending

In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

TABLE 30. Total tourism spending - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [R billions, Current Prices]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total
2013	0.7	1.3	4.6	253.3
2014	0.8	1.4	5.1	275.4
2015	0.7	1.2	4.5	253.9
2016	0.8	1.4	5.0	277.6
2017	0.7	1.3	4.6	264.0
2018	0.8	1.4	5.3	293.2
2019	1.1	2.1	8.2	411.3
2020	0.7	1.2	5.0	241.2
2021	0.9	1.5	6.3	291.2
2022	1.4	2.5	10.2	455.3
2023	1.4	2.6	10.7	480.2
Average Annual growth				
2013-2023	***7.37***%	***7.23***%	***8.77***%	***6.60***%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Dawid Kruiper Local Municipality had a total tourism spending of R 1.42 billion in 2023 with an average annual growth rate of 7.4% since 2013 (R 699 million). ZF Mgcawu District Municipality had a total tourism spending of R 2.56 billion in 2023 and an average annual growth rate of 7.2% over the period. Total spending in Northern Cape Province increased from R 4.63 billion in 2013 to R 10.7 billion in 2023 at an average annual rate of 8.8%. South Africa as whole had an average annual rate of 6.6% and increased from R 253 billion in 2013 to R 480 billion in 2023.

Tourism spend per resident capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

TABLE 31. Tourism spend per resident capita - Dawid Kruiper Local Municipality and the rest of ZF Mgcawu, 2013,2018 and 2023 [R Thousands]

	2013	2018	2023
Dawid Kruiper	R 6,576	R 6,758	R 11,243
Kai !Garib	R 5,270	R 5,380	R 8,975
!Kheis	R 3,283	R 3,435	R 5,844
Tsantsabane	R 2,687	R 2,780	R 4,966
Kgatelopele	R 2,847	R 2,656	R 4,615

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In 2023, Dawid Kruiper Local Municipality had a tourism spend per capita of R 11,200 and an average annual growth rate of 5.51%, Dawid Kruiper Local Municipality ranked highest amongst all the regions within ZF Mgcawu in terms of tourism spend per capita. The local municipality that ranked lowest in terms of tourism spend per capita is Kgatelopele with a total of R 4,620 which reflects an increase at an average annual rate of 4.95% from 2013.

Tourism spend as a share of GDP

This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

TABLE 32. Total spending as % share of GDP - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2013-2023 [Percentage]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total
2013	6.5%	5.5%	5.6%	6.5%
2014	6.5%	5.5%	5.6%	6.7%
2015	5.5%	4.7%	4.8%	5.7%
2016	5.6%	4.8%	4.9%	5.8%
2017	5.0%	4.3%	4.3%	5.2%
2018	5.3%	4.5%	4.7%	5.5%
2019	7.4%	6.3%	6.9%	7.3%
2020	4.4%	3.6%	4.1%	4.3%
2021	4.9%	3.9%	4.5%	4.7%
2022	7.1%	5.9%	6.7%	6.8%
2023	7.1%	6.0%	6.8%	6.8%

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

In Dawid Kruiper Local Municipality the tourism spending as a percentage of GDP in 2023 was 7.06%. Tourism spending as a percentage of GDP for 2023 was 5.98% in ZF Mgcawu District Municipality, 6.79% in Northern Cape Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 6.84%.

INTERNATIONAL TRADE

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

Relative importance of international trade

In the table below, the Dawid Kruiper Local Municipality is compared to ZF Mgcawu, Northern Cape Province and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

TABLE 33. Merchandise exports and imports - Dawid Kruiper, ZF Mgcawu, Northern Cape and National Total, 2023 [R 1000, current prices]

	Dawid Kruiper	ZF Mgcawu	Northern Cape	National Total
Exports (R 1000)	1,814,728	5,391,925	22,966,998	2,023,428,242
Imports (R 1000)	556,656	769,247	6,445,588	1,913,992,000
Total Trade (R 1000)	2,371,383	6,161,171	29,412,586	3,937,420,242
Trade Balance (R 1000)	1,258,072	4,622,678	16,521,410	109,436,242
Exports as % of GDP	9.0%	12.6%	14.5%	28.8%
Total trade as % of GDP	11.8%	14.4%	18.6%	56.1%
Regional share - Exports	0.1%	0.3%	1.1%	100.0%
Regional share - Imports	0.0%	0.0%	0.3%	100.0%
Regional share - Total Trade	**0.1%**	**0.2%**	**0.7%**	**100.0%**

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

The merchandise export from Dawid Kruiper Local Municipality amounts to R 1.81 billion and as a percentage of total national exports constitutes about 0.09%. The exports from Dawid Kruiper Local Municipality constitute 9.00% of total Dawid Kruiper Local Municipality's GDP. Merchandise imports of R 557 million constitute about 0.03% of the national imports. Total trade within Dawid Kruiper is about 0.06% of total national trade. Dawid Kruiper Local Municipality had a positive trade balance in 2023 to the value of R 1.26 billion.

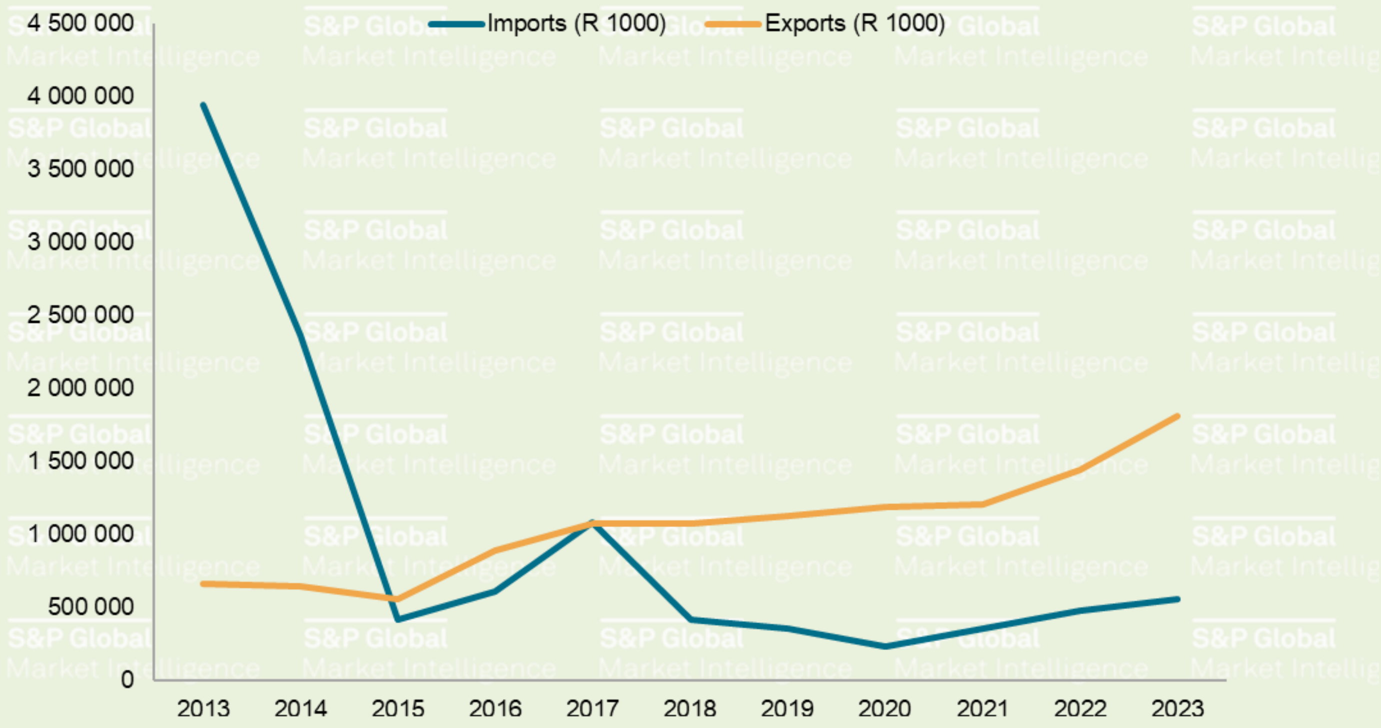


CHART 28. Import and exports in Dawid Kruiper Local Municipality, 2013-2023 [R 1000]

Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

Analysing the trade movements over time, total trade decreased from 2013 to 2023 at an average annual growth rate of -6.41%. Merchandise exports increased at an average annual rate of 10.61%, with the highest level of exports of R 1.81 billion experienced in 2023. Merchandise imports decreased at an average annual growth rate of -17.77% between 2013 and 2023, with the lowest level of imports experienced in 2020.

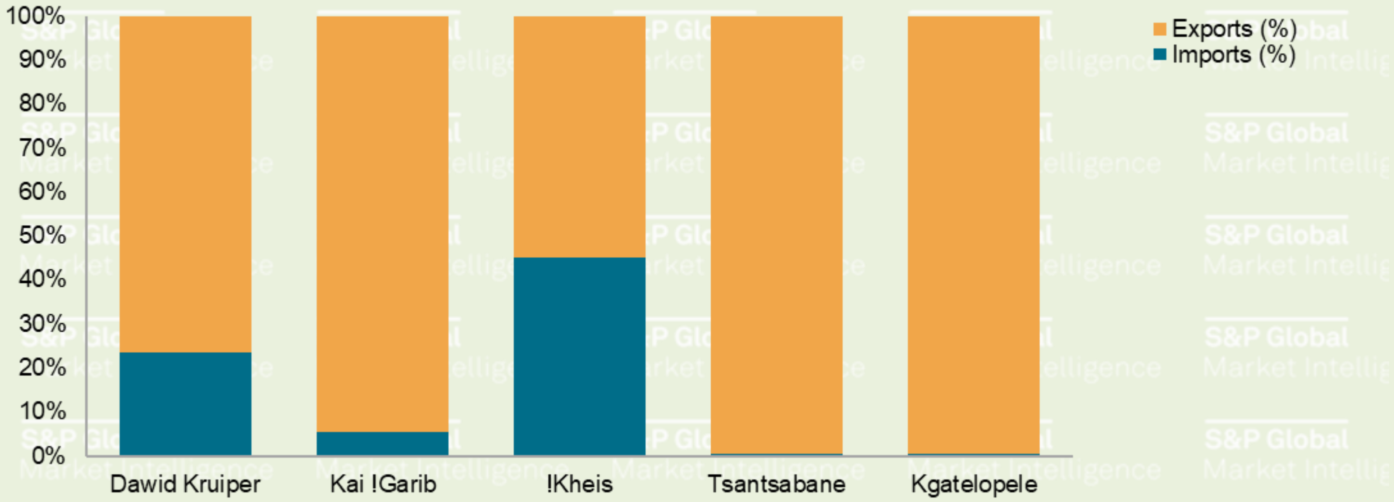


CHART 29. Merchandise exports and imports - Dawid Kruiper and the rest of ZF Mgcawu, 2023 [Percentage]
Source: South Africa Regional eXplorer v2540.
Data compiled on 4 Oct 2024.

When comparing the Dawid Kruiper Local Municipality with the other regions in the ZF Mgcawu District Municipality, Dawid Kruiper has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 2.37 billion. This is also true for exports - with a total of R 1.81 billion in 2023. !Kheis had the lowest total trade figure at R 289 million. The !Kheis also had the lowest exports in terms of currency value with a total of R 158 million exports.

HEALTH FACILITIES AND COMMUNITY ACCESS IN DAWID KRUIPER MUNICIPALITY
Due to the municipality's vast geographic area and socio-economic disparities, access to healthcare remains uneven across urban and rural communities.

Health Facilities in Dawid Kruiper Municipality
Types of Health Facilities
Primary Healthcare Clinics (PHC):
Offer basic medical services such as maternal and child healthcare, immunizations, treatment of common illnesses, and chronic disease management.
Examples include the clinics in Upington, Rosedale, and Louisvale.

District Hospital:
Dr. Harry Surtie Hospital, located in Upington, is the main referral hospital. It provides more advanced healthcare services, including inpatient care, emergency services, and specialized outpatient care.

Mobile Clinics:
Serve remote and rural areas, providing limited healthcare services on a scheduled basis.

Private Healthcare Providers:
A few private medical practices and pharmacies operate in Upington, catering to those who can afford private services.

Specialized Services
HIV/AIDS and Tuberculosis (TB) treatment programs are widely available due to the region's high disease burden.

Some clinics provide family planning services, antenatal care, and nutritional support programs.

Community Access to Health Facilities
Accessibility in Urban Areas
Upington and Surrounding Suburbs:
Residents in urban centres have relatively better access to healthcare facilities due to proximity to clinics, private practitioners, and the district hospital.

Transport infrastructure in urban areas facilitates easier access.

Accessibility in Rural Areas
Challenges:
Long distances to health facilities pose a significant barrier for rural residents.
Mobile clinics help bridge the gap, but their limited-service schedules and resources often fail to meet the demand.
Limited availability of ambulances and emergency medical services in remote areas exacerbates delays in critical care.
Community Efforts:
Many rural communities rely on traditional healers and community health workers for basic health support.

Socio-Economic Barriers
Affordability:
While public health services are free or subsidized, the cost of transport to healthcare facilities is a challenge for low-income households.

Education and Awareness:
Health literacy levels influence the community's ability to seek timely and appropriate care, especially for chronic and communicable diseases.

Challenges in Health Service Delivery
Human Resources: Shortage of doctors, nurses, and specialists, especially in rural clinics.
Infrastructure: Aging facilities and limited equipment in some clinics and the district hospital.
Health Outcomes: High rates of preventable diseases, such as tuberculosis and HIV/AIDS, are compounded by inadequate early intervention programs.
Transport and Distance: Rural communities often travel great distances to access health services, sometimes leading to delays in receiving care.
Language and Cultural Barriers: Communication challenges between healthcare providers and patients from diverse linguistic and cultural backgrounds can hinder effective treatment.

Opportunities for Improvement
Expanding Mobile Clinics: Increase the frequency and reach of mobile clinics in rural areas.
Telemedicine Initiatives: Utilize technology to connect remote communities with healthcare professionals for consultations and follow-ups.
Community Health Workers: Train and deploy more community health workers to provide basic care and education at the grassroots level.

Infrastructure Investments: Upgrade existing clinics and build new facilities closer to underserved populations. Public-Private Partnerships: Collaborate with private healthcare providers to improve access to specialized services and resources.

KEY ECONOMIC SECTORS

The economic sectors are broad division of an economy that categories industries and activities based on the type of goods and service that are produced within the Dawid Kruiper municipal area. These sectors help in understanding how economies function and how different industries contribute to economic growth.

Sector	Opportunity	Potential	Challenges
Agriculture	▪ **Expansion of High-Value Crops:** Leverage the fertile areas along the Orange River to expand table grape and wine production. ▪ **Diversification:** Introduce high-yield crops, organic farming, and niche markets like essential oils and nuts. ▪ **Agri-Tech Integration:** Employ precision farming and smart irrigation systems to improve productivity.	▪ Dawid Kruiper's location along the Orange River offers access to water for large-scale irrigation. ▪ The region's existing infrastructure for processing and exporting agricultural products supports sectoral growth. ▪ The municipality's arid environment is ideal for cultivating drought-resistant crops.	▪ Dependence on water from the Orange River, which faces increasing pressure due to climate change and upstream usage. ▪ Limited access to modern farming technology for small-scale farmers. ▪ Seasonal labour shortages and inadequate training for the agricultural workforce.
Renewable Energy	▪ **Solar Farms:** Establishment of large-scale photovoltaic (PV) projects due to the municipality's high solar radiation levels. ▪ **Green Hydrogen Production:** Leverage renewable energy for emerging hydrogen-based industries. ▪ **Job Creation:** Skilled and semi-skilled job opportunities in construction, maintenance, and operation of renewable energy plants.	▪ Position Dawid Kruiper as a renewable energy hub in South Africa, aligned with national green energy goals. ▪ Export surplus energy to other regions and contribute to energy security. ▪ Attract investment in renewable energy infrastructure and technologies.	▪ High initial capital costs for renewable energy infrastructure. ▪ Need for skilled labour to support the sector. ▪ Community concerns about land use and displacement.
Tourism	▪ **Eco-Tourism:** Capitalize on the proximity to Augrabies Falls National Park and Kgalagadi Transfrontier Park. ▪ **Cultural Tourism:** Develop attractions that celebrate the heritage of the Khomani San people. ▪ **Adventure Tourism:** Expand offerings like river rafting on the Orange River and desert safaris in the Kalahari.	▪ Increase visitor numbers through better marketing and partnerships with tour operators. ▪ Develop a sustainable tourism model that involves and benefits local communities. ▪ Attract international tourists with exclusive experiences and conservation efforts.	▪ Underdeveloped infrastructure, especially in rural tourism hotspots. ▪ Seasonal fluctuations in visitor numbers. ▪ Need for marketing and branding strategies to enhance visibility.
Transport and Logistics	▪ **Expansion of Upington International Airport:** Use it as a cargo and logistics hub, especially for exporting agricultural products.	▪ A well-connected transport network can attract businesses reliant on supply chain efficiency.	▪ Aging road infrastructure in some areas affects transport efficiency. ▪ Limited capacity at current logistics facilities. ▪ High costs associated with

	▪ **Strategic Location:** Utilize the municipality's position along national trade corridors to boost logistics services. ▪ **Modern Warehousing:** Establish refrigerated and dry storage for perishable goods and other exports.	▪ The airport is capable of handling large-scale cargo operations for agriculture and other industries. ▪ Upington can serve as a regional logistics hub for the Northern Cape. Limited skilled workforce for advanced manufacturing. ▪ High costs for importing machinery and establishing facilities. ▪ Access to consistent and affordable electricity for operations.	maintaining and upgrading transport systems.
Manufacturing	▪ **Agri-Processing:** Establish facilities to produce value-added products like juices, wines, and dried fruit. ▪ **Solar Equipment Manufacturing:** Produce solar panels and other renewable energy components locally. ▪ **Small-Scale Craft Manufacturing:** Promote artisan and locally-made goods for tourism markets.	▪ Manufacturing can diversify the economy and create year-round jobs. ▪ Leveraging raw materials from agriculture and renewable energy can reduce input costs.	▪ Limited skilled workforce for advanced manufacturing. ▪ High costs for importing machinery and establishing facilities. ▪ Access to consistent and affordable electricity for operations.
Water Resource Management	▪ **Efficient Irrigation:** Promote water-saving technologies in agriculture. ▪ **Aquaculture Development:** Utilize the Orange River for fish farming. ▪ **Recycling and Desalination:** Explore innovative methods to address water scarcity.	▪ Sustainable water management can support long-term agricultural and industrial activities. ▪ Aquaculture could emerge as a supplementary economic sector.	▪ Water scarcity exacerbated by climate change. ▪ High costs of implementing advanced water management systems. ▪ Balancing agricultural, industrial, and domestic water needs.
Education and Skills Development	▪ Establish technical and vocational education centres for skills in agriculture, renewable energy, and tourism. ▪ Partner with universities and research institutions to develop specialized knowledge hubs.	▪ A skilled workforce can attract more businesses to the region and improve employment prospects. ▪ Training in renewable energy and agri-processing aligns with growth sectors.	▪ Limited resources for developing and maintaining educational facilities. ▪ Low current participation in higher education and technical training programs.
Small, Medium, and Micro Enterprises (SMMEs).	▪ **Agriculture and Agro-Processing:** The municipality's fertile lands along the Orange River support extensive agricultural activities, including wool production and small-scale farming. SMMEs can engage in packaging and processing existing agricultural produce, as	**1. Agriculture and Agro-Processing** ▪ The Orange River provides fertile land for farming, creating opportunities for small-scale farmers in crop production, livestock, and agro-processing.	▪ **Municipal Service Delivery:** The municipality has faced issues with service delivery, including water losses due to aging infrastructure and delayed vehicle maintenance affecting essential services. These challenges can hinder SMME operations and growth. ▪ **Administrative Inefficiencies:**

	well as expanding into cattle, goat, and sheep farming. ▪ **Tourism Development:** With attractions like the Kgalagadi Transfrontier Park and various heritage sites, there's potential for SMMEs to develop tourism facilities, offer guided tours, and create cultural experiences that showcase local history. ▪ **Renewable Energy:** Upington, the main town within the municipality, is part of the Northern Cape Solar Corridor. This offers SMMEs opportunities in the renewable energy sector, including manufacturing components, providing maintenance services, and developing new energy solutions. ▪ **Manufacturing and Construction:** There's a demand for manufacturing enterprises, such as brick and steel works, especially those supporting the solar energy industry. Additionally, infrastructure development projects, including road construction and maintenance, present opportunities for SMMEs in the construction sector.	▪ Wool production is a growing sector, with potential for SMMEs to engage in wool processing, distribution, and export. ▪ Investment in irrigation and modern farming techniques can help expand agricultural SMMEs. **2. Renewable Energy** ▪ Upington is part of South Africa's Solar Corridor, making it ideal for solar energy projects. ▪ SMMEs can benefit from solar panel maintenance, installation services, and component manufacturing. ▪ Companies like Scatec are looking for local partners to support socio-economic and enterprise development in renewable energy. **3. Tourism and Hospitality** ▪ The Kgalagadi Transfrontier Park, Augrabies Falls, and heritage sites attract local and international tourists. ▪ SMMEs can develop guesthouses, tour guide services, cultural experiences, and adventure tourism packages. ▪ The local tourism incubator provides support and training for tourism-related small businesses. **4. Infrastructure Development and Construction** ▪ The expansion of roads, bridges, and municipal projects creates opportunities for SMMEs in construction and maintenance. ▪ SANRAL projects offer contract work for local road maintenance	Reports of maladministration and irregular contract awards within the municipality may lead to a lack of trust and support for SMMEs, affecting their ability to secure local contracts and resources. ▪ **Access to Finance and Resources:** SMMEs often struggle with obtaining necessary funding and resources. While initiatives like the Tourism Business Incubator have been launched to support SMMEs, ongoing access to financial and technical assistance remains a challenge. ▪ **Regulatory and Bureaucratic Hurdles:** Navigating complex regulatory environments and bureaucratic red tape can impede SMME development. Streamlining processes and providing clear guidelines are essential to foster a more conducive environment for small businesses.

		companies. ▪ The need for affordable housing and commercial spaces presents further opportunities. **5. Manufacturing and Services** ▪ Local demand for manufactured goods, including building materials and furniture, supports small manufacturing businesses. ▪ Small-scale industrial operations in engineering, steelwork, and fabrication can thrive with proper investment. ▪ Retail and service-based businesses (e.g., automotive repairs, IT services, catering) continue to grow in the municipality. **6. Digital and Creative Economy** ▪ E-commerce and digital marketing offer new opportunities for small businesses to expand their reach. ▪ Local crafts, design, and art industries can benefit from online sales and tourism-related business. ▪ Digital skills training and start-up incubators can help young entrepreneurs enter the tech industry.	

Strategic Outlook
To unlock the potential of these sectors, Dawid Kruiper Municipality must address cross-cutting challenges such as infrastructure development, skills training, and sustainable resource management. Partnerships with private investors, government programs, and local communities will be key to fostering economic growth and resilience

To ensure sustainable growth, Dawid Kruiper Municipality must:

Diversify its economy by focusing on value-added industries like agri-processing, eco-tourism, and green energy manufacturing.
Invest in infrastructure, particularly in transport, water management, and rural development.
Build human capital by aligning education and skills development with the needs of key sectors.

Foster partnerships between government, private investors, and local communities to address challenges holistically.
With targeted interventions and strategic planning, the municipality has the potential to transform into a resilient and economically dynamic region, serving as a key contributor to the Northern Cape's development.

Conclusion
Dawid Kruiper Municipality presents a unique socio-economic landscape shaped by its natural assets, geographic location, and historical context. It is an area of both opportunities and challenges, with a strong reliance on agriculture, emerging renewable energy potential, and a burgeoning tourism sector.

The municipality's strengths lie in its fertile agricultural zones along the Orange River, high solar radiation levels conducive to renewable energy projects, and its proximity to iconic tourist destinations like the Kgalagadi Transfrontier Park and Augrabies Falls. These sectors are key economic drivers, supported by the strategic location of Upington as a regional hub for transport and logistics.

While Dawid Kruiper Municipality has a foundation of healthcare facilities, significant gaps remain in accessibility, particularly for rural and low-income communities. Strategic investments in infrastructure, human resources, and community outreach can greatly enhance equitable access to healthcare, contributing to improved health outcomes across the municipality.

However, socio-economic challenges persist, including high unemployment, income inequality, and service delivery gaps, particularly in rural areas. The dependency on water resources and the vulnerability of agriculture to climate change also pose significant risks.

T1.2.2

1.3. SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY INTRODUCTION

ELECTRICAL SERVICES
The municipality provides all electrical services to the Town of Upington and surrounding rural areas on both sides of the Orange River, which include the residential and the surrounding areas of towns like Kalksloot, Klippunt, Sesbrugge, Koppies Eiland, Louisvale, Leseding and Louisvaleweg. In the rural areas further from town, like Melkstroom, Lambrechtsdrift, Karos, Leerkrans, Ntsikelelo and Raaswater the distribution of electricity is provided by Eskom. All areas in the Mier area, which is part of the Dawid Kruiper Municipality is supplied by Eskom with electricity. Other electrical services, like area and street lighting, are provided by the municipality.

The municipality continuously upgrades the electrical services through the annual maintenance and capital program. The 2022/2023 electrification program that was scheduled for Pabalello, Rosedale and Jurgenskamp phase 2 and the 2023/2024 electrification of houses in louisevale town is completed therefore 552 houses are connected to the electrical grid. The 2023/2024 electrification program that was scheduled for Pabalello, louisevale and kameelmond has also reached completion, thus has connected 382 houses to the electrical grid.

Access to funding for projects and the rapid expansion of the towns are the main challenges to provision of basic electrical services. Annual applications by the municipality and Eskom for funding from the Department of Energy through the Integrated National Electrification Program (INEP) make a contribution to the funding of the projects, but the municipality must still provide counter funding for the program.

The municipality has a dedicated indigent register and provides 50 kilowatt- hour of energy per month free to indigents in both the municipal and Eskom areas of supply.

CIVIL ENGINEERING SERVICES

The Municipal Civil Engineering Services department focuses on various components which are pivotal for the sustainability of the Municipality. The basic approach to service delivery is to have sufficient resource to encourage productivity in all teams.

The Municipality provides Water, Sanitation and roads services to the communities as basic services. In the planning of the services to the continuous growing communities is critical to enhance provision of services but also to give direction to development and growth of the communities. The normal challenge of Backyard dwellings need to be address by preparing strategic growth management for settlements. The Municipality has serviced a number of sites however these sites are mostly allocated to low income household and with a proper strategy, the allocation of serviced stands will be distributed across all people as there is a group of people who are able to carry the cost of buying the stands. Service delivery is also based on financial muscle of the municipality. Without proper income it becomes difficult to provide good services to people, i.e. Our roads are deteriorating, our pipe infrastructure is old and does not meet the actual demand of the municipality.

The Municipality continues to provide basic services to the communities even with the minimum resources. The current backlog surveys show that provision of basic water Services is above 90% and the Sanitation is above 70%. Where the areas do not have service temporary measures are in place to supply those communities with the services such as buckets for sanitation which is not an acceptable standard but a temporary solution and for water we deliver water to tanks.

Municipalities must be in a position to provide the basic services to address poverty and offer people the opportunity to live in dignity. During the post-apartheid era, the public sector has been devoted to the development of basic infrastructure to address the inequalities of the past, thus addressing the human face of South Africa. In many instances the new, shared services approach to support line functions has resulted in inadequate equipment, materials and staff being made available to handle operations efficiently. Sadly, as a result of the neglect of the other aspects of development and maintenance, municipalities have exposed themselves to huge costs to rehabilitate completely run-down assets.

Service delivery in the municipality rests on 3 pillars:

(1) The operation and maintenance of existing infrastructure in order to fully exploit the productive means of infrastructure throughout its lifecycle;
(2) The construction of new infrastructure in areas where backlogs still exist; and
(3) The planning of extension of infrastructure and the construction of new infrastructure in areas where new development should take place and areas which are growing.

DEVELOPMENT & PLANNING

The optimal utilization of service delivery is seen as one of the ultimate goals of the municipality and is embodied in both maintenance and use of existing infrastructure and equipment, as well as the construction of new infrastructure in areas where backlogs exists and lastly cost-effective maintenance.

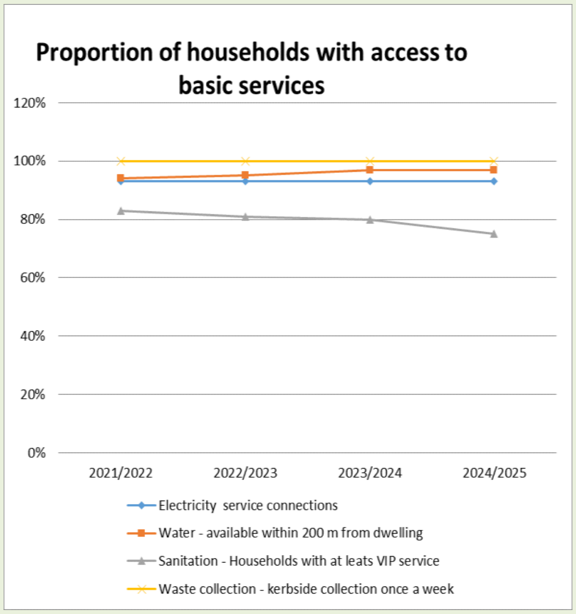
The implementation of new infrastructure starts with the IDP; undergoes a process of prioritization, and eventually the most urgent projects are capitalized in the Capex, dependent on the availability of suitable funding.

As far as maintenance is concerned, the municipality has programs in place for existing infrastructure such as electricity, water, sewerage and streets. Funding is achieved by means of the necessary provision in the operational budget (Opex).

The table below gives a summary of the main projects undertaken by the municipality during the 2024/2025 financial year.

Project	Status/Funding
Paving of Kalksloot internal streets	The project is completed and is funded by MIG
Paving of Paballelo internal streets	Only appointment of Consultant in FY 2024/25
UPINGTON: REPAIR AND MAINTENANCE OF ROADS (RRAMS)	The project is completed and is funded by MIG

T1.3.1



T1.3.2

COMMENT ON ACCESS TO BASIC SERVICES:

ELECTRICAL SERVICES

The Electrical Department provide two basic services, namely access to electricity and availability of street and area lighting. The backlog in electrical services to households in the municipal area is caused by the rapid increase in new informal houses on proclaimed land. The municipality does electrification with a combination of the Integrated National Electrification Programme grant and municipal loan funding. The funding is not sufficient to provide for the growth in new houses, however, the continuous efforts by the municipality and Eskom ensures that new informal houses are being serviced as soon as possible after erven are proclaimed. The current backlog in electrical connections is 2138. Street and area lighting is addressed with the assistance of MIG funding for high mast lighting projects.

CIVIL ENGINEERING SERVICES

The level of access to basic services in terms of Civil Engineering Services (Water and Sanitation) varies throughout the municipality and has dropped from last year due to the continuous growth of the town in the historically disadvantaged areas. The Municipality needs to produce a firm strategy for the upgrading of the informal settlements. The following is a summary of the level of access to basic services as at 30 June 2025 (including all areas in the newly formed Dawid Kruiper Municipality):

Water: Overall 97% of households on formal stands have access to a functional water service in 2024/2025, and;
Sanitation: Overall 75% of households on formal stands have access to a functional sanitation service.

The changes in the figures result from the growth of informal settlements which are formalized after establishment. The impact to provide services will always be affected by the demand ratio. If more settlements are approved without services, the Municipality will result in the percentage drop of no of people having access to basic services until those new communities are fully serviced.

T1.3.3

1.4. FINANCIAL HEALTH OVERVIEW

FINANCIAL OVERVIEW

Financial Health Overview

The fiscal year 2024/25 was a time of increased economic activity. The economy experienced considerable expenses as a result of rising inflation and interest rates. The year under review was still a difficult year for the Dawid Kruiper Local Municipality due to lower collection rates. The table below illustrates the Municipality's performance per National Key Performance Indicator as stipulated in the Local Government: Municipal Planning and Performance Management Regulations of 2001 and Section 43 of the Local Government: Municipal Systems Act 32 of 2000 (MSA). These key performance indicators are tied to the National Key Performance Area (KPA), which is Municipal Financial viability and Management. The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments that will occur in the ordinary course of business.

A number of factors affect the Municipality's ability to remain in business as usual. Management took into account the Municipality's present and future performance, the possibility of continued government funding, and, if needed, possible sources of replacement funding, among other things, when deciding whether the going concern assumption is suitable in the current economic climate. The Municipality has also instituted programmes to rein in wasteful spending. A additional piece of evidence supporting the premise is the fact that the Municipality has a constitutional right to collect property rates and service charges. This means that even though the Municipality is facing liquidity constraints in the short and medium term, it may still be considered a going concern.

The Annual Financial Statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business. The ability of the Municipality to continue as a going concern is dependent on a number of factors. In assessing whether the going concern assumption is appropriate under the current economic climate, management considered a vast range of factors, which includes the current and expected performance of the Municipality, the likelihood of continued government funding and, if necessary, potential sources of additional funding. Further to this, the Municipality has implemented cost containment measures to limit unnecessary spending. The assumption is further based on the fact that the Municipality has a constitutional mandate to levy Property Rates and Service Charges to enable the Municipality to remain as a going concern. The

Municipality will be operational over the short to medium term given the current position where liquidity is under pressure.

T1.4.1

FINANCIAL OVERVIEW – Operational Ratio's

C. Revenue Management							
1	Growth in Number of Active Consumer Accounts	(Year under review's number of Active Debtor Accounts - previous Year's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100	Debtors System	None		3%	
					Number of Active Debtors Accounts (Previous)	41,828	
					Number of Active Debtors Accounts (Current)	43,244	
2	Revenue Growth (%)	(Year under review's Total Revenue - previous Year's Total Revenue)/ previous Year's Total Revenue) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		8%	
					CPI	2%	
					Total Revenue (Previous)	973,845,631	
					Total Revenue (Current)	1,055,944,955	
3	Revenue Growth (%) - Excluding capital grants	(Year under review's Total Revenue Excluding capital grants- previous Year's Total Revenue excluding capital grants)/ previous Year's Total Revenue excluding capital grants) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR	= CPI		11%	
					CPI	2%	
					Total Revenue Exl.Capital (Previous)	920,003,522	
					Total Revenue Exl.Capital (Current)	1,019,592,552	
D. Expenditure Management							
1	Creditors Payment Year (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		84 days	Increase in consumer debtors resulted in creditors not being paid
					Trade Creditors	109,155,027	
					Contracted Services	23,149,367	
					Repairs and Maintenance	-	
					General expenses	53,264,066	
					Bulk Purchases	342,925,790	
					Capital Credit Purchases *(Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment)*	52,551,835	
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		8%	
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure	75,486,930	
					Total Operating Expenditure	962,646,602	
					Taxation Expense	-	
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		38%	
					Employee/personnel related cost	352,873,517	
					Councillors Remuneration	13,838,035	
					Total Operating Expenditure	962,646,602	
					Taxation Expense	-	
4	Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		2%	
					Contracted Services	23,149,367	
					Total Operating Expenditure	962,646,602	
					Taxation Expense	-	

T1.4.2

COMMENT ON CAPITAL EXPENDITURE:

ELECTRICAL SERVICES

A total amount of approximately R16.7 million was allocated by Department of Energy for the upgrade of the Upington north bulk supply and the electrification of houses (electrification of Pabalello, Louisevale and Kameelmond). The above mentioned projects has been completed.

DEVELOPMENT & PLANNING

For the 2024/2025 financial year the DORA allocation for the MIG projects was fully spent on different projects, all registered with the Municipal Infrastructure Grant (MIG).

The total DORA for 2024/2025 allocation for the Dawid Kruiper Municipality comprised an amount of R28,603,000.00.

CIVIL ENGINEERING SERVICES

In terms of Civil Engineering Services, grant funding from the WSIG Grant was for the refurbishment of WTW in Karos & Louisvale for this financial year.

In terms of Civil Engineering Services, grant funding from the Water Services Infrastructure Grant (WSIG) amounted to R9,233 million (Incl VAT). The following project was implemented from WSIG grant funds:

1. The refurbishment of WTW in Karos & Louisvale was budgeted for the 2024/25 financial year and the project is 89% completed. The project will be completed by September 2025.

EPWP

The grant allocated R 1 200 000 funding from the EPWP Integrated Grant was for the use of cleaning of towns, maintenance of municipal infrastructure/facilities for this financial year but most we have seen great success on addressing the potholes in the town through EPWP.

RBIG

The Regional Bulk Infrastructure Grant is a grant in kind which is allocated on the basis of the proposed development of the Kameelmond Wastewater Treatment Works. This is the Main Sewage plant for Upington and the Municipal intends to refurbish the current plant and also upgrade a portion of this plant. Consultant were appointed which completed further studies, assessment of the actual required development and the municipality appointed the contractor in May 2021. The Funding agreement have been signed between the Municipality and Department of Water and Sanitation which provides for allocation for the project implementation. Progress to date is 100% for Phase 1 (refurbishment of the existing plant) of the project and in process to appoint contractor for the Phase 2 of the project which is estimated at R292 million and will be completed over 2 to 3 Years. The second phase aim to address the current capacity challenges as the plant is running at 100 % capacity daily now.

NDP

The initial project addressed the Bulk Sewer challenges and was completed. The municipality further received allocation to address the expansion of the CBD area. The project aims at developing a viable city. The project is implemented in Phases and will be completed in 2027.

The Planning, design and Project Management unit aims to expedite all procurement process to improve the implementation of projects however, the challenge still remains that the response to the projects is not aligned with this section only but relies heavily on the support from external bodies.

T 1.4.5.1

1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

ORGANISATIONAL DEVELOPMENT PERFORMANCE

The Organogram of the municipality was not amended during the 2023/2024 financial year. Quarterly performance assessments were done to ensure that the municipality is on track with its performance objectives.

T1.5.1

1.6. AUDITOR GENERAL REPORT

AUDITOR GENERAL REPORT YEAR 2023/2024

Chapter 1

The Auditor-General Report for the 2023/2024 Financial Year is attached as Annexure to this document. The Report of the Auditor-General, as well as the Management Report, for the 2024/2025 Financial Year will only be included once the audit is completed

T 1.6.1

1.7. STATUTORY ANNUAL REPORT PROCESS

COMMENT ON THE ANNUAL REPORT PROCESS:

This Annual Report cover the period from 1 July 2024 to 30 June 2025. The Head Legal Services was tasked by the Municipal Manager to coordinate and compile the Annual Report for 2024/2025. Templates of the Annual Report were made available to all Directorates to ensure that the information submitted, complies with the requirements. Work was started during May. Regular updates were provided to the Municipal Manager and Directors. Reports on the progress with the Annual Report was also made during the Audit Readiness Meetings.

The 2024/2025 Annual Report was provided to the Auditor-General on 31 August 2024 to be audited. The report was tabled to the Council for in-principle approval on 29 January 2025. Council adopted by draft report by means of Resolution 24.9/01/2025 (CM). The document was advertised on 7 February 2025 for the public participation process. The draft Annual Report was advertised in terms of Notice N05/2025. The closing date for input/comments was 7 March 2025.

No input/comments were received from the community. The Annual Report for the 2023/2024 was tabled to MPAC and Council in March 2025 for adoption. Council adopted the Annual Report for 2023/2024 by means of Resolution 7.6/03/2025 (SCM) on 27 March 2025. The approved Report was made available on the Council Website.

T1.7.1.1

Chapter 2

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

Chapter 7, Section 151 of the Constitution of the Republic of South Africa, 1996, defines the status of municipalities as follows:

(1) The local sphere of government consists of municipalities, which must be established for the territory of the republic.

(2) The executive and legislative authority of a municipality is vested in tis municipal council.

(3) A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provided for in the constitution.

(4) The national and provincial government may not compromise, impede a municipality's ability or right to exercise its powers or perform its functions.

The Council of Dawid Kruiper municipality consists of 33 Councillors. The Municipality is divided in 17 wards.

The Mayor is an Executive Mayor. The Council uses a Mayoral Members Executive Committee system assisted by committees established in term of Section 79 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998).

T2.0.1

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Constitution of the Republic of South Africa, 1996, in Chapter 7, defines the status of municipalities as follows:

(1) The local sphere of government consists of municipalities, which must be established for the territory of the republic.

(2) The executive and legislative authority of a municipality is vested in tis municipal council.

(3) A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provided for in the constitution.

(4) The national and provincial government may not compromise, impede a municipality's ability or right to exercise its powers or perform its functions.

As from 1 November 2021 the Council Dawid Kruiper Municipality consists of 33 Councillors. The Municipality is divided in wards. Seventeen of the 33 Councillors are ward-based, the rest are proportional representatives.

The Mayor is an Executive Mayor. The Council uses a Mayoral Executive Committee system assisted by Committees established in term of Section 79 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998).

Chapter 2

After the November 2021 elections Cllr M Segede elected as Executive Mayor. Cllr Segede resigned on 30 December 2024 as Mayor and Councillor of Dawid Kruiper Municipality. Cllr Dawid Kazi was appointed as Councillor and elected as Executive Mayor of the Municipality. The Mayoral Committee under leadership of the Executive Mayor consisted of the following Councillors:

Cllr M Andreas
Cllr F Olifant
Cllr SL Beukes
Cllr E Mnyaka
Cllr SM Links
Cllr A Visser

Council held the following number of meetings:

Type of meeting	Month	Total
Council meetings	July 2022 - June 2023	11
Special Council meetings	July 2022 - June 2023	11
Executive Mayoral Committee meetings	July 2022 - June 2023	11

This do not include the Portfolio Committees and other ad hoc committee meetings.

T2.1.0

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

The Municipality operates on an Executive Mayoral Committee System, with the Executive Mayor being the Chairperson of the Committee.

In terms of Section 80 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) Council have established following Portfolio Committees:

- **Committee for Budget and Treasury**
  Cllrs **M Andreas** Chairperson
  F N Kefu
  PJ George
  ML September
  RBF Saal
  JH Opperman
  NMV Skei

- **Committee for Planning and Development**
  Cllrs **F Olifant** Chairperson
  S Abel
  NG Jood
  F Basson
  D Visagie
  ME Eiman
  NMV Skei

- **Committee for Civil Engineering Services**
  Cllrs **L Beukes** Chairperson
  ED Groenewaldt
  F Basson
  Z Maasdorp
  JC Esau
  S Sandlana
  H Roux

- **Committee for Electro- Mechanical Services**
  Cllrs **E Mnyaka** Chairperson
  ED Groenewaldt
  Z Maasdorp
  G George
  PT van der Steen
  EC Strauss
  H Roux

- **Committee for Corporate Governance**
  Cllrs **SM Links** Chairperson
  FN Kefu
  ML September
  NG Jood
  J Assegaai
  GDD Gewers
  WRS Peterson

- **Committee for Community Services**
  Cllrs **A Visser** Chairperson
  PJ George
  SKN Komazi
  S Abel
  A van Zyl
  MP Titus
  WRS Peterson

The Committees make recommendations to the Executive Mayoral Committee. The Executive Mayor has certain power, delegated to him by legislation and Council. On matters which he cannot make resolutions, the Executive Mayor makes recommendations to the Council.

In terms of Section 79 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) Council established the following committees to deal with specific matters.

IDP-Forum;
PMS Representative Forum,
Risk Management Committee;
MSCOA.

Other statutory committees established in terms of legislation include:

Local Labour Forum
Members: Cllr M Andreas
Cllr SM Links
Cllr GDD Gewers

Section 32 Committee
Members: Cllr M Andreas – Chairperson
Cllr SM Links
Cllr H Roux

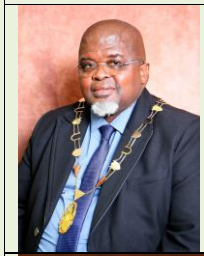
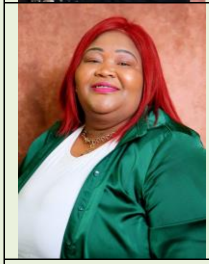
Municipal Public Accounts Committee (MPAC)
Members: Cllr ML September – Chairperson
Cllr NG Jood
Cllr S Abel
Cllr Z Maasdorp
Cllr ED Groenewaldt
Cllr PJ George
Cllr RBF Saal
Cllr PT van der Steen
Cllr WRS Peterson
Cllr NMV Skei
Cllr HP Roux

The Administration, under the leadership of the Municipal Manager, advises the Council and Executive Mayor on matters, so that the necessary resolutions can be taken.

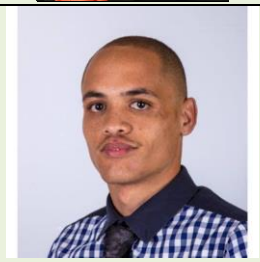
There is a sound relationship between the political leadership and the administrative staff of the institution.

T2.1.1

Chapter 2

POLITICAL STRUCTURE		
	**EXECUTIVE MAYOR** **Councillor Michael Segede (until 30 November 2024)**	Chairperson of the Executive Mayoral Committee of the Council. Performs the functions of Executive Mayor in terms of Section 56 of Local Government Municipal Structures Act, 1998.
	**EXECUTIVE MAYOR** **Councillor Dawid Kazi (from 2 December 2024)**	Chairperson of the Executive Mayoral Committee of the Council. Performs the functions of Executive Mayor in terms of Section 56 of Local Government Municipal Structures Act, 1998.
	**SPEAKER** **Councillor Melanie Dodds**	Chairperson of the Council in terms of Local Government Municipal Structures Act, 1998. Performs the functions of Speaker in terms of Section 37 of the Act.
	**CHIEF WHIP** **Councillor Felicity Olifant**	The Chief Whip is responsible for the political management of all councillors.
EXECUTIVE MAYORAL COMMITTEE The Executive Mayoral is under leadership of the Executive Mayor Clr Dawid Kazi. The Chairpersons of the various Portfolio Committees are the members of the Executive Mayoral Committee. They are the following Councillors: M Andreas S L Beukes S M Links E Mnyaka F Olifant A Visser		
		T2.1.1

Chapter 2

THE COUNCILLORS OF DAWID KRUIPER MUNICIPALITY ARE:			
	**EXECUTIVE MAYOR** **Cllr Dawid Kazi** **ANC (from 2 December 2024)**		**SPEAKER** **Cllr Melanie Dodds** **ANC**
	**Cllr S Abel** **ANC** **Ward 1**		**Cllr M Andreas** **ANC** **PR Councillor**
	**Cllr J Assegaai** **DA** **PR Councillor**		**Cllr F Basson** **ANC** **WARD 14**
	**Cllr S Beukes** **ANC** **Ward 17**		**Cllr ME Eiman** **DA** **PR Councillor**
	**Cllr JC Esau** **DA** **PR Councillor**		**Cllr G George** **ANC** **Ward 5**
	**Cllr P George** **ANC** **WARD 16**		**Cllr G Gewers** **DA** **Ward15**

Chapter 2

	**Cllr H Roux** **VF+** **PR Councillor**		**Cllr E Groenewald** **ANC** **WARD 2**
	**Cllr N Joodt** **ANC** **Ward 4**		**Cllr F Kefu** **ANC** **Ward 13**
	**Cllr S Komazi** **ANC** **WARD 7**		**Cllr SM Links** **ANC** **WARD 6**
	**Cllr Z Maasdorp** **ANC** **WARD 10**		**Cllr E Mnyaka** **ANC** **PR Councillor**
	**Cllr F Olifant** **Chief Whip** **ANC** **WARD 3**		**Cllr JH Opperman** **DA** **WARD 9**
	**Cllr W Peterson** **Khoi San Revolution** **PR Councillor**		**Cllr R Saal** **DA** **PR Councillor**

	**Cllr S Sandlana** **DA** **PR Councillor**		**Cllr M September** **ANC** **Ward 11**
	**Cllr N Skei** **EFF** **PR Councillor**		**Cllr EC Strauss** **DA** **PR Councillor**
	**Cllr MP Titus** **DA** **PR Councillor**		**Cllr PT van der Steen** **DA** **Ward 8**
	**Cllr A van Zyl** **DA** **PR Councillor**		**Cllr D Visagie** **DA** **PR Councillor**
	**Cllr A Visser** **ANC** **Ward 12**		
			T2.1.2

POLITICAL DECISION-TAKING

Except for the Council and Mayoral Committee, Council are also assisted and supported by the following Committees:

Municipal Public Accounts Committee (MPAC)
Committee for Civil Engineering Services;
Committee for Planning and Development;
Committee for Electro- Mechanical Services;
Committee for Community Services
Committee for Corporate Governance
Committee for Budget and Treasury

Ad-hoc committees for specific matters are also established.

T2.1.3

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

Corporate governance, mindfully applied, is a fundamental part of the solution to various challenges. The key words here are "*mindfully applied*", it is important to make the most impact by linking governance more tightly to value creation and the achievement of desired outcomes.

Corporate governance is not presented as an end in itself, but rather a means towards realizing certain benefits, or governance outcomes: ethical culture, good performance, effective control and legitimacy. We must promote the view that achieving the aspirations as expressed in the principles optimizes organizations to realize the governance outcomes.

Principles are an expression of the fundamental aspirations of any organization wishing to achieve good corporate governance. Examples of principles within King IV are:

> "*The governing body should lead ethically and effectively*"; "*The governing body should govern risk in a way that supports the organization in setting and achieving its strategic objectives*"; and "*The governing body should ensure that the organization remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.*"

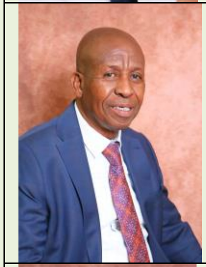
As should be evident from these examples, once an organization professes to adopt good governance, it is very hard to argue why the norms as established by the principles should not be upheld.

Effective corporate governance requires dedicated focus on the part of Council and senior management to their own responsibilities and, together with the corporation's shareholders, to the shared goal of building long-term value.

The Director Community Services retired on 31 December 2024 and the post is currently vacant. The Director Civil Engineering Services resigned on 31 January 2025. The post is currently vacant.

T2.2.1

Chapter 2

TOP ADMINISTRATIVE STRUCTURE	
	**MUNICIPAL MANAGER** Dr Elias Ntoba
	**Manager in the Office of the Municipal Manager** **Mr ME Mfusi**
	**Chief Financial Officer** **Mr R Strauss**
	**Director Community Services** **Mr MG Bovu** **Retired on 31 December 2024.** **Post is currently vacant.**
	**Director Civil Engineering Services** **Mr PG Jonker** **Resigned on 31 January 2025** **Post is currently vacant**

	**Acting Director Electro-Mechanical Services** **Mr D Louw**
	**Director Corporate Services** **Mrs Carol Newman**
	**Director Planning & Development** **Mr C Geldenhuys**
	T2.2.2

Chapter 2

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 INTERGOVERNMENTAL RELATIONS

INTER-GOVERNMENTAL RELATIONS

Chapter 3 of the South African Constitution deals with co-operative governance and inter-governmental relations. It outlines the principles and structures of how the different spheres of government (national, provincial and local) should interact and cooperate with each other.

Chapter 3 describes these spheres as distinctive, interdependent and interrelated, but they should work together.

The chapter emphasis that all spheres of government must respect each other's constitutional status, institutions, powers and functions. They should also avoid encroaching on each other's areas of jurisdiction and work together to achieve common goals.

Each sphere is expected to cooperate with another sphere in mutual trust and good faith for the good of the country.

The Dawid Kruiper Local Government Communication Forum (LGCF) was formed against this constitutional mandate. It was formed to make the constitutional principle of co-operative governance a reality. The meetings of the LGCF are taking place on a monthly basis.
The LGCF consists of National, Provincial and Local Government departments that are rendering a service in the Dawid Kruiper Municipal jurisdiction. It is chaired by the Speaker of the Dawid Kruiper municipality. The municipality also serves as the secretariat of the LGCF.

All the ward councillors of the Dawid Kruiper municipal area are members of the LGCF. There is a total of 17 wards in the Dawid Kruiper municipal area. The other councillors have ex officio status of the committee and can attend if and when they can. They can also be invited to attend the committee meetings.

The LGCF activities also include:

- Service delivery initiatives and assistance among the different government departments and the municipality. An example is the assistance which the municipality provide to the SANDF during their Freedom of the City parade.
- Assistance during municipal events. Eg. The Council Meets the People program of the Dawid Kruiper municipality. National and Provincial government departments also participate in this program.
- Annual national calendar events eg. National Freedom day, National Youth day, National Women's day, Welfare month etc.
- Service delivery assistance which is required by the municipality and by the government departments. Eg. The SANDF base in Upington regularly assist DKM with water tankers when there is a need for water in some of the wards. DKM also assisted them by fixing water pipes in the base and by maintaining their grass for sports purposes.

The meetings of the 2024/2025 financial year took place regularly. Two meetings are held on a monthly basis with the exclusion of January and December, when the council is in recess.

The distance between the former Mier area and the Upington area led to the decision of hosting two meetings because the former Mier also need to be serviced in terms of inter-governmental services.

Most of the meetings took place and attention was given to providing assistance to different government programs and inter-governmental relations.

T2.3

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

The South African Government regards public participation as the cornerstone of democracy and service delivery. It is not a privilege, but a constitutional right. This is given greater prominence by Chapter 1 of the Constitution of the Republic of South Africa, 1996, which states that the Constitution is the supreme law of the Republic and that any other conduct in conflict with it is invalid and the obligations imposed by it, must be fulfilled.

This constitutional provision places an obligation on government to establish public participation structures and systems. However, public participation must be pursued not only to comply with legislation, but also to promote good governance. For effective public participation to take place, the public must understand how government operates; not only local government, but all spheres of government. Communities should be empowered to ensure effective and meaningful participation in matters of government, especially in the local sphere of government which is closest to communities.

Public participation is a process that provides individuals with an opportunity to influence public decisions and has long been a component of the democratic decision-making process. The roots of citizen participation can be traced to ancient Greece and Colonial New England. Before the 1960s, governmental processes and procedures were designed to facilitate *external* participation. Citizen participation was institutionalised in the mid-1960s when the United States of America under President Lyndon Johnson introduced his Great Society Programmes (Cogan & Sharpe 1986:283)

Public involvement ensures that citizens have a direct voice in public decisions. The concept of people’s or public participation implies a people-centred development approach and may refer to the following aspects: involvement; communication; a new attitude from government or a reciprocal influence. Public participation is an inclusive process aimed at deepening democracy through formal participatory mechanisms. It further contends that authentic public participation should entail participation in decision-making, implementation, monitoring and evaluation, as well as sharing the benefits of governance and developmental outputs and outcomes.

Public participation includes people’s involvement in decision–making processes, in implementing programs and in efforts to evaluate such programs. Public participation is the process by which public concerns, needs and values are incorporated into governmental and corporate decision-making. It is a two-way communication and interaction, with the overall goal of better decisions that are supported by the public.

Public participation can broadly be divided into two main categories, namely, the mere receiving of information by citizens from authorities about proposed actions and the sharing of power with citizens to shape final decisions. It is, however, often argued that the mere provision of information cannot be regarded as participation, although the provision of information helps to empower and educate citizens, thereby equipping them with participation tools. Tangible benefits can be derived from effective citizen involvement programs.

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) in Section 16(1) requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16(1) further states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. Section 18(1)(d) requires a municipality to supply its community with information concerning municipal governance, management and development.

We embark on different processes to involve the community as much as possible. As part of our programs The Chief Financial Officer and the Finance Team went out in the preparation of the budget, we had community meetings in all wards and received different inputs regarding the budget process. The IDP process also involves the communities it is a very lengthy and transparent process in the reviewing of the IDP document, this is one of the most important sessions we embark on as the Municipality. Ward base meetings happens on a monthly basis in the Wards and it give the ward Councilors an opportunity to interact with the people in the specific ward. The Municipality have developed a strategic plan in ensuring that all scheduled services delivery programs are rolled out weekly and that we strictly follow our work scheduled in all different services delivery units.

T 2.4.0

2.4 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

We have a total of 20 Communication forum meetings on an annual basis. The forum is known as the Local Government Communication Forum – LGCF. In January we do not have a Local Government Communication Forum meeting because the council is still in recess in January. We also do not have a meeting in December due the holidays which the officials and the councillors take in December.

The Communication unit also added forum meetings for the Rietfontein area because it will be too costly for the government departments that are based there to travel to Upington for the LGCF meetings. This brings to the total of meetings to 20.

The forum serves as a link between Local, Provincial and local government departments that are rendering services in the Dawid Kruiper municipal area.

We sometines render joint services delivery activities to the residents. This assist in cutting costs and to serve them as one government irrespective of the different spheres.

T2.4.1

WARD COMMITTEES

As the Dawid Kruiper Municipality we have for the year 2024/2025 successfully launched all 17 Ward Committees. The Ward Committee System has been part of the Municipality for many years and is efficiently administered. The Ward Committees resort in the Office of the Speaker. There are a few successful stories since the launching of this program to the Municipality. Ward Committees are elected every five (5) years, from different sectors in each ward. It is one of the most effective methods Dawid Kruiper Municipality uses for our Public participation. Ward Committee elections were guided by Legislations. Department of COGHSTA play a vital role in the establishment of Ward Committee elections. Ward Committee members get a monthly stipend for the attendance of Ward Committee meetings, Ward Community Meetings and Ward Committee activities.

As part of our Participatory Democracy Process we have very strict measures in place for Public Meetings in all our wards. The Ward Councillors are guided by Council policy on the importance of community participation in all the processes from the IDP, Budget, and Development Projects taking place in the wards. A report is tabled in Appendix E on the Public Meetings held in year 2024/2025. Induction processes on Ward Committee is ongoing to equip the members the necessary skills.

Local Government legislations made a provision for local authorities to establish a system of participatory democracy at the local level in the form of Ward Committees. Ward Committees were introduced in municipalities as community structures to play a vital role in linking and informing the municipalities about the needs, aspirations, potentials and problems of the communities. They were established to form the bridge between local municipalities and communities by facilitating proper communication. By working directly with the Municipality, Ward Committees, serve as a cord which articulates the new system of local government to the majority of the people, more especially to previously disadvantaged communities. Ward Committees have an important role to play in actively taking part and determining core municipal business such as Integrated Developmental Planning, Budgeting, Municipal Performance Management process, without which democracy cannot be said is rooted on among the people. Ward Committees are a creation of legislation, the Municipal Structures Act, giving effect to the Constitution of the South Africa.

Ward Committees has dealt with a variety of community needs, problems and aspirations at ward level. The major issues among other were housing challenges, road infrastructure, water and electricity.

The role of political leadership in governance is that of managing the relationship between the government and civil society. If good democratic governance refers to working with and listening to citizenry as individual, interest groups and society as a whole, thus it involves active co-operation and on-going engagement in the process of policy formulation and implementation between politicians, public officials and members of the communities. The government has to ensure that all its structures enable the public to exercise a meaningful say. Governance as a process of facilitation and ensuring the delivery of goods and services through the management of social power and power relations thus includes a means of social stability and well-being through deepening democracy. Governance has been described as "*both a broad reform strategy and a particular set of initiatives to strengthen the institutions of civil society with the objective of making government more accountable, more open and transparent, and more democratic*" (Monique, 1997:4 in Gaventa and Valderrama). For others authors, it represents a change in meaning of government, referring to a process of governing.

T2.4.2

Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Dates and manner of feedback given to community
Community Meeting: **Ward 1**	19 July 2024 23 July 2024 08 August 2024 20 Sept 2024 05 Nov 2024 07 May 2025 03 July 2025	Ward Councillor & 2 PR Councillor	None	39 51 30 26 29 63 72 72	Feedback was given in the next community meeting.
Community Meeting: **Ward 2**	07 July 2024 08 August 2024 10 Oct 2024 11 Nov 2024	Ward Councillor & 1 PR Councillor	None	73 30 44 26 173	Feedback was given in the next community meeting.
Community Meeting: **Ward 3**	07 July 2024 08 Sept 2024 06 Oct 2024 25 Nov 2024 05 May 2025 22 June 2025	Ward Councillor & 2 PR Councillor	None	22 22 15 27 14 42 142	Feedback was given in the next community meeting.
Community Meeting: **Ward 4**	04 July 2024 07 August 2024 04 Sept 2024 21 Nov 2024 07 May 2025 04 July 2025 04 July 2025	Ward Councillor & 2 PR Councillors	None	14 18 28 27 14 17 118	Feedback was given in the next community meeting.
Community Meeting: **Ward 5**	08 July 2024 12 August 2024 07 May 2025 22 July 2025	Ward Councillor	None	11 64 17 30 122	Feedback was given in the next community meeting.
Community Meeting: **Ward 6**	08 Oct 2024 08 Nov 2024 07 May 2025	Ward Councillor	None	25 44 17 86	Feedback was given in the next community meeting.
Community Meeting: **Ward 7**					
Community Meeting: **Ward 8**	07 May 2025	Ward Councillor	None	10	No further Community meetings held.
Community Meeting: **Ward 9**					
Community Meeting: **Ward 10**	01 July 2024 23 July 2024 12 Aug 2024 29 Sept 2024 10 Oct 2024 20 Nov 2024 07 April 2025 06 May 2025 27 July 2025	Ward Councillor & 1 PR Councillor	None	40 50 129 77 102 51 36 108 40	Feedback was given in the next community meeting.

				633	
Community Meeting: **Ward 11**	17 July 2024 30 August 2024 18 Sept 2024 13 Oct 2024 21 Nov 2024 22 July 2025 06 Aug 2025	Ward Councillor & 1 PR Councillor	None	45 25 38 17 16 93 267	Feedback was given in the next community meeting.
Community Meeting: **Ward 12**	20 July 2024 27 July 2024 01 Aug 2024 04 Aug 2024 08 Sept 2024 19 Sept 2024 22 Oct 2024 17 Oct 2024 14 Nov 2024 24 Nov 2024 23 May 2025 13 May 2025 21 May 2025 20 June 2025	Ward Councillor	None	25 66 47 47 22 22 37 16 60 64 34 31 27 20 518	Feedback was given in the next community meeting.
Community Meeting: **Ward 13**	07 July 2024 15 Aug 2024 28 Aug 2024 16 Sept 2024 23 Sept 2024 19 Sept 2024 02 Oct 2024 08 Nov 2024	Ward Councillor & 1 PR Councillor	None	56 62 152 25 30 105 44 22 496	Feedback was given in the next community meeting.
Community Meeting: **Ward 14**	24 July 2024 09 July 2024 10 July 2024 29 July 2024 04 Sept 2024 28 Oct 2024 27 Oct 2024	Ward Councillor	None	65 69 25 75 26 44 83 37 19 47 76 566	Feedback was given in the next community meeting.
Community Meeting: **Ward 15**	28 Aug 2024 10 Sept 2024 03 Oct 2024	Ward Councillor	None	65 15 41 121	
Community Meeting: **Ward 16**	09 Aug 2024 26 Sept 2024 19 Sept 2024 28 May 2025 02 June 2025	Ward Councillor	None	21 25 99 47 09 201	Feedback was given in the next community meeting.

Community Meeting: **Ward 17**	04 Nov 2024 07 May 2025 16 June 2025	Ward Councillor & 1 PR Councillor	None	88 40 79 207	Feedback was given in the next community meeting.
					T2.4.3

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:
Public Participation at Local Government is embedded in the South African Constitution.

Section 151(1)(e) - obliges municipalities to encourage organizations in Local Government. The Dawid Kruiper Municipality encourages the involvement of the community in all council activities as it is in our community.

The community consults the Municipality about the level of quality range and impact of municipal services provided by the municipality through various forms of communication as stipulated in our Public Participation Policy. The Municipality focus thorough community engagement through our Ward Committee Meetings; Community Meetings and Sector Meetings.

Through our public meetings, members of the community are informed of decisions of municipal council.

There is a White Paper on Transforming Public Service Delivery (Batho Pele, 1997) to provide a policy framework and practical implementation strategy for improvement of service delivery.

Section 42 of the Municipal Systems Act, 2000 (Act 32 of 2000) requires municipalities to involve the local community in the development, implementation and review of its performance and to allow participation in the setting of performance indicators and targets.

T2.4.3.1

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes
** Section 26 Municipal Systems Act 2000*	**T2.5.1**

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

Corporate Governance is the structure of rules, practices and processes used to direct and manage any Organisation. It aims to instil policies and rules and helps to maintain the cohesiveness of an organisation.

Corporate Services Department is horizontally aligned with other sector departments of the municipality, i.e. Finance Department, Technical Services Department and Community Development Department and Development and Planning. The department is tasked with the provision of support services to the Council and to all other sector departments. Three of the five identified Key Performance Areas (KPA's) are applicable to the Corporate Services Department for execution during the course of the financial year. These KPA's are taken up in a Performance Plan and defines the Council's expectations of the Manager Corporate Services in terms of Section 57(5) of the Local Government: Municipal Systems Act and other relevant legislature which provides for performance objectives and targets and which are based on the Key Performance Indicators (KPI's) as set out in the IDP.

Corporate governance is to facilitate, effective and prudent management that can deliver the long-term success of the Organisation.

T2.6.0

2.6 RISK MANAGEMENT

RISK MANAGEMENT

Accounting officers, and other officials within the organization, should ensure that they have effective, efficient and transparent systems of financial and risk management and internal control. In order to assist management in discharging certain of their risk management responsibilities, Internal Audit and Risk Management embarked on a process to facilitate the identification and rating of business risks. In terms of the process, representatives from the various directorates within the municipality attended a workshop during April/May 2024. The risk assessment was performed at both strategic and operational level.

The following documents with regards to Risk Management were reviewed by Risk Management Committee during June 2024 approved by Council June 2024:

Risk Management Policy
Risk Management Strategy
Risk Management Framework
Risk Management Committee Charter

Approach: Risk Identification Workshop

A risk assessment cannot be seen in isolation. The Committee of Sponsoring Organizations of the Treadway Commission (COSO) developed a framework that could be used by managements to evaluate and improve their organizations' enterprise risk management. The risk assessment of Dawid Kruiper Municipality was done in line with COSO. The risk assessment workshop focused on the following components of the framework:

1. **Objective Setting** – Objectives was set before management identified potential events that may have an impact on the achievement of these objectives.
2. **Root cause identification** – Root causes was identified to have an understanding of the origin of the risk.
3. **Event Identification** – Internal and external events affecting achievement of the municipalities objectives (distinguishing between risks and opportunities); and
4. **Risk Assessment** – Inherent and residual risks were rated on their impact, if materialized, and likelihood of materializing.

Risk Assessment Results:

The results of the risk assessment process represent the participants' interpretation and perception of the nature and quantum of the risks impacting the municipality. The quality of the results therefore depends on the knowledge, experience and quality of input of the participants.

The rating of risks was as follows:

The four potential effects of an identified risk are:

1. Impact before controls
2. Impact after controls
3. Likelihood before controls
4. Likelihood after controls

Impact may be defined as the effect to the municipality's process if the adverse event would occur. The rating is as follows:

The risk rating guide below was used as for purposes of rating risks:

Likelihood assessment		
Rating	Assessment	Definition
1	Rare	The risk is conceivable but is only likely to occur in extreme circumstances.
2	Unlikely	The risk occurs infrequently and is unlikely to occur within the next 3 years.
3	Moderate	There is an above average chance that the risk will occur at least once in the next 3 years.
4	Likely	The risk could easily occur, and is likely to occur at least once within the next 12 months.
5	Common	The risk is already occurring, or is likely to occur more than once within the next 12 months.

Impact assessment		
Rating	Assessment	Definition
1	Insignificant	Negative outcomes or missed opportunities that are likely to have a negligible impact on the ability to meet objectives. (No material impact on ongoing and on the achievement of business strategy and objectives)
2	Minor	Negative outcomes or missed opportunities that are likely to have a relatively low impact on the ability to meet objectives. (Limited impact on ongoing operations and on the achievement of business strategy and objections)
3	Moderate	Negative outcomes or missed opportunities that are likely to have a relatively moderate impact on the ability to meet objectives. (Disruption to normal operations with the limited effect on achievements of business unit strategy and objectives.)
4	Major	Negative outcomes or missed opportunities that are likely to have a relatively substantial impact on the ability to meet objectives. (Reduced ability to achieve business objectives (i.e. loss of key operations, reduction in quality of delivery)
5	Critical	Negative outcomes or missed opportunities that are of critical importance to the achievement of the objectives. (Loss of ability to sustain ongoing operations)

Rating guide for perceived control effectiveness:

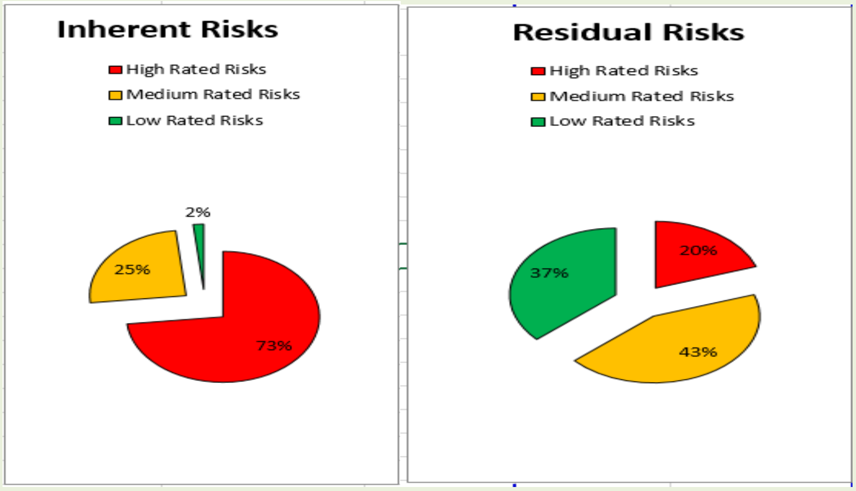
1. Controls and/or management activities are properly designed and operating as intended.
2. Controls and/or management activities are properly designed and operating with limited opportunity of improvement.
3. Controls and/or management activities are in place with significant opportunities for improvement.
4. Limited controls and/or management activities are in place.
5. Controls/ management activities not existing and/or major deficiencies and don't operate as intended.

Based on the risk ratings as per paragraph no 5 above, risks have been prioritized as follows:

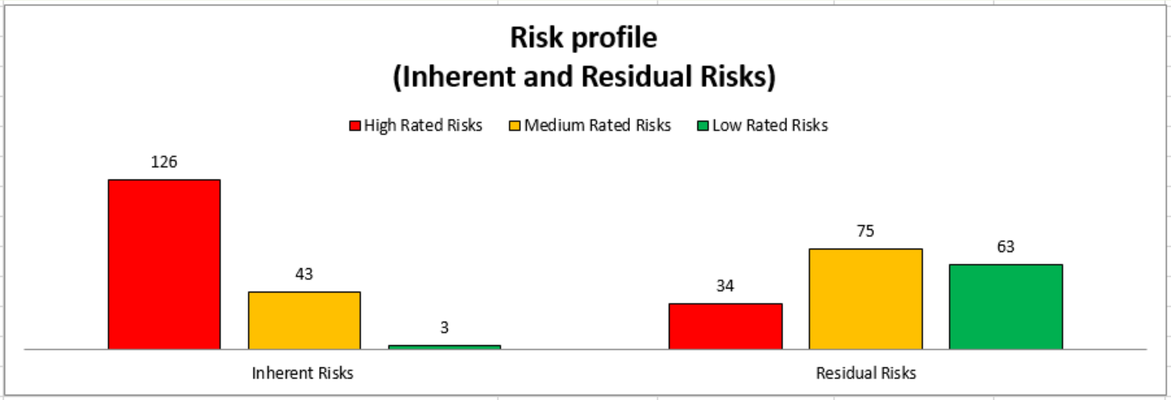
Risk rating	Risk Priority
15 - 25	High
8 - 14	Medium
1 - 7	Low

Chapter 2

Managing business risks associated with in the municipality is an ongoing process involving different levels within the organisation. Even though risks identified may have a low likelihood of occurring or controls are in place mitigating the risks, a continuous approach of monitoring and testing of controls needs to be done by management supported by the internal audit function. During the risk assessment workshops, management identified and assesses 172 risks which can hamper the achievement of objectives. Inherent risks are risks before the implementation of controls and Residual risks are risks after implementation of control measurements to mitigate the likelihood and impact of risks. A graphical layout of these risks is as follows:



Layout of inherent and residual risk exposure per directorate:



T2.6.1

2.7 ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI – CORRUPTION STRATEGY

FRAUD AND CORRUPTION IS A GLOBAL PHENOMENON and as such require concerted efforts from both the public and private sector. Dawid Kruiper Municipality recognizes four components i.e. prevention, detection, investigation and resolution, which plays an integral part in the fight against fraud and corruption.

The primary objective of this strategy is to prevent fraudulent conduct before it occurs. The fundamental advantage of prevention of fraudulent conduct advances two main purpose of criminal law: deterring future criminal conduct and protecting the public from dangerous offenders. The characteristic of successful fraud enforcement is its effectiveness not only in apprehending those who have already violated the law, but also in preventing others from committing acts of fraud. In South Africa, Common Law defines fraud as "*the unlawful and intentional making of a misrepresentation which causes actual and or potential prejudice to another*".

The term "*fraud*" is also used in a wider sense by the general public. In this regard, the term is used in this document in its widest possible meaning and is intended to include all aspects of economic crime and acts of dishonesty. In other words, fraud can be described as any conduct or behaviour of which a dishonest representation and/or appropriation forms an element.

The general offence of corruption is contained in Section 3 of The Prevention and Combating of Corrupt Activities Act. This section provides that any person who gives or accepts or agrees or offers to accept / receive any gratification from another person in order to influence such other person in a manner that amounts to:

- The illegal or unauthorised performance of such other person's powers, duties or functions;
- An abuse of authority, a breach of trust, or the violation of a legal duty or a set of rules;
- The achievement of an unjustified result; or
- Any other unauthorised or improper inducement to do or not to do anything is guilty of the offence of Corruption.

Corruption in its wider meaning, and as referred to in this document, includes any conduct or behaviour where a person accepts, agrees or offers any gratification for him/her or for another person where the purpose is to act dishonestly or illegally. Such behaviour also includes the misuse of material or information, abuse of a position of authority or a breach of trust or violation of duty.

The Dawid Kruiper Council resolved as per Resolution 18.7/02/2025 date 27 February 2025:

> "*1. That Council revise the Anti – Fraud and Corruption strategy/policy, as presented to Council be adopted.*"

The main principles of the Fraud Prevention are the following –

- Creating a culture which is intolerable to corruption / fraud
- Deterrence of corruption and fraud
- Preventing corruption/fraud which cannot be deterred
- Detection of corruption/fraud
- Fraud prevention plan/strategy
- Investigating detected corruption/fraud
- Taking appropriate action against fraudsters. e.g. prosecution, disciplinary action
- Applying sanctions, which include redress in respect of financial losses

Objective

Encourage a culture within Dawid Kruiper Municipality where all employees, the public and other stakeholders continuously behave ethically in their dealings with, or on behalf of Dawid Kruiper Municipality improving accountability, efficiency and effective administration within Dawid Kruiper Municipality. Improving the application of systems, policies, procedures and regulations, changing processes of the Municipality that facilitate corruption/fraud and allow it to go unnoticed or unreported.

Administration

- The custodian of this policy is the Accounting Officer who supported in its implementation by all Heads of Department.

The Accounting Officer is responsible for the administration, revision, interpretation and application of this policy.

The Institute of Internal Auditors defines internal auditing as follows:

"An independent, objective assurance and advisory service designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes."

The purpose of Internal Audit as being defined in Domain I, in the Global Internal Audit Standards determines as follows:

"Purpose Statement
Internal auditing strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

Internal auditing enhances the organization's:

Successful achievement of its objectives.
Governance, risk management, and control processes.
Decision-making and oversight.
Reputation and credibility with its stakeholders.
Ability to serve the public interest.

Internal auditing is most effective when:

It is performed by competent professionals in conformance with the Global Internal Audit Standards, which are set in the public interest.
The internal audit function is independently positioned with direct accountability to the board.
Internal auditors are free from undue influence and committed to making objective assessments.

Standard 4.2 Due Professional Care

Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including:
Adequacy and effectiveness of governance, risk management, and control processes.
Relative complexity, materiality, or significance of risks to the activity under review.
Probability of significant errors, fraud, noncompliance, and other risks that might affect objectives, operations, or resources."

The Department Internal Audit compiled a Three Year Risked Based Rolling Plan and Operational Internal Audit plan for the year ended 30 June 2025 that was approved by the Accounting Officer and the Audit Committee.

The plan was prepared based on:

- The strategic and operational risks identified by management through a formal risk assessment process during May 2025.

The Internal Audit Plan for the Dawid Kruiper Municipality was designed to provide an independent, objective assurance and advisory service, in an efficient and effective manner, to the following key stakeholders:

- Council of Dawid Kruiper Municipality through the Audit Committee.
- Municipal Manager; and
- Directors and Line Managers.

The overall approach was to formulate a risk-based plan to align the priorities of the Internal Audit function with the strategic objectives and goals of Dawid Kruiper Municipality and the related strategic and major business risks as identified by management.

The Internal Audit function evaluates and contributes to the improvement of risk management, control and governance systems.

Governance
The Internal Audit function assists Management in achieving goals of Dawid Kruiper Municipality by evaluating the process through which:

- goals and values are established and communicated.
- risk and control information is communicated.
- the accomplishment of goals is monitored (organisational performance).
- accountability is ensured and corporate ethics and values are preserved.

Risk management
The Internal Audit Department assist the management of Dawid Kruiper Municipality in identifying, evaluating and assessing significant strategic and operational risks and provide independent, objective assurance as to the effectiveness of related internal controls.

Furthermore, Internal Audit further assist management by examining, evaluating, reporting and recommending improvements on the adequacy and effectiveness of the risk management process within Dawid Kruiper Municipality.

Controls
Internal Audit evaluates whether the internal controls which management relies on to mitigate the risks down to acceptable levels, are appropriate and functioning as intended and develop recommendations for enhancements or improvements in the control environment.

Independence
To provide for the independence of the Internal Audit function, it reports to the Accounting Officer administratively and operationally to the Audit Committee periodically.

The Internal Audit function is not authorised to:

- Perform any operational duties for outside the scope of Internal Audit.
- Initiate or approve accounting transactions external to the Internal Auditing function.
- Direct the activities of any organisation or employee not employed by the Internal Auditing function, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist the internal auditors in carrying out investigations.

The Internal Audit function is authorised to:

- Have unrestricted access to all functions, records, property and personnel.
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives.
- Obtain the necessary assistance of personnel where Internal Audit will perform reviews, as well as other specialised services from within or outside the organisation.
- Have no restrictions placed upon the scope of internal audit's work. Members of the internal audit function engaged on internal audit work are entitled to receive whatever information or explanations they consider necessary to fulfil their responsibilities.
- The internal audit function will conduct audits in accordance with the "*Code of Ethics*" and "*Standards for the Professional Practice of Internal Auditing"* of The Institute of Internal Auditors as well as relevant Policies and Procedures of Dawid Kruiper Municipality.

Additional Internal Audit activities also include:

- Planning and reporting activities of the Internal Audit function including amongst others:
- Preparation of a detailed annual Internal Audit plan;
- Liaison with top management, external auditors and key stakeholders;
- Reporting to the Accounting Officer and management; and
- Follow-up on reports issued.
- Project management activities of the Internal Audit function including amongst others:
- Organising and directing audit staff, including regular meetings;
- Review of working papers and report;
- Monitoring actual activities against plan; and
- Quality assurance reviews.
- Advisory services of the Internal Audit function including amongst others:
- Providing assistance and expertise on either newly developed systems or improving current systems;
- Assisting management with the facilitation of risk assessments and the implementation of a formal system of risk management.

Internal Audit approach
Scope of Internal Audit
The scope of Internal Audit, in line with good Corporate Governance principles and Dawid Kruiper Municipality's Internal Audit Charter, is to determine whether the municipality's network of risk management, control, and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed;
- Interaction with the various governance groups occurs as needed;
- Significant financial, managerial, and operating information is accurate, reliable and timely;
- Employees actions are in compliance with policies, standards, procedures, and applicable laws and regulations;
- Resources are acquired economically, used efficiently and adequately protected;
- Programmes, plans and objectives are achieved;
- Quality and continuous improvement are fostered in the organisation's control process; and
- Significant legislative or regulatory issues impacting the organisation are recognised and addressed appropriately.
- Compliance with legislation and Council policies.

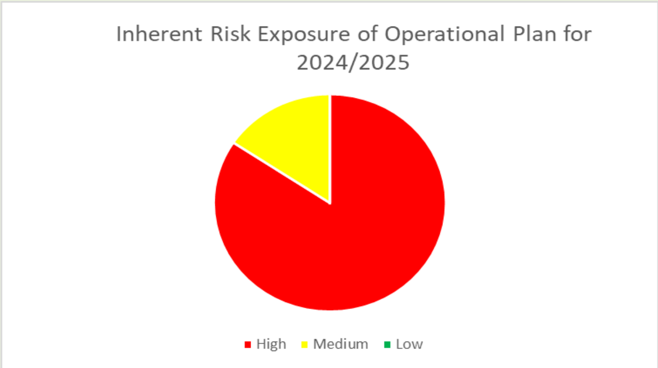
Reporting and communication

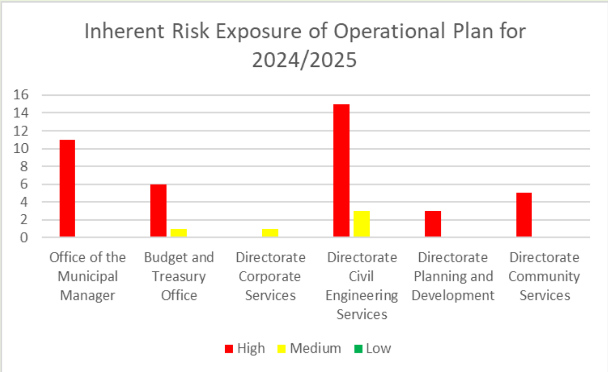
- Communication, orally and through reports, is an essential part of the Internal Audit process. Internal Audit should also communicate with management through a series of planned formal meetings.
- Exception reports as well as audit reports to be submitted to management after completion of an audit on an on-going basis. Reports to clearly demonstrate the control and operational concerns arising from the reviews, the potential impact and the practical reasoned recommendations for change. Quarterly reporting to be submitted to the Audit committee on reports issued as well as management response. Any critical issues to be reported orally to management and the audit committee if necessary, immediately upon identification. Management to be given at between one to two weeks to respond on audit reports.
- Follow-up audits to be carried out to ensure that control weaknesses have been adequately rectified, or that appropriate action is being planned.

Commencing the audit
Before an audit at a division is commenced, Internal Audit function will consult with the head of the division. This will ensure that the division's expectations are addressed. The audit plan was based on the inherent risk exposure of the municipality. A graphical layout of the risk based audit plan is as follows:

- As Internal Audit has not tested the controls yet, the focus is therefore on Inherent Risk (risk before implementation of controls).

- The focus of Internal Audit on the Operational Internal Audit plan for the year ended 30 June 2025 based on the risk assessment results, was as follows:





2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT
Supply Chain Management (SCM) is necessary to ensure a sustainable and accountable supply chain that promotes black economic empowerment and local economic development. The drafting and implementation of both an SCM policy and procedures have ensured that the processes are fair, equitable, transparent, competitive, environmentally friendly and cost effective, in accordance with the rules and regulations from the different spheres of government.

The municipality is operating a centralized SCM unit meaning that all procurement processes are dealt by the supply chain unit, which will promote and enhance an open and fair tendering process to all suppliers, regardless of the particular communication media that they may have access to. This system will level the playing field for all suppliers and also ensure that the amount of irregular expenditure will be minimized.

National Treasury introduced the Central Supplier Database (CSD) and suppliers are sourced through the commodities which they are registered for. Suppliers are also routed on a continuous basis. The Municipality also advertises all tenders on E-portal to reach a wider range of suppliers who can deliver the required services to Dawid Kruiper Municipality.

The SCM Policy was adopted by the Council of Dawid Kruiper Municipality in May 2023 in terms of Section 111 of the MFMA, 2003 (Act No.56 of 2003). The SCM policy is implemented. The policy was reviewed; work shopped and was adopted by council during May 2023.

COMMITTEES
The Municipality has established the following bid committees:

Bid Specifications Committee
- Director Planning and Development – Chairperson
- Manager: Financial Reporting
- Head Planning Official
- Control Technician Engineering Service, Planning & Project Management
- Senior Accountant Bid Management

Bid Evaluation Committee
- Director Civil Services – Chairperson
- Senior Manager in the Office of the Municipal Manager
- Senior Manager: LED & Tourism
- Manager: Secretariat
- Senior Accountant Supply Chain Management

Bid Adjudication Committee
- Chief Financial Officer – Chairperson
- Director Planning and Development
- Director Corporate Services
- Director Community Services
- Manager Supply Chain

Any possible conflicts of interest are declared at all bid committee meetings.
The Bid committees held regular meetings. Specification Committee meetings take place on Wednesdays, Evaluation Committee on Mondays and Tender Committee on Fridays.

IMPLEMENTATION OF MBD DOCUMENTS
All municipal bid documents (MBDs) are in place in compliance with MFMA Circular 25 and include specifications and evaluation criteria as recommended by the specification committee.

Challenges: Service providers not wanting to do business with the municipality, due to poor payment arrangements.

Proposed solution: Implement the municipal turnaround strategy to improve the cash flow position of the municipality.

Challenges: May suppliers fail to complete the local content declarations of DTI.

Proposed Solution: DTI must embark on an extensive roadshow to educate and to provide guidance with regards to local content declaration.

Challenges: Suppliers tax matters are not in order on the CSD.

Proposed Solution: Regular communication with the suppliers regarding their tax compliance matters.

SUPPLY CHAIN MANAGEMENT UNIT (STAFF)
The staff complement of the Supply Chain Management unit as follows:

Tenders and orders
1 x Senior Manager Supply Chain Management (Position Vacant)
1 x Manager Supply Chain Management
2 x Senior Accountant Supply Chain Management
1 x Assistant Accountant Supply Chain Management (Position Vacant)
1 x Assistant Accountant Demand and Acquisition Management (Position Vacant)
1 x Senior Clerk Supply Chain Management (Position Vacant)
5 x Buyers (1 x Positions Vacant)
2 x Supply Chain Management Clerks (Position Vacant)

Stores
1 x Head Buyer
1 x Senior Store man (Position Vacant)
3 x Assistant Store men
2 x General Worker (1 X Position Vacant)

SUPPLIER DATABASE
As per National Treasury Circular No 3 of 2015/16, suppliers will no longer be registered at the municipality and are requested to self-register directly on the CSD by accessing the National Treasury website at www.secure.csd.gov.za.

T2.8.1

2.9 BY-LAWS

COMMENT ON BY-LAWS:
No By-Laws were adopted/reviewed or amended for the period under review.

T2.9.1.1

2.10 WEBSITES

DOCUMENTS	YES/NO
All the budget related policies	**YES**
The previous annual report	**YES**
All the current performance agreements required in terms of section 75 (1) (b) of the Municipal Systems Act and resulting scorecards.	**YES**
All service delivery agreements	**YES**
All long term borrowing contracts	**YES**
All supply chain management contracts above a prescribed value	**YES**
An information statement which is containing a list of assets over a prescribed value that have been disposed of in terms of 14 (2) or (4) of the MFMA	**YES**
Contracts agreed	**YES**
Public-private partnerships	**YES**
All quarterly reports tabled in council in terms of section 52 (d)	**YES**
The IDP	**YES**
All the other relevant information	**YES**
	T2.10.1

COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:
Relevant Legislation which govern the website information

The Municipal Systems act, 2000 mandates that:

> "all municipalities establish and maintain their own official websites. These websites serve as a primary communication channel with the local community, providing access to important information and promoting public participation in local governance."

Section 21B of the Municipal Systems Act states that:

(1) Each municipality must—

(a) establish its own official website if the municipality decides that it is affordable; and
(b) place on that official website information required to be made public in terms of this Act and the Municipal Finance Management Act.

(2) If a municipality decides that it is not affordable for it to establish its own official website, it must provide the information in terms of legislation referred to in subsection (1)(b) for display on an organised local government website sponsored or facilitated by the National Treasury.

(3) The municipal manager must maintain and regularly update the municipality's official website, if in existence, or provide the relevant information as required by subsection (2)

57(I)(h) of the Municipal Systems Act states that performance agreements for Section 57 Managers must be on the Website

Municipal Financial Management Act Requirements:
Section 75 of the MFMA requires that the municipalities place key documents and information on their website, including the IDP, annual report, the annual budget2, adjustments budgets and budget related documents and policies.

Section 75 (1) The accounting officer of a municipality must place on the website referred to 1 0 in section 21A of the Municipal Systems Act the following documents of the municipality:

- The annual and adjustments budgets and all budget-related documents:
- All budget-related policies:
- All performance agreements required in terms of section 57(I) (h) of the Municipal Systems Act:
- all service delivery agreements;
- all long-term borrowing contracts;
- all supply chain management contracts above a prescribed value:
- An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14(2) or (4) during the previous quarter
- Contracts to which subsection of section 33 apply, subject to subsection (3) of public-private partnership agreements referred to in section 110

T2.10.1.1

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFCATION LEVELS

We have placed mechanisms in place to allow our citizenry to interact with the municipality. Client services also goes out to conduct Batho Pele awareness campaigns in the different wards, this is aimed at making our clientele conscious of their rights and our obligations as civil servants. We also assist Ward Councilors when requested to come and explain the complaints procedures of Municipality, furthermore we also conduct block meetings with ward councilors to do consumer education about the responsibility of citizenry not to vandalize municipal infrastructure or not to throw foreign objects in manholes as this cause many sewer spills.

The Constitution of South Africa, 1996, and other relevant legislation provides for the following:

1) Participation by the local community in the affairs of the municipality must take place through-

   a) Political structures for participation in terms of the Municipal Structures Act;
   b) The mechanisms, processes and procedures for participation in municipal governance established in terms of this Act;
   c) Other appropriate mechanisms, processes and procedures established by the municipality;
   d) Councillors; and
   e) Generally applying the provisions for participation as provided for in this Act.

2) A municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality, and must for this purpose provide for-

   a) The receipt, processing and consideration of petitions and complaints lodged by members of the local community;
   b) Notification and public comment procedures, when appropriate;
   c) Public meetings and hearings by the municipal council and other political structures and political office bearers of the municipality, when appropriate;

d) Consultative sessions with locally recognized community organizations and, where appropriate, traditional authorities; and
e) report-back to the local community.

T2.11.1

COMMENT ON SATISFACTION LEVELS:
Satisfaction levels and ratings of service levels can be viewed and made on the website of the Municipality.

The Municipality has a fully-fledged call centre that is functional for 24/7 with 4 officials per shift. The unit is comprised of 16 personnel who works shifts to provide services around the clock to our clientele. The call centre has two personnel who are dedicated to client complaints and one person dedicated to deal with the emergency line, whilst one person is at the walk in centre at the Head office to handle client complaints of people who physical are at the the head office. All these complaints are captured on our IMIS electronic complaints system, which is compiled into a monthly client services report which table to council on a monthly basis.

The satellite office in Rietfontein has was person designated to handle client complaints which also forms part of the 17 wards based client services report monthly

Complaints can be registered in the following ways:

- By calling the 24/7 call centre
- By reporting the complaints at the customer care desk at walk in centre
- By email
- Through the website
- Informing the ward councilor
- By informing the ward committees orally or in writing
- Through our whats-app line which is also available 24/7 basis

The Municipality also has an internal WhatsApp group where employees of the municipality can upload any problem or complain they encounter even after hours. This could range from potholes or water leaks.

Our complaints system is unique because it is an electronic system that captures every complaint, reflecting the date and time the complaint is captured or logged in. The system also gives and attaches a unique reference number to each complaint and reflects the status of each complaint until it's completed. The client receives an SMS that acknowledges receipt of the complaint. This SMS notification will improve from one to three SMS client once the IMIS 7 is fully operational, this implies that the clients will receive an SMS that confirms receipt of the complaint, an SMS that gives an update on the status of the complaint and finally a SMS that states that the complaint has been solved. The system also generates a monthly client service report, per ward so that councilors can see which complaints has been reported in their wards and whether their solved or not.

To further improve our client services experiences we have weekly service delivery meetings which are attended by all service delivery departments to find ways and means to shortened the turn-around time of any complaint, by attending to with service delivery challenges or vehicles.

All of these are ways and means of encouraging interaction between the municipality and its stakeholders.

Complaints are also received through our Facebook page and via our website.

T2.11.2.2

Chapter 3

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

INTRODUCTION

ELECTRICAL SERVICES

The provision of electrical connections to new residential units is a critical objective within the Integrated Development Plan (IDP). This encompasses electrification initiatives within both the municipal and Eskom supply areas. Specifically, within the municipal supply area, the project aimed at connecting 382 homes in Pabalello, Kameelmond, and Louisevale will be extended by two months, with a revised completion date set for the end of August 2024.

CIVIL ENGINEERING

The performance of the municipality is measured against key performance objectives and indicators in the IDP and in this chapter an overview of the deliverables achieved in the delivery of basic services will be addressed. Service Delivery Performance is further measured through the Service Delivery and Budget Implementation Plan (SDBIP).

Multi-year overviews will be given for basic services, such as water and sanitation and these overviews will include capital projects, service delivery levels, financial performance, performance against IDP objectives and information on staff critical to service delivery. The Municipality does not deliver any services through municipal entities, however, we supply the Kalahari West Water Board with water which is one of the main water suppliers to the former Mier Area. The other main water supplier in the Satellite Office area is the Kalahari East Water Board.

The municipality has major challenges with the aging infrastructure and the lack of services in our communities

T3.0.1

COMPONENT A: BASIC SERVICES

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

INTRODUCTION TO BASIC SERVICES

ELECTRICITY SERVICES

The provision of electrical connections to new residences is a critical component of the Integrated Development Plan (IDP). This encompasses electrification initiatives within both the municipal and Eskom supply areas. Eskom did not do any electrification work in the 2024/2025 financial year. Within the municipal supply area, the project was completed connecting 260 houses in Pabalello, Kameelmond, and Louisevale in August 2024 an additional 120 houses were completed in Pabalello by the end of June 2025.

CIVIL ENGINEERING

The continuous influx of people to the urban areas is putting severe pressure on the basic services provision to communities. The new developments, growing families, seasonal agricultural activities may also have influence to the increased and an increase in backyard dwellers over the last few years, contribute to more and more residents being placed in un-serviced erven. In such cases, the municipality then has to resort to providing temporary water and sanitation services in the form of mobile water tanks and sanitation buckets.

Chapter 3

The municipality faces major challenges in provision of services to communities and also the rate of development sub-economic areas is very high compared to areas which have influence on economic activities. The Municipality has spent loads of resources to support sub-economic areas which are a good thing but it creates a burden over the municipal budget as this unsustainable for a long term. For the survival of the Municipality we need the Vision of the NDP 2030, the vision of the municipality and communities towards sustainable economic development.

The current status of infrastructure Roads, Sewer and Water Services is showing serious failures that the municipality must address with urgency. Capacity shortage shows that the Municipality may reach a point where it can't allow growth of the town as the current services are under severe stress. It is plan of the Directorate Civil Engineering Services to upgrade current services and also prepare strategic documents which will encourage the growth of town, Informal settlement upgrades is critical whilst the numbers are still low.

T3.1.0

3.1. WATER PROVISION

INTRODUCTION TO WATER PROVISION

The Dawid Kruiper Municipality provides water services to the main urban centre of Upington town, to 9 rural settlements surrounding the town of Upington and to 9 rural towns in the Mier area. The communities are constantly growing and increasing the water demand over the years.

The Municipality need to strategically provide new strategies to increase the efficient use of water, develop recycling program that can save the water and promote best practices as we facing an ecological battle with Global warming. Global warming will eventually strike hard on areas without proper efficient areas.

The CSIR report:

> "*The Intergovernmental Panel on Climate Change concluded that there is consensus that the increase of atmospheric greenhouse gases will result in climate change which will cause the sea level to rise, increased frequency of extreme climatic events including intense storms, heavy rainfall events and droughts. This will increase the frequency of climate-related hazards, causing loss of life, social disruption and economic hardships. There is less consensus on the magnitude of change of climatic variables, but several studies have shown that climate change will impact on the availability and demand for water resources. In southern Africa, climate change is likely to affect nearly every aspect of human well-being, from agricultural productivity and energy use to flood control, municipal and industrial water supply to wildlife management, since the region is characterized by highly spatial and temporally variable rainfall and, in some cases, scarce water resources.* ***Vulnerability is exacerbated by the region's low adaptive capacity, widespread poverty and low technology uptake***.*"*

The Municipality need to consider an overview improvement of systems to accommodate the environmental challenges to secure the well-being of our people. Without improvement of our Resources management, the municipality will be the first on the graph to feel the impact of climate change.

The town of Upington and the rural Villages of Louisvale Road and Kalksloot/Klipput are supplied with drinking water from the Abraham "*Holbors*" September Water Treatment Works (AH September WTW), which is situated in Upington.

The remaining 7 rural villages in the Upington area are supplied with drinking water from 7 smaller water treatment works, which are situated in each of the villages and these treatment works have treatment capacities as follows:

1. Lambrechtsdrift Water Treatment Works, 864 kl/day
2. Karos Water Treatment Works, 864 kl/day
3. Leerkrans Water Treatment Works, 864 kl/day
4. Ntsikelelo Water Treatment Works, 432 kl/day
5. Leseding Water Treatment Works, 864 kl/day
6. Louisvale Water Treatment Works, 864 kl/day
7. Raaswater Water Treatment Works, 1776 kl/day

In the Mier area, drinking water was in the past supplied solely from boreholes, which supplied water directly into the distribution systems, with minimal to no treatment. The only water treatment works is situated in the village of Swartkopdam, where a desalination plant provides further treatment to the water abstracted from the boreholes. This water treatment also serves very little interest now as the boreholes are running dry. Perhaps this should be relocated to Welkom after the completion of the pipeline supply to Noenieput and Swartkopdam.

The threat to human life is ever increasing as the climate change conditions prevail and resulting to lack of underground water for these areas. Provision of reliable water is critical for the municipality according to the Constitution of South Africa 1996. However, due to the deteriorating levels of water quality and diminishing water source in the Mier area, the Kalahari-East water supply scheme has been extended over the last few years to the Mier area, and the water supply from the pipeline has become operational during the 2016/2017 financial year in the following villages:

Rietfontein;
Loubos;
Askham;
Groot Mier;
Klein Mier;
Philandersbron; and
Noenieput.

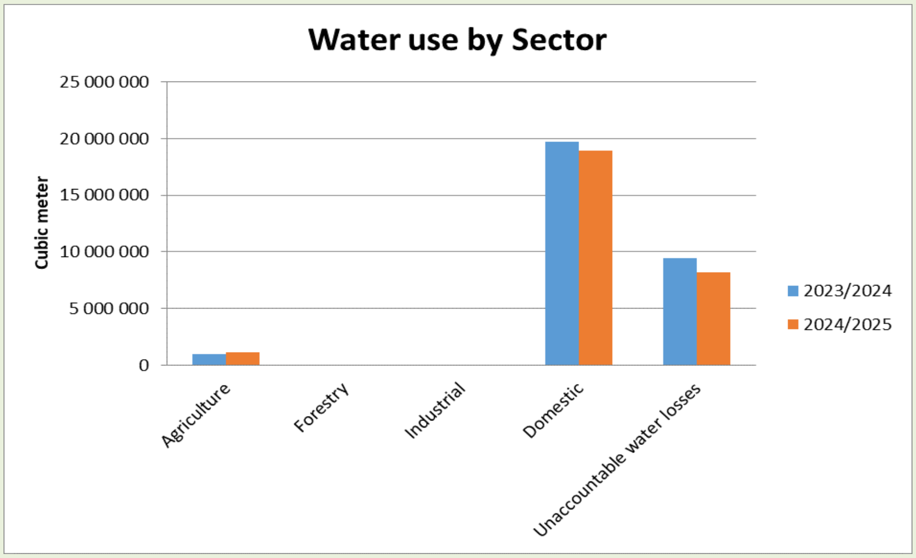
The following villages still makes use of borehole water:

Swartkopdam;
Rietfontein; and
Welkom.

The Municipality prioritized the implementation of Master Plan projects in 2024/25 FY and developed outstanding components for the Mier Area.

T3.1.1

Total Use of Water by Sector (cubic meters)					
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
2023/2024	993 482	0	0	19 751 817	9 480 871
2024/2025	1 121 577	0	0	18 927 414	8 207 296
					T3.1.2



T3.1.2.1

COMMENT ON WATER USE BY SECTOR:
The water services need to be improved to eliminate total wastage of water and reduce the risk of the Municipality having unaccounted water. The municipal irrigation sector is also having a huge role in use of water as we are in the semi desert environment. The municipality need to complete a research to encourage the use of sludge from waste water treatment work as a fertilizer and treated effluent for the use on parks and sport grounds to minimize the amount of water used for irrigation. This will reduce the amount of chemicals and eventually the expenditure on operations of water treatment plants if all our irrigation is removed from the portable water supply, including household supply for irrigation.

The Dawid Kruiper Municipality split the water usage in two sectors, namely:

1. Irrigation and,
2. Domestic, Commercial and Industry

Domestic, Commercial and Industrial water consumption is supplied through the same abstraction, treatment and distribution system network.

The total volume of raw water abstracted for the different sectors are as follows:

The total volume of water consumed by the irrigation sector is the same as the volume abstracted, since the abstracted raw water is not treated. In the case of the Domestic, Commercial and Industrial sectors, the volume of treated water consumed are as follows:

2017/2018:
Irrigation: 1 090 505 m3/annum
Domestic, Commercial and Industry: 16 947 769 m3/ annum

2018/2019:
Irrigation: 1 264 423 m3/annum
Domestic, Commercial and Industry: 17 407 476 m3/ annum

2019/2020:
Irrigation: 1 594 401 m3/annum
Domestic, Commercial and Industry: 16 009 398 m3/ annum

2020/2021:
Irrigation: 1 120 331 m3/annum
Domestic, Commercial and Industry: 19 751 817 m3/ annum

2021/2022:
Irrigation: 1 120 331 m3/annum
Domestic, Commercial and Industry: 22 794 625 m3/ annum

2022/2023:
Irrigation: 993 482 m3/annum
Domestic, Commercial and Industry: 22 794 625 m3/ annum

2023/2024:
Irrigation: 993 482 m3/annum
Domestic, Commercial and Industry: 22 794 625 m3/ annum

2024/2025:
Irrigation: 1,121,577m3/annum
Domestic, Commercial and Industry: 18,927,414 m3/ annum

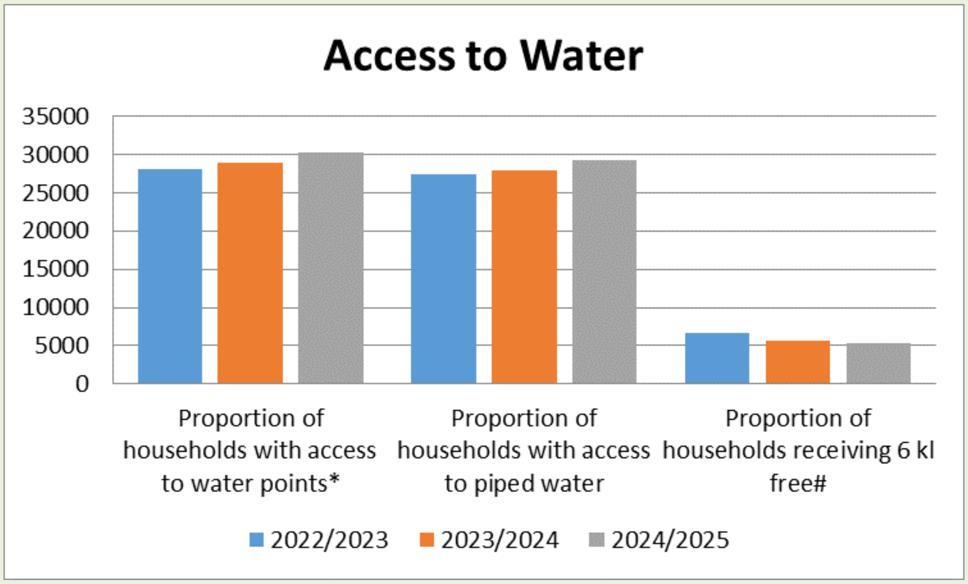
The Municipality need to increase water management mechanism the most water consumed is not billed which is recurring problem and affect the municipal revenue. The Municipality need to increase water management mechanism the most water consumed is not billed which is recurring problem and affect the municipal revenue. The Municipality has adopted a Water Conservation and Demand Management Project as part of the Strategic Plan. Council has adopted this project to ensure revenue enhancement and to decrease the need for over abstraction of raw water.

The initiatives include:
Smart metering;
Leak repair programs;
Pressure Management;
Plant upgrades where required;
Monthly water loss data analysis; and
Beautification programmes by mean of draught resistant plans.

T3.1.2.2

Water Service Delivery Levels				
				Households
Description	2021/22	2022/23	2023/24	2024/25
	Actual No.	Actual No.	Actual No.	Actual No.
Water: **(above min level)**				
Piped water inside dwelling	13 390	14 442	14 720	16 206
Piped water inside yard (but not in dwelling)	9 101	11 842	11 950	10 644
Using public tap (within 200m from dwelling)	3 168	1 152	1 289	2 342
Other water supply (within 200m)				
Minimum Service Level and Above sub-total	25 659	27 436	27 959	29 192
Minimum Service Level and Above Percentage	94%	95%	97%	97%
Water: **(below min level)**				
Using public tap (more than 200m from dwelling)	218	0	0	0
Other water supply (more than 200m from dwelling	0	1 303	676	953
No water supply	1 342	10	215	95
Below Minimum Service Level sub-total	1560,00	1313,00	891,00	1048,00
Below Minimum Service Level Percentage	5,73%	4,57%	3,09%	3%
Total number of households*	**27 219**	**28 749**	**28 850**	**30 240**
*** - To include informal settlements**				T3.1.3

Households - Water Service Delivery Levels below the minimum						
						Households
Description	2022/23	2023/24	2024/25	2024/2025		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal Settlements						
Total households	16 649	14 750	30 240	30 240	30 240	30 240
Households below minimum service level	788	676	1 048	1 048	1 048	1 048
Proportion of households below minimum service level	5%	5%	3%	3%	3%	3%
Informal Settlements						
Total households	11 100	13 239	0	0	0	0
Households below minimum service level	525	215	0	0	0	0
Proportion of households below minimum service level	5%	2%	0%	0%	0%	0%
						T3.1.4


Access to Water
35000
30000
25000
20000
15000
10000
5000
0
Proportion of households with access to water points*
Proportion of households with access to piped water
Proportion of households receiving 6 kl free#
2022/2023
2023/2024
2024/2025

Water Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	2022/2023		2023/2024			2024/2025		
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year	*Actual Year	*Previous Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Households without minimum water supply	Additional Households provided with minimum water supply during the year (Number of households (HHs) without supply at year end)	1800 additional HHs (1560 HHs outstanding)	3400 HHs (1560HHs outstanding)	1800 additional HHs (1560 HHs outstanding)	0 additional HHs (1342 HHs outstanding)	3400 HHs (1560HHs outstanding)	1800 additional HHs (1560 HHs outstanding)	0 HHs (1048HHs outstanding)	1048 HHs (1560HHs outstanding)
Improve reliability of water supply	Reduce the number of interruptions (**Ints**) in supply of one hour or more compared to the baseline of Year 0 (xxx interuptions of one hour or more during the yr)	28% (2932 Ints)	28% (2932 Ints)	28% (2932 Ints)	28% (2932 Ints)	28% (2932 Ints)	28% (2932 Ints)	28% (2932 Ints)	28% (2932 Ints)
Improve water conservation	Reduce unaccountable water levels compared to the baseline of 2017/2018 (xxx kilolitres (**KLs**) unaccounted for during the yr)	48% (8 092 052 KLs)	20% (2 600 000 KLs)	46% (8 092 052 KLs)	50% (3 500 000 KLs)	45% (2 600 000 KLs)	50% (8 092 052KLs)	44% (3 500 000 KLs)	40% (2 600 000 KLs)
									T3.1.6

Employees: Water 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	2	2	2	0	0%
4 - 6	3	4	2	0.248	6.2%
7 - 9	7	17	8	0.568	3.34%
10 - 12	19	40	19	0	0%
13 - 15	15	18	16	0	0%
16 - 18	20	33	20	0	0%
Total	**66**	**114**	**67**	**0.816**	**9.54%**
					T3.1.7

Capital Expenditure 2024/2025: Water Services					
					R' 000
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1048 HQ - Replacement of Pumps and Valves	860 000,00	860 000,00	413 841,23	48,12%	
8100 81502 WIP 1050 New Convetional Meters	500 000,00	500 000,00	351 709,66	70,34%	
8100 81502 WIP 1051 Replacement of >50 mm Watermeters	500 000,00	500 000,00	417 351,97	83,47%	
8100 81502 WIP 1053 New Watermeters	700 000,00	700 000,00	688 942,18	98,42%	
8100 81502 WIP 1190 Protea Pump Station	347 346,00	347 346,00	347 345,22	100,00%	
8100 81502 WIP 1200 Upgrade of Bulk Water Network	10 000 000,00	10 000 000,00	-	0,00%	
8100 81502 WIP 1251 Boorgat 2 Rietfontein	761 000,00	761 000,00	-	0,00%	
WIP 1287 Refurbishment of Karos WTW	4 035 600,00	4 035 600,00	4 035 600,00	100,00%	
WIP 1289 Refurbishment of Louisvale WTW	3 936 626,00	3 936 626,00	2 943 631,23	74,78%	
WIP 1290 Refurbishment of Filters and Clean Water MCC at AHS	1 795 600,00	1 795 600,00	-	0,00%	
8100 81502 WIP 1165 5000 Litre Tanks	25 750,00	25 750,00	-	0,00%	
8100 81502 WIP 1209 Raaswater - PLC	80 000,00	80 000,00	-	0,00%	

8100 81502 WIP 1266 Disa Park Raw Water Network	302 654,00	302 654,00	-	0,00%	
8100 81502 WIP 1299 Installation of Smart Water Meters	10 000 000,00	10 000 000,00	-	0,00%	
8100 81502 WIP 1305 Rosepark Raw Water Network	250 000,00	250 000,00	-	0,00%	
TOTAL	**34 094 576,00**	**34 094 576,00**	**9 198 421,49**	**26,98%**	
					T3.1.9

COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

The Municipality operates and maintains 17 water supply systems with a combined output capacity of 84 M/lday. The Mier area is mainly supplied with water from the Kalahari-East Water Users Association (KEWUA). The recorder total water system input volume recorded for the 2024-2025 FY was 18,927,414 ML. The main purification works in Upington, Abraham Holbors September Water Treatment Works, has a capacity of 83 M/lday and the highest recorded summer output is approximately 74 Ml/day. During winter it drops to an average daily output of 38Ml/day.

Water quality monitoring is conducted at three (3) levels. Microbiological, chemical and physical parameter monitoring takes place at both the treatment works and the various locations within the distribution system (pipelines and reservoirs. This monitoring is conducted by an external service provider. Operational monitoring is also conducted at the 8 treatment facilities on a 2-hourly basis verifying the various physical parameters.

The Municipality achieved Blue Drop scores of 7%, 38%, 44% and 72% in the 2009, 2010, 2011 and 2012 Blue Drop Report, respectively. It is evident in the scores that have been achieved over the years that the journey towards Blue Drop status has been long, difficult and onerous. The Municipality has finally achieved Blue Drop status in the 2014 Blue Drop Report with an average Blue Drop score of 96%. Two out of the 8 Water Treatment facilities in the municipality achieved Blue Drop Certification status in the 2014 Blue Drop report with the lowest score being 78%. The 2021-2022 Blue-drop Progress Assessment Tool (PAT) results was published in April 2022. Dawid Kruiper fell in the low risk category achieving 25 (Below 50%). 12 supply systems have a risk rating between 14.4%-39%. 6 supply systems are presented in the top 10 performing systems and 3 systems are in the top 20 performing water supply systems in the country from a risk based perspective. Dawid Kruiper thus strives to ensure water quality and security remain as priority.

The Municipality attained a 96% microbiological compliance for potable water during 2024-2025, the Blue-drop Pat assessment also took place and the audit results will be published in October 2025.

The current status of Municipality water balance tables shows significant amount of water used or lost due to poor structures for management of water resources. There is a tendency to transfer the risk of water risk to the next person or authority in the community without proper understanding of the current situation on our Water Services. The various water users need to account for water used per sector, i.e. Roads, Water supply, Parks, Resorts, etc. Serious improvement need to be made on mind-set to shift from using water irresponsible.

The other challenge on the Water Services performance, the water network is relatively old and places a serious threat to the human life as the pipes are constantly bursting and causing pollution of the pipe network. The 2023/24 financial year saw the most pipe bursts happening to our bulk system. The amount of water lost in the Municipality is unjustifiable too high due to poor systems to manage water. There are communities without water meters and high number of illegal connection makes it impossible to control the water usage.

The vandalism of our systems by those who collect scrap metal pieces is a serious concern. For both water and sewer network the municipality has manholes and chambers left open as this group targets all metal items in our community. It is a concern that all metal recycling business should be governed and all those who are selling stolen items should be charged with serious criminal charges. Manholes left open are a serious threat to the community as children may be stuck inside these holes and they also provide the community an opportunity to throw in foreign objects to the network which causes blockages and failure of systems. The process to replace stolen meters and manhole covers that are stolen is expensive at time result in the manholes being left open. Security and law enforcement for protection of our services need to be strengthened as the primary culprit is the steel collectors in communities.

The Municipality has the following key priorities in terms of water services provision:

- Provision of sustainable clean water to all households, industry and business communities.
- Maintain and upgrade water networks in order to minimise service interruptions.
- To maintain and sustain required minimum drinking water quality standards.

A number of challenges are facing the Municipality on an on-going basis:

1. Minimising unaccounted water due to large areas not being metered;
2. Reducing service interruptions to a minimum length of time, due to a low capacity in terms of skilled plumbing personnel;
3. Ever deteriorating quality of raw water obtained from the Orange River puts strain on time and money spent on water treatment in order to maintain minimum drinking water quality standards;
4. To sustain the functionality of an aging infrastructure;
5. Increasing number of informal households being added to the supply system where no formal water service connections exist;
6. Poor quality groundwater at towns in the Mier area not yet supplied from the Kalahari-East pipeline;
7. In as much as the better quality water supplied from the Kalahari-East pipeline is desired, this water is expensive to the point where poorer households will not be able to afford it. So affordability of water in the Mier area is already a challenge.

New Projects
The COGHSTA Program for provision of services has 4122 of households receive water connections, which some are completed.

T3.1.10

3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

UPINGTON
The Dawid Kruiper Municipality provides waste water services to the urban centre of Upington at the Kameelmond Waste Water Treatment Works. This treatment facility has a daily treatment capacity of 16Ml/day Annual Dry Weather Flow (ADWF). However, increasing number of sewer connections means that the plant's capacity is often exceeded in peak summer periods. The Kameelmond WWTW is also relatively old and the last significant upgrade on the plant was about 25 to 30 years ago. Plans are currently underway to upgrade the Kameelmond WWTW through the RBIG. The Consultant Engineers were appointed to start with the design of the upgrade and increase the plant capacity in 2018/19. The Contractor were also appointed in the 2020/2021 FY. The KWWTW is currently in upgrade phase with a contractor expected to be appointed by 30 September 2025, this would be a 3-year project which will enhance the plants performance.

The Waste water quality is summarised below:

- 169 Total samples
- 79 Passed
- 90 Failures
- 47% Compliance - regress from 52% 23-24FY
- out of 90 failures were applicable for Louisvale Road Weg, Askham, Rietfontein.

The main contributor of the poor performance is the KWWTW samples, indicated as failed, plant operating 117% above design capacity (we received a penalizing score during the greendrop assessment).

E Coli and Faecal Coliforms to be <1 as per the Special Limits imposed for discharge to the Orange River.
KWWTW E Coli and Fecal Coliform counts breakdown:

- 1-50 counts (37)
- 50-1000 counts (23)
- with a few major failures (10) above 1000 counts.

The plant does not currently have ultrafiltration and with the high flows, any form of sludge carried over to the final water, disinfection is impacted. The chlorine contact time is insufficient (requires 30min contact, high flows only allows for 10-20min). We have made strides to get the Process controllers to check for sludge carry over every 2 hours and pump sludge as far as practically possible. For the new SDPIB we have split KWWTW from the rest of the WWTW as there are different limits applicable. The Green-drop Assessment took place in May 2025 and the assessment results will be published in October 2025.

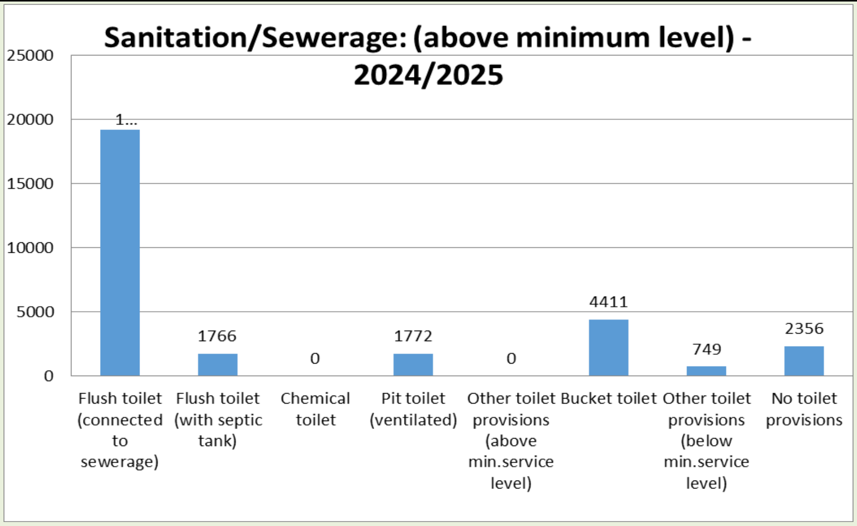
SURROUNDING TOWNS
There is only 1 rural water treatment facility at Louisvale Road, which has a capacity of 0.2 Ml/day ADWF. The surrounding settlements make use of either a VIP or a UDS toilet system. The Municipality need to improve bulk services according to the needs and master plans for sanitation.

The Oxidation Pond system at Louisvale Road has been upgraded during the 2014/2015 financial year through the MIG. Increasing strain are being felt by the Municipality to provide sanitation services above the minimum standards and a large number of buckets are still in existence in the system as backlogs in water and sanitation services continue to grow on non-serviced erven. Backlogs will be discussed in more detail in Chapter 5. A full break-down of the level of services is also provided in Section 1.3.

THE FORMER MIER AREA
The Dawid Kruiper Municipality extends sanitation service in the Mier area (commonly known as the Kalahari), which forms part of its jurisdiction. The entire area is not serviced through a sewerage network system, but sanitation is provided through a combination of dry sanitation systems and septic tanks. Two sewerage treatment works serves the entire area (all 9 towns), situated at Rietfontein and Askham, and this is putting tremendous strain on the municipality, since all sewerage that is collected, needs to be carted by truck to one of the two treatment works.

The masterplans for Sanitation show urgent areas of concern that need to be upgraded.

T3.2.1

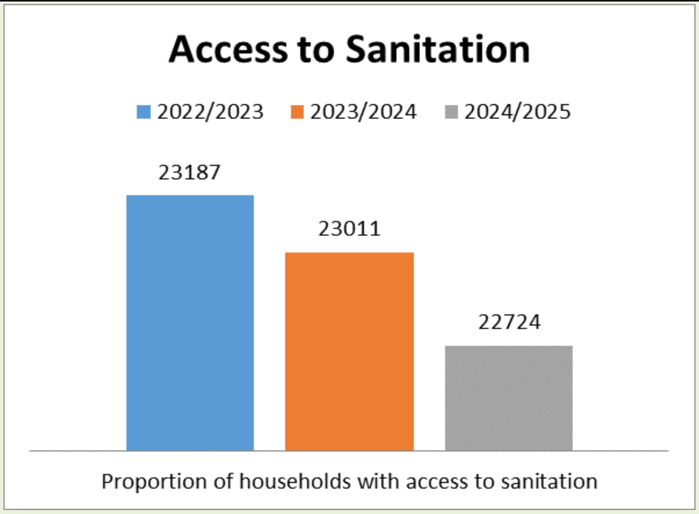


T3.2.2

Sanitation Service Delivery Levels *Households				
Description	2021/2022	2022/2023	2023/2024	2024/2025
	Outcome No.	Outcome No.	Outcome No.	Actual No.
***Sanitation/sewerage:* (above minimum level)**				
Flush toilet (connected to sewerage)	18468	18842	18783	19186
Flush toilet (with septic tank)	1734	1898	1783	1766
Chemical toilet	0	0	0	0
Pit toilet (ventilated)	2396	2447	2445	1772
Other toilet provisions (above min. service level)	0	0	0	0
Minimum Service Level and Above sub-total	22598	23187	23011	22724
Minimum Service Level and Above Percentage	83,0%	80,7%	79,8%	75%
***Sanitation/sewerage:* (below minimum level)**				
Bucket toilet	3049	4804	4871	4411
Other toilet provisions (below min. service level)	476	461	461	749
No toilet provisions	1093	297	507	2356
Below Minimum Service Level sub-total	4618	5562	5839	7516
Below Minimum Service Level Percentage	17,0%	19,3%	20,2%	25%
Total households	**27 216,**	**28 749,**	**28 850,**	**30 240,**
Total number of households including informal settlements				T3.2.3

Households - Sanitation Service Delivery Levels below the minimum Households						
Description	2022/2023	2023/2024	2024/2025	2024/2025		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual

	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total households	17249	18783	30240	30240	30240	30240
Households below minimum service level	3337	3756	7516	7516	7516	7516
Proportion of households below minimum service level	19%	20%	25%	25%	25%	25%
Informal Settlements						
Total households	11500	10067	0	0	0	0
Households that is below minimum service level	2225	2030	0	0	0	0
Proportion of households below minimum service level	19%	20%	0%	0%	0%	0%
						T3.2.4



T3.2.5

Waste Water (Sanitation) Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	2022/2023		2023/2024			2024/2025		
		Target	Actual	Target		Actual	Target		
Service Indicators (i)	(ii)	*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Previous Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Provision of toilets within standard	Additional Households (**HHs**) provided with minimum sanitation during the year (Number of HHs remaining without minimum sanitation at year end)	3000 additional HHs (3554 HHs remaining)	4900 HHs remaining)	4700 additional HHs (5562 HHs remaining)	5562 HHs remaining)	5562 HHs remaining)	0 additional HHs (7516 HHs remaining)	7516 HHs remaining	7516 hhs remaining
T3.2.6									

Employees: Sanitation 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	2	2	1	0.164	8.2%
7 - 9	6	6	4	0.912	15.2%
10 - 12	18	30	17	0.34	1.13%
13 - 15	0	0	0	0	0%
16 - 18	46	56	55	0	0%
Total	**73**	**95**	**78**	**1.416**	**24.53%**
					T3.2.7

Financial Performance 2024/25:Sanitation Services					
					R'000
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**55 268**	**90 351**	**93 755**	**64 617**	**-45%**
Expenditure:					
Employees	(26 668)	(28 567)	(26 728)	(27 306)	2%
Repairs and Maintenance	(723)	(753)	(1 703)	(1 284)	-33%
Other	(9 440)	(10 361)	(10 255)	(14 774)	31%
Total Operational Expenditure	**(36 831)**	**(39 681)**	**(38 687)**	**(43 364)**	**11%**
Operating (Deficit)	**18 437**	**50 670**	**55 068**	**21 253**	**-159%**
				.	T3.2.8

Capital Expenditure 2024/2025: Sanitation Services R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1092 Rehabilitation of Kameelmond WWTW	4 347 826,00	4 347 826,00	3 288 772,43	75,64%	
8100 81502 WIP 1117 Telemetry	400 000,00	400 000,00	23 188,77	5,80%	
8100 81502 WIP 1171 Fridge	3 651,00	3 651,00	3 651,00	100,00%	
8100 81502 WIP 1188 Prune Cutter	60 000,00	60 000,00	18 887,43	31,48%	
8100 81502 WIP 1227 Pumps	458 000,00	458 000,00	218 174,71	47,64%	
8100 81502 WIP 1267 Washing Machine	18 261,00	18 261,00	18 260,85	100,00%	
8100 81502 WIP 1269 Microwave	1 500,00	1 500,00	-	0,00%	
8100 81502 WIP 47 Kameelmond WWTW	239 000,00	239 000,00	228 098,00	95,44%	
8100 81502 WIP 362 Prosonix Level Controllers	100 000,00	100 000,00	-	0,00%	
8100 81502 WIP 364 Chlorinator	60 000,00	60 000,00	-	0,00%	
TOTAL	**5 688 238,00**	**5 688 238,00**	**3 799 033,19**	**66,79%**	
					T3.2.9

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

The Municipality has assessed the situation of the main waste water treatment plant in Upington and other sanitation facilities through the Master plans prepared by NCEDA, and we are currently addressing the bulk services capacity so that we can accommodate the community growth. The progress to upgrade the Kameelmond WWTW through the RBIG during the next 3 financial years at a total estimated cost of about R85 million and the Eastern Bulk Outfall Sewer at about R 40million but only constructed in Phases as there is not sufficient. An Implementation Readiness Study for RBIG funds has been conducted during 2017 financial year and a funding agreement has already been signed with the Department of Water and Sanitation15/2016 and provisional approval has been granted for funding. Final approval has been granted during the 2016/2017. The Municipality managed to appoint the service provider to start with the major design for the upgrading of plant in Upington. We also managed to look at the upgrading of the Rietfontein Wastewater plant and appointed an Engineer to address the challenges. We appointed a Contractor for the upgrading of the oxidation pond. The project is completed.

Strategic planning for development of sanitation services need to be completed in 2021/2022 for all our Settlements outside Upington. The Municipal plans for informal settlement upgrading are very slow and ineffective. A radical Plan that will enhances community development and promotes community development. The Strategic Framework for water services state that Sanitation is Dignity of Life. Without proper bulk and reticulation infrastructure our communities will suffer poor health.

The Municipality need to make provision for wastewater treatment in small packages or shared services to reduce the operational cost as Centralizing waste result in the high demand at the Upington Treatment Plant and high maintenance cost as pumps are failing to handle the load existing. This will reduce the pressure on vacuum tankers.

There are communities with Ventilated Improved Pit Latrines (VIP) that need to be serviced on yearly basis but due to lack of proper maintenance these systems are failing the communities and require attention to be emptied manually. A program was successfully conducted in 2021/22 where 8 towns were assisted to remove the collected sludge and foreign materials on the VIP systems. It is expected that the program shall continue.

T3.2.10

3.3 ELECTRICITY

INTRODUCTION TO ELECTRICITY

The municipal Electrical Services Department is responsible for the supply of electricity to the municipal supply area, the maintenance of electrical installations of the municipality and the provision of area and street lighting in the municipal area.

The main objectives of the Department are:

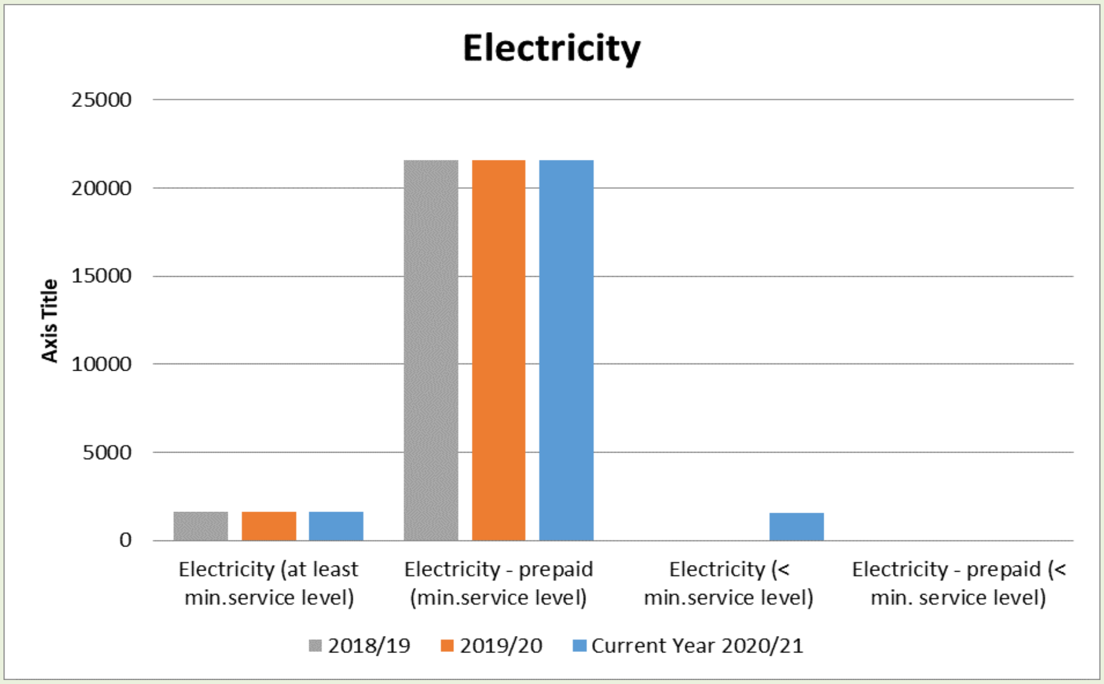
- To provide electricity to all customers in the municipal area of supply.
- To maintain and upgrade the networks to make provision for existing and new developments in the supply area.
- To provide street and area lighting to all existing and new areas.
- To provide an electrical support service to all other departments in the municipality.

The Sub-Directorate Electrical Services' staff consists of skilled and semi-skilled people. Table 3.3.1 gives an overview of the staff levels and numbers.

The electrification program to provide electricity to all households in the municipal area is continuing with the assistance of the Integrated National Electrification Program (INEP) funding. In the Eskom area of supply, annual surveys of un-electrified houses are conducted and the information is passed on to Eskom to include the houses in their rolling electrification program. The electrical networks, street- and area lighting, municipal buildings and installations are kept in a good condition through planned maintenance programs provided for in the operational budget. The operational budget of the Directorate is summarized in Table 3.3.3.

Capital projects ensure that existing and new areas are serviced and is planned annually through the IDP and budget processes. A summary of the main capital projects is given in Table 3.3.4

T3.3.1



T3.3.2

FINANCIAL OVERVIEW – 2022/23			
Description	2022/23	2023/24	2024/25
	Actual No.	Actual No.	Actual No.
Energy: **(above minimum level)**			
Electricity (at least min.service level)	2	2	2
Electricity - prepaid (min.service level)	22	22	22
Minimum Service Level and Above sub-total	23	23	23
Minimum Service Level and Above Percentage	n/a	90,4%	93,6%
Energy: **(below minimum level)**			
Electricity (< min.service level)	–	–	2
Electricity - prepaid (< min. service level)	–	–	–
Other energy sources	2	2	–
Below Minimum Service Level sub-total	2	2	2
Below Minimum Service Level Percentage	n/a	9,6%	6,4%
Total number of households	**26**	**26**	**25**
			T3.3.3

ELECTRICITY SERVICE POLICY OBJECTIVES TAKEN FROM IDP							
Service Objectives	Outline Service Targets	2023/2024		2024/2025			
		Target	Actual	Target	Actual	2025/26	
(i)	(ii)	(iii)	(iv)	(v)	(vi)	Target	
Provision of minimum supply of electricity through electrification projects	Additional households (HHs) provided with minimum supply during the year	178 additional HHs	178 additional HHs	380 additional HHs	380 additional HHs	332	
							T3.3.4

Employees: Electricity 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	3	4	3	0	0%
7 - 9	11	12	12	0	0%
10 - 12	10	12	11	0.92	7.67%
13 - 15	10	10	10	0	0%
16 - 18	4	7	4	0	0%
Total	**39**	**46**	**41**	**0.92**	**7.67%**
					T3.3.6

Financial Performance 2024/2025:Electricity R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**413 415**	**440 578**	**440 578**	**439 012**	**0%**
Expenditure:					
Employees	(18 201)	(19 255)	(18 591)	(18 881)	2%
Repairs and Maintenance	(2 380)	(2 317)	(4 361)	(3 863)	-13%
Other	(319 967)	(365 611)	(384 507)	(381 583)	-1%
Total Operational Expenditure	**(340 548)**	**(387 183)**	**(407 460)**	**(404 328)**	**-1%**
Operating (Deficit)	**72 867**	**53 395**	**33 119**	**34 684**	**5%**
					T3.3.7

Capital Expenditure 2024/2025: Electricity Services					
					R' 000
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1005 New Electrical Meters (Consumer)	210 000,00	210 000,00	152 898,57	72,81%	
8100 81502 WIP 1007 New Electrical Meters New Erven (Cons.)	3 346,00	3 346,00	3 345,42	99,98%	
8100 81502 WIP 1008 Replace Faulty Electrical Meters - Cons.	347 662,00	347 662,00	345 411,25	99,35%	
8100 81502 WIP 1019 Streetlights (Various Areas)	700 000,00	700 000,00	527 263,78	75,32%	
8100 81502 WIP 1023 Vervanging van Kiosks & Transformers	1 100 000,00	1 100 000,00	1 007 386,32	91,58%	
8100 81502 WIP 1026 Batteries - Various Smaller Substations	300 000,00	300 000,00	299 517,00	99,84%	
8100 81502 WIP 1230 Automization of Substation	308 754,00	308 754,00	308 753,09	100,00%	
8100 81502 WIP 1253 Leer	19 305,00	19 305,00	16 953,02	87,82%	
8100 81502 WIP 1258 Toolbox	208 000,00	208 000,00	112 319,82	54,00%	
8100 81502 WIP 1237 Electrification of Houses	2 496 916,00	2 496 916,00	2 505 125,84	100,33%	
8100 81502 WIP 1300 Installation of Smart Electricity Meters	10 000 000,00	10 000 000,00	-	0,00%	
TOTAL	**15 693 983,00**	**15 693 983,00**	**5 278 974,11**	**33,64%**	
					T3.3.8

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:
The priority of the largest capital projects were the elctrification of houses and the upgrading of street lighting technology. The electrification project is on schedule.

T3.3.9

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

INTRODUCTION TO WASTE MANAGEMENT

Waste Disposal, Cleansing Services and Waste Management are in the same budget and not divided.

Waste disposal are done on the De Duine-, Leerkrans-, Askham-, Welkom-, Groot Mier-, Loubos-, Rietfontein-, Philandersbron-, Noenieput- and Swartkopdam Refuse Sites.

Due to the longer hours in trading, street sweepers switched to a six-day workweek and overtime is worked on Sundays to ensure that the town are kept clean.

The biggest challenge remains the availability of enough suitable vehicles.

All communities receive a refuse removal service. Contractors have been appointed to remove refuse in the following towns:

Askham,
Welkom,
Groot and Klein Mier,
Noenieput, and
Swartkopdam.

Refuse from households are taken once a week and in rural areas every 14 days, except the Satellite Office Area, due to the long distances and low generation of waste do not require a more frequent service presently. Refuse removal from businesses are done three times per week.

Indigent households received special refuse removal without extra cost on request to prevent illegal dumping.

T3.4.1

Solid Waste Service Delivery Levels				
				Households
Description	**2021/2022**	**2022/2023**	**2023/2024**	**2024/2025**
				Actual No.
Solid Waste Removal: **(Minimum level)**				
Removed at least once a week	26	29	29	31
Minimum Service Level and Above sub-total	23	26	26	28
Minimum Service Level and Above percentage	81.5%	97%	97%	97%
Solid Waste Removal: **(Below minimum level)**				
Removed less frequently than once a week	6	6	6	6
Using communal refuse dump				
Using own refuse dump				
Other rubbish disposal				
No rubbish disposal				
Below Minimum Service Level sub-total	6	6	6	6
Below Minimum Service Level percentage	23,1%	3%	3%	3%
Total number of households	26	29	29	**31**
				T3.4.2

Solid Waste Service Delivery Levels				
				Households
Description	2021/2022	2022/2023	2023/2024	2024/2025
				Actual No.
Solid Waste Removal: **(Minimum level)**				
Removed at least once a week	26	29	29	31
Minimum Service Level and Above sub-total	23	26	26	28
Minimum Service Level and Above percentage	81.5%	97%	97%	97%
Solid Waste Removal: **(Below minimum level)**				
Removed less frequently than once a week	6	6	6	6
Using communal refuse dump				
Using own refuse dump				
Other rubbish disposal				
No rubbish disposal				
Below Minimum Service Level sub-total	6	6	6	6
Below Minimum Service Level percentage	23,1%	3%	3%	3%
Total number of households	26	29	29	**31**
				T3.4.2

WASTE MANAGEMENT AND WASTE DISPOSAL SERVICE POLICY OBJECTIVES TAKEN FROM IDP									
Service Objectives / *Service Indicators*	Outline Service Targets	2021/2022		2022/2023			2023/2024	2024/2025	
		Target	Actual	Target		Actual	Target		
		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective									
Provide effective refuse removal service to all accessible households	90% of all households	100%	100%	100%	100%	100%	100%	100%	100%
Permitted landfill site	Operate landfill site as per permit requirements	Dawid Kruiper has 9 refuse dumping sites.							
									T3.4.4

Employees: Waste Disposal and Other 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	0	1	0	0	0%
4 - 6	1	2	1	0	0%
7 - 9	0	2	0	0	0%
10 - 12	11	21	14	2.76	13.14%
13 - 15	0	0	0	0	0%
16 - 18	55	89	59	1.36	1.53%
Total	**67**	**115**	**74**	**4.12**	**14.67%**
					T3.4.6

Financial Performance 2024/2025: Solid Waste Removal R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**47 989**	**53 065**	**52 947**	**52 686**	**0%**
Expenditure:					
Employees	(18 880)	(18 565)	(19 489)	(20 224)	4%
Repairs and Maintenance	–	(7)	(7)	–	0%
Other	(7 789)	(13 500)	(13 530)	(4 545)	-198%
Total Operational Expenditure	**(26 669)**	**(32 072)**	**(33 026)**	**(24 768)**	**-33%**
Operating (Deficit)	**21 320**	**20 993**	**19 921**	**27 918**	**29%**
				.	T3.4.7

Capital Expenditure 2024/2025: Waste Management R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1306 Container	100 000,00	100 000,00	-	0,00%	
Grand Total	**100 000,00**	**100 000,00**	**-**	**0,00%**	
					T3.4.8

COMMENT ON WASTE MANGEMENT SERVICE PERFORMANCE OVERALL:

Our biggest challenge is the breakdown of vehicles and the shortage of certain vehicles (e.g. the compactor at the refuse site). At present although the number of households are increasing, especially in the informal areas, we are capable to deliver a curb side removal service weekly in urban areas and every 14 days in rural areas, except the Satellite Office Area.

T3.4.10

3.5 HOUSING

INTRODUCTION TO HOUSING

The Housing Unit of the Dawid Kruiper Municipality whom forms part of the Directorate Development and Planning, has undergo significant changes in its role and responsibilities. Previously accredited at Level 2, the municipality had the authority to manage and administer national and provincial housing programs, including tasks such as project evaluation, subsidy registration, and technical quality assurance. However due to decisions regarding accreditation, location, the Municipal Council opted to transfer this accreditation back to the provincial Department of Human Settlements.

As a result, the Housing Unit's focus has shifted primarily to land management and addressing sub-economical sites within the municipality. This includes acting as an implementing agent for low-income households, facilitating the placement of beneficiaries and addressing related community needs and complaints. The unit also conducts inspections to manage issues related to illegal squatting and land occupation. In line with its current objective, the municipality is engaged in compiling a comprehensive Spatial Development Framework (SDF) and Land Use Management System (LUMS). These initiatives aim to regulate and standardize land use across the municipal area, ensuring that development aligns with the municipality's strategic goals and complies with national legislation

Through these efforts, the Housing Unit continues to play a crucial role in promoting equitable land access and supporting sustainable development within the Dawid Kruiper Local Municipality.

T3.5.1

PERCENTAGE OF HOUSEHOLDS WITH ACCESS TO BASIC HOUSING			
Year end	Total households (informal settlements)	Households with access to basic housing	Total of Captured applications on NHNR on informal/Formal settlements/
2024/2025	16849	16849	16206
			T3.5.2

Employees: Housing Services					
Job Level	2023/2024	2024/2025			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3	1	1	1	0	0%
4 - 6	3	4	3	0	0%
7 - 9	3	5	4	0.92	18.4%
10 - 12	2	3	1	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
Total	**9**	**13**	**9**	**0.92**	**18.4%**
					T3.5.4

Financial Performance 2024/2025: Housing Services R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**0%**
Expenditure:					
Employees	(5 011)	(5 809)	(5 382)	(5 381)	0%
Repairs and Maintenance	–	–	–	–	0%
Other	(12)	(12)	(17)	(13)	-37%
Total Operational Expenditure	**(5 023)**	**(5 822)**	**(5 399)**	**(5 393)**	**0%**
Operating (Deficit)	**(5 023)**	**(5 822)**	**(5 399)**	**(5 393)**	**0%**
					T3.5.5

COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

The Housing Unit's performance is currently limited to administrative responsibilities, particularly in the management of sub-economical stands. As the municipality no longer holds any accreditation function, it does not implement or oversee housing projects. The Department of COGHSTA now acts as the sole developer for all housing projects within the municipal jurisdiction.

Despite this shift, the Housing Unit continues to play a supporting role by assisting with beneficiary administration, maintaining housing demand databases, and facilitating the registration of title deeds. The last housing project in the area, comprising 250 BNG units, was completed by the Provincial Department in 2016. Current allocations such as the 48-unit Housing Project and the Military Veterans Project for the 2023/2024 financial year are also fully managed by COGHSTA, with the municipality only responsible for administrative support.

The Housing Policy was reviewed and approved by Council on 30 June 2021 (Council Resolution No. 16.9/06/2021/30). However, the housing need within the municipality continues to exceed its delivery capacity, leading to ongoing issues such as illegal land occupation.

T3.5.7

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

The Municipality has an Indigent Management Policy, the Policy makes provision for low income and unemployed households who receive less than two times the Government allowance paid to old age pensioners or disabled persons; this amount is announced by the Minister of Finance on his Budget Speech.

The following services are being subsidized be the Municipality:

* Property Tax
* Refuse
* Sanitation / Sewerage
* Water (up to 6 kilolitres per month) if the consumption exceeds the 6kl then the consumer will be liable to pay,
* Electricity (up to 50kWh per month) if the consumption exceeds the 50kWh then the consumer will be liable to pay

Sewerage/sanitation, Refuse Removal and Property Rates (residential), these services are being subsidized through the Equitable Share allocated to the Municipality annually by National Treasury in the Government Gazette.

The Indigent Management Policy also state that when household is registered for the first time then the Municipality will install pre-paid electricity meter and prepaid water meters at its own cost.

When a household applies for the Indigent Support for the first time, the Municipality will write off his/her consumer account once off.

T3.6.1

Financial Overview - 2024/2025										
	Total	Households earning less than R4,200 per month								
			Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
		Total	Access	%	Access	%	Access	%	Access	%
2023/24	8315		7 880,00	96%	7 880,00	96%	7 923,00	97%	8 072,00	99%
2024/25	8173		7 668,00	94%	7 668,00	94%	7 920,00	97%	8 084,00	99%
										T3.6.2

COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT:

The Minicipality gives subsidy for Free Basic Services to all Indigent House holds who are unemployed and receive two times the Government Grant (**which was R4,400.00 per month in 2024/2025**), the income of everyone staying in the house is calculated as the total income, and the Indigent Register is being updated on a daily basis, and the re-registration process is done annually in order to verify the status of the Indigent Household if it is still the same.

The following Free Basic Services are being subsidised:

Electricity (50kWh of electricity per month)
Water (6 kilolitres of Water per month)
Sewerage/Sanitation
Refuse Removal
Property Rates (residential)

T3.6.6

COMPONENT B: ROAD TRANSPORT

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

INTRODUCTION TO ROAD TRANSPORT

The town of Upington forms a strategic link on the Namibia-Gauteng-Western Cape import and export route. Coupled with the proposed cargo hub, proposed high speed testing facility, proposed solar park and newly proposed Special Economic Zone (SEZ), road transport will be playing a crucial role in the future development of the Dawid Kruiper Municipality. The Dawid Kruiper Municipality also forms the gateway to the Kgalagadi Transfrontier National Park. However, a crucial gap exists at the moment in terms of the absence of a comprehensive and integrated transport plan and pavement management system which should be paving the way for a holistic, comprehensive transportation development approach.

The Municipality takes the responsibility from the strategic development document such as the NDP2030 and the structures act that gives primary objectives that roads act as the tool to access our communities and availability of transport that is safe and reliable is the priority concern of the municipality and other government stakeholders. It is therefore imperative that our roads and transport on the roads is reliable and able to enhance economic activities.

The main public transportation mode currently in use within the Dawid Kruiper municipal area, is minibus taxis. No passenger train or bus service is currently in use, primarily because the numbers of commuters, who make use of public transportation, are still relatively small. It is possible that the number of commuters making use of public transport might increase should other modes of transport enter the market, which are safer, more reliable and offer higher levels of convenience. Logistics transport, freight and other goods carrying modes of transport need to be accommodated on our planning as this form part of economic activities within the Municipality.

Future growth within the municipal area might also stimulate growth in the area of public transport and may demand other modes of transport to enter the market. However, detailed studies need to be conducted as the municipality falls within the mining corridor.

T3.7.0

3.7 ROADS

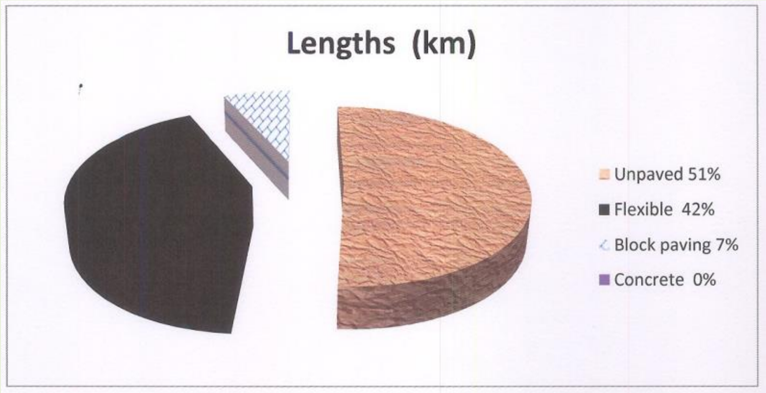
INTRODUCTION TO ROADS

The Dawid Kruiper Municipality is responsible for provision and maintenance of roads in the region. The basics services of roads/streets are to provide accessibility within communities and it business and social place safely and affordable. The main objectives of the Directorate Civil Engineering Services, in terms of road infrastructure, are:

- To keep roads safe and on national standards,
- Asset Management, Maintain and upgrade road networks,
- To have access to communities and business areas roads for economic development, and
- To coordinate infrastructure investment.

The total road infrastructure of Dawid Kruiper Municipality is approximately 512.43km of total road network, which is divided into the following:

Surface type	Length (km)	Comments
Unpaved (50.9%)	258.51	
Flexible (41.72%)	214.14	
Block (7.9%)	40.60	2.8Km constructed in Kalksloot
Concrete (0%)	0.00	
Total	**513.23**	



The District Municipality also has program continues for roads asset management systems development (RRAMS). This program has established the extent of the road network of each local municipality in the District. The aim of the programme is to establish the road asset of the Municipalities and allow for proper planning, operations, maintenance and development of roads.

The majority of the Network in the Dawid Kruiper Municipality is classified as class 5 roads, which is high in access and low mobility (30-70km/h speed limit in most areas). The roads in the municipality are commonly at the speed limit of 60km/h.

The Municipality roads require attention as to address the high growing traffic volumes on the roads. The Upington Municipality need to embrace the growth of town and plan for the future challenges. Currently roads are in fairly condition as most of the flexible roads are on the moderate and good conditions but serious attention needs to be given to maintenance of roads which are in bad condition as this result in major financial demands if the condition is not rehabilitated at an early stage. The roads which carry more volumes such as access road to Rosedale, the Paballelo Industria Road, the Dakota Rd, etc. require serious upgrading. Other areas that may need attention have been identified in the CBD to restore the town integrity and appeal to businesses and investments.

The Municipality did construct paved roads in Kameelmond of about 2.8km in the financial year.

The Municipality did budget for R17 468 991.92 (VAT excl.) for the 2024/2025 financial year to rehabilitate and repair roads in various areas in the Dawid Kruiper Municipal area under RAMS project.

T3.7.1

Gravel Road Infrastructure Kilometers				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to Paving	Gravel roads graded/maintained
2022/2023	259	1	1	38
2023/2023	259	1	0	38
2024/2025	259,2	3	2,8	41
				T3.7.2

Tarred Road Infrastructure Kilometers					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
2022/2023	214	0	5	5	90
2023/2024	214	0	5	5	90
2024/2025	214	0	5,3	5,3	80
					T3.7.3

Road Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	2022/23		2023/2024			2024/2025		
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Pervious Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Elimination of gravel roads in townships	Kilometres of gravel roads tarred (Kilometres of gravel road remaining)	7,6 kms gravel roads tarred (255 kms gravel roads remaining)	Baseline 0 kms roads constructed	0 kms gravel roads tarred (255 kms gravel roads remaining)	1 kms gravel roads tarred (255 kms gravel roads remaining)	Baseline 5 kms roads constructed	0 kms gravel roads tarred (259 kms gravel roads remaining)	2.8 kms gravel roads tarred (256 kms gravel roads remaining)	Baseline 5kms roads constructed
Development of municipal roads as required	Based on approved projects for the year in the implementation plan of municipal roads	8km	15km	0km	1km	5km	0km	2.8km	5km
									T3.7.6

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	2	0	0	0%
7 - 9	1	1	0	0	0%
10 - 12	20	35	20	0	0%
13 - 15	0	0	0	0	0%
16 - 18	24	36	22	1.424	3.95%
Total	**47**	**75**	**43**	**1.424**	**3.95%**
					T3.7.7

Financial Performance 2024/2025: Road Services and Storm Water					
					R'000
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**475**	**500**	**500**	**602**	**17%**
Expenditure:					
Employees	(13 944)	(5 518)	(6 720)	(16 015)	58%
Repairs and Maintenance	(3 839)	(2 500)	(2 716)	(2 717)	0%
Other	(30 584)	(25 952)	(26 262)	(36 245)	28%
Total Operational Expenditure	**(48 367)**	**(33 970)**	**(35 698)**	**(54 977)**	**35%**
Operating (Deficit)	**(47 892)**	**(33 470)**	**(35 198)**	**(54 375)**	**35%**
					T3.7.8

Capital Expenditure 2024/2025: Road Services					
					R' 000
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1049 Construction of Speedbumps & Round-About	120 000,00	120 000,00	75 720,00	63,10%	-
8100 81502 WIP 1136 Concrete Cutter	35 000,00	35 000,00	-	0,00%	-
8100 81502 WIP 1235 Concrete Mixer	40 000,00	40 000,00	-	0,00%	-
8100 81502 WIP 1264 Safeguarding of Paballelo Bridge	1 000 000,00	1 000 000,00	-	0,00%	-
8100 81502 WIP 1296 Road Rehabilitation and Road Widening	16 086 957,00	16 086 957,00	1 853 967,34	11,52%	-
Grand Total	17 281 957,00	17 281 957,00	1 929 687,34	11,17%	
					T3.7.9

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

The growth of the towns is currently challenging the Municipalities normal operations. After amalgamation the Municipality did not do a firm study to ascertain that sufficient resources are made available to address key issues of Service Delivery. The amount of available operations tools and the standard these tools are in should be tested if they still have the ability to achieve desired results.

The operation of roads in the municipality is currently under pressure, due to low maintenance of roads in the municipalities a realistic approach need to be conducted to reduce the current backlogs on road repairs. The growth of towns also demands that existing roads be not only repaired but also increase the capacity of these roads as the traffic of vehicles on the roads is continuously increasing.

The Municipality needs to confirm the boundaries with the Department of Transport for overlapping areas and reduce the potential risk on maintenance of unfunded areas. In terms of maintenance of roads, the municipality has a maintenance programme for roads in place and maintenance of the road infrastructure surface are conduct on regular basis, based on maintenance programs, customer request and emergency repair works as when required.

The Municipality need to budget for maintenance of road surfaces (free of potholes and road crossings). The vehicles available at the municipality also have impact on the response time to issues of service delivery.

The planning of new infrastructure need to constantly consider the maintenance cost involved in the new asset of the municipality.

The shortage of construction machinery to maintained only 41km of the total gravel road infrastructure per year. The Municipality has only one grader in good condition and the plan is to do at least 200m/day of gravel roads which means for the municipality to reach the whole network of 260km will take 6 years even more considering that the current grader is not work on roads only. The Municipality need to strategically prepare the growth of the Town(s) infrastructure, accommodation of highways, expansion of roads, routes for heavy load vehicles and bus/taxi routes for the future.

Traffic Data processing need to be done for the Municipality to have correct design standards for roads. The Municipality Traffic is growing and extensive planning need to be conducted for accommodation of the growth of the Town. Developments such as malls, new hospital, schools, solar parks, Special Economic Zone activities are raising the traffic volumes in our roads.

The municipality installed 21 speedbumps in various areas in the Dawid Kruiper Municipal area to secure the safety of pedestrians and motorists. The departmental implementation of Operation and Maintenance programs is used to maintain the Roads infrastructure in the Dawid Kruiper Municipal areas.

T3.7.10

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

INTRODUCTION TO TRANSPORT

The Municipality does not provide this service.

T3.8.1

3.9 WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

The Municipality needs to be critical about the available infrastructure and serviceability of the infrastructure. For many years the town has grown without consideration of the basic needs required for services to remain efficient and sound.

The growth of the Town has more vehicles and motor vehicle dealers coming in to town. A progressive town should consider this a challenge as the roads need to carry now more load. Without proper drainage system the road network will fail constantly. The storm water services are not sufficient currently creating serious failures on the road structure. There are areas without storm water and produces volumes of water to the road side where is it stored until it evaporates. This can be address by prohibiting the businesses to discharge water onto roads without storm water systems.

The municipality also struggles with maintenance of the storm water lines due to insufficient tools to clear the storm water pipes from debris which result in water causing ponds over the road surface. The lack of proper tools to continuously maintain the storm water services compromise the team's ability to conduct proper maintenance.

The main objectives of the Directorate Civil Engineering Services, in terms of Storm Water management are:

- To keep storm water networks safe and clean.
- To upgrade the storm water networks where required.
- To keep the storm water master plan up to date and implement the master plan.

Main challenges:

1. The ability to attract the required qualified personnel.
2. To maintain the storm water networks. (Free from vegetation).
3. To provide new infrastructure on an acceptable standard according to the master plan.

During the 2023/2024 financial year, a professional services provider will be appointed to update the Storm Water Masterplan. This project will be funded by the Development Bank of SA. In the absence of the Masterplans, the departmental implementation of Operational and Maintenance programs is used to maintain the Storm water infrastructure in the Dawid Kruiper Municipal area.

T3.9.1

Storm Water Infrastructure				
				Kilometers
	Total Storm Water measures	New Storm Water measures	Storm Water measures upgraded	Storm Water measures maintained
2022/2023	1	0	0	1
2023/2024	1	0	0	1
2024/2025	1,2	0	0	1,2
				T3.9.2

Storm Water Policy Objectives Taken From IDP									
Service Objectives / *Service Indicators*	Outline Service Targets	2022/2023		2023/2024			2024/2025		
		Target	Actual	Target		Actual	Target		
		*Previous Year		*Previous Year	*Current Year		*Previous Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Development of fully integrated stormwater management systems including wetlands and natural water courses	Phasing in of systems	Strategy approval (Yes); Timescale 2 years	Approval of Storm water Master Plan	Strategy for Master Plan compilation; 1 year remaining	Approval of Storm water Master Plan	Implementation of the Strategy; 1 year remaining	Strategy for Master Plan compilation; 1 year remaining	Approval of Storm water Master Plan	Implementation of the Strategy; 1 year remaining
									T3.9.5

COMMENT ON THE PERFORMANCE OF STORM-WATER DRAINAGE OVERALL:
The MIG unit has funded the construction of roads of about 2.8 km which has dual purpose as it is designed in such a way that whilst it primary purpose is to convey traffic of vehicles.

The storm-water drainage infrastructure remains critical challenge for the Municipality however with very rare occurrence as we do not have long period of rainfall. The rainfall conditions which is roughly below the national average sitting on 50mm-100mm per annum. This significantly overshadows the challenges of the municipal storm-water drainage system demands but every time rainfall comes down, the system weakness is visible that proper drainage is required. However, with aging roads conditions with insufficient maintenance it is becoming critical to appoint contractors for maintenance of roads and do new roads.

The residential areas also rely on the road surface to carry the storm water away and some roads are basically not designed for this purpose. This has resulted in a lot of roads having potholes where the landscape features force the roads to be built on flat surfaces.

The Municipality storm-water system is very important as most of the land is flat and without improved storm-water, flooding is likely to happen due to flat geographic nature of the municipality. Master Plans and planning for storm-water must be improved to meet the demand.

T3.9.9

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

INTRODUCTION TO PLANNING AND DEVELOPMENT

The implementation of the new Spatial Planning and Land Use Management Act, 2013 (SPLUMA) which was implemented countrywide on the 1st of July 2015, repealed all the previous planning legislation on which Dawid Kruiper Municipality operated until then. Dawid Kruiper Municipality however actively participated in this process to ensure a smooth and trouble free transition from the older planning legislation to the new SPLUMA legislation and requirements. Dawid Kruiper Municipality was one of only a few municipalities in the country (and the only one in the Northern Cape Province) who complied 100% to this legislation since 1 July 2015. Since then, all planning related decisions (e.g. rezonings, subdivisions etc.) are handled by a Municipal Planning Tribunal appointed by the Council.

The implications for Municipalities with regard to SPLUMA are as follows:

a) Within 5 years of the SPLUMA coming into operation, municipalities were required to prepare and adopt land use schemes (LUMS) which had to replace the current zoning/town planning schemes and revise the LUMS every 5 years thereafter. *Dawid Kruiper Municipality completed a new inclusive zoning scheme for the newly established Dawid Kruiper Municipality in 2018 and also revised it in 2023 and is therefore in line with the requirements of SPLUMA.*

b) Municipalities shall receive and consider all land development applications as the authority of first instance. *Dawid Kruiper Municipality already complied with this requirement since the 1st of July 2015 as prescribed in the legislation.*

c) Municipalities must establish Municipal Planning Tribunals to take decisions on land development applications. *Dawid Kruiper Municipality's Planning Tribunal is operational since the 1st of July 2015.*

d) Two or more municipalities may agree to establish a Joint Municipal Planning Tribunal. *//This will not be necessary for Dawid Kruiper Municipality.*

e) Municipalities may authorise that certain land use and land development applications may be disposed of by an official in the employ of the municipality. *These delegations of certain applications have been included in the Scheme Regulations (LUMS) and approved by Council. It is also operational within the Municipality and applications are dealt with according to the approved list of delegations.*

f) Municipalities must decide on the body who will hear appeals in terms of SPLUMA. *Dawid Kruiper Municipality has decided to hear all appeals by making use of its Mayoral Committee as prescribed by SPLUMA.*

Dawid Kruiper Municipality is also experiencing very exciting times with various challenges especially with regard to the planned developments with regard to solar power developments planned for the area as well as the Upington Industrial Park initiative. Although a lot of uncertainties still exists with regard to the possible impacts and spin-offs associated with these types of developments, it is certain that there will be opportunities and challenges for the Municipality as well as the private sector.

The planning sector of Dawid Kruiper Municipality, through its Spatial Development Framework (SDF), which was also revised and approved in May 2023, ensures that all of these proposed developments and initiatives are provided for in the future planning for the area. All of these aspects have also been included in the IDP for Dawid Kruiper Municipality.

Due to its remote location, Upington, as well as the rest of its area of jurisdiction, must find innovative ways to attract development and to create development opportunities. One of these mechanisms is to provide fast, efficient and professional planning and development services within the municipality. Both the planning and building control services provided by the municipality has been rated by institutions such as SALGA as the best in the Province, and in many instances the rest of the country as well. An example of this is the handling of land use planning applications within 8 weeks, the approval of building plans within 14 days, etc. These types of quality services provided to the public and potential developers, ensures that developers also include Upington and the Dawid Kruiper Municipal area in their list of possible development areas.

T3.10.0

3.10 PLANNING

INTRODUCTION TO PLANNING

The main elements of the planning strategies for Dawid Kruiper Municipality includes amongst others:

1 The execution of planning and land use management according to a widely accepted and approved Spatial Development Framework (SDF) which has been integrated with the goals and objectives set out in. the Integrated Development Plan for Dawid Kruiper Municipality. The previous Spatial Development Framework for the municipality was outdated and did not include the new jurisdiction area of Dawid Kruiper Municipality. A new and all-inclusive SDF was therefore completed and approved in February 2018 and revised in 2023 in order to provide for new trends and developments, such as the solar energy developments envisaged for the area, new areas earmarked for lower income housing, GAP housing etc. The Spatial Development Framework in its current approved format was workshopped and re-done in order to ensure inclusivity and also to ensure that it takes all factors into account. It is a practical, working document which will be used by the local authority as well as developers to give guidance on future development trends and requirements and will also ensure stability for possible future developers and investors. During the 2022-2023 financial year a new SDF and Land Use Management Scheme (LUMS) was developed which replaced the existing one which took into account any new development trends and guidelines. This process was again an inclusive one which made provision for an inclusive public participation process.

2 To make planning and land use rights more accessible to less fortunate communities and entrepreneurs trying to make a living in these areas. Although a lot of local authorities has very strict requirements with regard to the preparation and submission of land use right applications, such as applications for rezoning, consent use etc., only by professional planners (which has high cost implications) the planning section of Dawid Kruiper Municipality strives to bring these type of services closer to the communities and to make it as accessible as possible for them. Therefore, we try to make our land use applications as easy as possible (without compromising on important planning requirements and principles) in order to ensure that people who cannot afford the services of a professional planner to obtain the necessary land use rights for their small enterprise, will still be able to do so.

3 To manage, and where necessary enforce land use rights and requirements in order to protect existing investments and people's rights to a safe and decent living and working environment, thus creating a stable and 'predictable' investment market. The enforcement of planning and land use requirements is very important to ensure that existing land use rights are protected and in order to ensure a safe and sustainable living environment. By protecting existing land use rights such as business rights within the Central Business District (CBD) for instances, the municipality also protects not only the investments made by the private sector, but also its revenue base.

4 The inclusion of sound and sustainable environmental planning principles and practices in all developments in order to protect and enhance the natural environment and elements for current and future generations. As required in the Constitution, everyone has a right to an environment which is not harmful to its health and general well-being; therefore, no local authority can allow developments which do not conform to these principles. All planning applications and developments will therefore have to conform to the environmental principles and guidelines as included in the Spatial Development Framework as well as all environmental legislation. These requirements are strictly enforced by the planning section of this municipality.

5 The provision of economic opportunities within the municipal area through proper planning and land use management. Through innovative planning practices and principles such as the SDF and the IDP, the planning unit strives to create opportunities for SMME and local, previous disadvantaged communities to access the economic stream within Dawid Kruiper municipal area. These types of initiatives also go hand in hand with amended Council policies such as the policies dealing with the selling of municipal land etc.

The top service delivery priorities for the Planning Section of Dawid Kruiper Municipality was to:

1 Provide for an all-inclusive Spatial Planning and Development Framework for Dawid Kruiper Municipal area which will create a development friendly environment without compromising on important principles such as environmental sustainability, sustainable provision of services and infrastructure, existing investments and land use rights and integration of communities and economic development opportunities. This have been achieved with the successful revision of the SDF and pilot projects such as the solar developments, shopping centre development, new district hospital, GAP housing development etc. which has all taken place within these guidelines and principles. The SDF is also a document and guideline which originated from an intensive public participation and consultation process which included previous disadvantaged communities, business sector, industrial sector, government departments etc.

2 To provide a highly professional and effective planning and building control service to the residents of Dawid Kruiper Municipality and developers from inside and outside the municipal area. As previously mentioned, one of the mechanisms used to ensure that developers also consider Upington and other towns within the municipal area, for future developments is the way in which they are treated when they apply for land use rights and/or building plan approval. Dawid Kruiper Municipality will challenge any municipality within South-Africa to prove that they are more efficient and professional with regard to the handling of land use right and building plan applications. In a survey done by Price Water House Coopers (annual performance reviews) it was clear that the planning and building control section of this municipality not only complies 100% with the prescribed requirements and timeframes set out in the applicable legislation, but usually completes these applications in half of time required. No comebacks have also been experienced up to date, which is a clear indication of the quality and standard of these services. SALGA and the Department of Rural Development and Land Reform has also requested officials from the planning section of Dawid Kruiper Municipality to make presentations to other local authorities within the province on best planning principles, which is an indication of the standard of services delivered in this regard.

T3.10.1

APPLICATIONS FOR LAND USE DEVELOPMENT						
Detail	Formalisation of Townships		Rezoning		Built Environment	
	Year 2023/2024	Year 2024/2025	Year 2023/2024	Year 2024/2025	Year 2023/2024	Year 2024/2025
Applications Received	2	6	123	121	579	**804**
Determination made in year of receipt	2	7	118	127	579	**804**
Determination made in following year	0	1	2	3	0	0
Applications withdrawn	0	0	3	1	0	0
Applications outstanding at year end	0	0	0	0	0	0
						T3.10.2

PLANNING POLICY OBJECTIVES TAKEN FROM SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN									
Service Objectives	Service Targets	2021/2022		2022/2023			2023/2024	2024/2025	
		Target	Actual	Target		Actual	Target		
		Previous Year		Previous Year	Current Year		Current Year	Current Year	Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Maintenance of IT system-Operational	Number of updates within 7 days	100%	100%	100%	100%	100%	100%	100%	100%
Town Planning applications processed within time frames	Number of applications processed within set timeframe of 60 days	100%	100%	100%	100%	100%	100%	100%	100%
Building inspections completed within prescribed timeframes	Number of inspections done within 48 hours	100%	100%	100%	100%	100%	100%	100%	100%
Conduct follow-up on illegal buildings	Actions taken within 7 days	100%	100%	100%	100%	100%	100%	100%	100%
Conduct follow-up on Land Use transgressions	Action taken within 7 days	100%	100%	100%	100%	100%	100%	100%	100%
Building plan applications processed within prescribed time	Applications processed within set timeframe of 30 days	100%	100%	100%	100%	100%	100%	100%	100%
Human Resource establishment	Quarterly Section meetings or functions	100%	100%	100%	100%	100%	100%	100%	100%
									3.10.3

Employees: Planning Services					
Job Level	2023/2024	2024/2025			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3	2	3	2	0.34	11.33%
4 - 6	8	11	8	0	0%
7 - 9	5	6	5	0	0%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
Total	**15**	**20**	**15**	**0.34**	**11.33%**
					T3.10.4

Financial Performance 2024/2025: Planning Services R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**8 166**	**9 323**	**9 323**	**9 926**	**6%**
Expenditure:					
Employees	(6 459)	(2 053)	(2 022)	(7 108)	72%
Repairs and Maintenance	(1)	(1)	(1)	(0)	-229%
Other	(1 099)	(3 361)	(3 375)	(2 012)	-68%
Total Operational Expenditure	**(7 558)**	**(5 415)**	**(5 398)**	**(9 120)**	**41%**
Operating (Deficit)	**608**	**3 908**	**3 925**	**806**	**-387%**
					T3.10.5

COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

Physical Planning within Dawid Kruiper Municipal area is handled by two professional town planners with more than 40 years planning experience between them. Physical planning is done in accordance with clear and generally accepted spatial planning and IDP goals and objectives. Filtering down from this is an up to date land use planning system which is constantly updated in order to ensure that the goals and objectives set in the IDP and SDF are met.

The fact that SALGA has made use of the planning section of Dawid Kruiper Municipality to explain best planning practices to the rest of the municipalities in the province serves is proof of the quality and standard of planning services provided by the planning section of Dawid Kruiper Municipality. Both planners also serve on the Planning Tribunal of other municipalities and District Municipalities in the province and also use their expertise to help in this regard.

Capital Projects:

According to the MFMA, low cost housing development and associated services such as planning and surveying is not a municipal function (with regard to financing of the projects) and therefore no capital projects in this regard could be provided for, as no housing projects has been approved by Province during the past year. No reporting in this regard can therefore be included in this report. No other township establishment projects have been undertaken during the past year.

T3.10.5

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

INTRODUCTION TO ECONOMIC DEVLOPMENT

Local Economic Development (LED) in South Africa is a strategic approach where local communities and governments collaborate to foster sustainable economic growth and improve residents' quality of life. It focuses on leveraging local resources, skills, and initiatives to create jobs, alleviate poverty, and enhance the overall well-being of the community.

LED emphasizes the active participation of local residents, businesses, and other stakeholders in the planning and implementation of economic development initiative – known as community involvement.

LED involves identifying and utilizing local resources, including skills, knowledge, and natural assets, to stimulate economic activity. The goal is to achieve long-term, sustainable economic growth that benefits all residents and protects the environment.

The local sphere of government is viewed as integral to the realisation of growth and development objectives underpinning national and provincial development frameworks set out above. Local government is also obliged to play a critical role in promoting social and economic development in line with constitutional imperatives.

National legislation:
- The Constitution of the Republic of South Africa
- The National Development Plan (NDP)
- The New Growth Path (NGP)

Provincial Legislation:
- The Northern Cape Provincial Growth and Development Strategy (NCPGDS-2012)
- Provincial Spatial Development Framework

Municipal legislation:
- The Municipal Structures, 1998
- The Municipal Systems Act, 2000
- The White Paper on Local Government

LED often involves collaboration between local government, businesses, and other organizations to achieve common goals. Examples of LED initiatives in South Africa and in Dawid Kruiper Municipality involves:

Skills development and training programs:
Providing local residents with the skills needed to participate in the local economy.

Support for small, medium, and micro enterprises (SMMEs):
Providing resources and guidance to help local businesses grow and create jobs.

Tourism development:
Promoting local tourism attractions and activities to boost the local economy.

Infrastructure development:
Investing in infrastructure to support economic activity, such as roads, water, and sanitation.

T3.11.1

COMMENT ON LOCAL JOB OPPORTUNITIES:
LED aims to create jobs, increase income levels, and reduce poverty in the local area. Job creation is a major need throughout South Africa and for our local economy. The government acknowledges and supports small business as a major provider of jobs and a welcome provider of relief against unemployment. Entrepreneurs need to be encouraged, upskilled and coached on a major scale. Local economic development is certainly very important for the operations of the municipality.

The aim of LED is to create sustainable employment opportunities for local and residents, alleviate poverty, and to harness and redistribute resources and opportunities to the benefit of all local residents. The municipality makes use of labour from the area where the work is executed.

Challenges to LED in South Africa and in Dawid Kruiper Municipality includes:

Lack of funding:
Many municipalities struggle to secure adequate funding for LED initiatives.

Capacity limitations:
Lack the skills and expertise needed to effectively implement LED strategy.

Lack of public participation:
Public participation is crucial for successful LED, but it can be challenging to achieve as SMME's sometimes do not participate.

Despite these challenges, LED remains a crucial tool for promoting economic growth and improving the lives of South Africans, especially in a context of high unemployment and poverty.

T3.11.4

JOBS CREATED DURING 2024/2025 BY LED INITIATIVES (EXCLUDING EPWP PROJECTS)				
Total Jobs created / **Top 3 initiatives**	Jobs created No.	Jobs lost/ displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created/lost
Fencing Projects: SC Kearns Stadium & Town Swimming Pool	9	-	9	Directorate Community Services (Parks)
Cleaning of UDS-toilets	13		13	
				T3.11.5

Job creation through EPWP* projects		
Details	**EPWP Projects** **No.**	**Jobs created through EPWP projects** **No.**
2024/2025	WSIG Refurbishment of WTW in Karos & Louisvale	12
	EPWP: Maintenance & Upgrading of Public Facilities	4
	EPWP: Cleaning of open spaces	10
	EPWP: Rehabilitation & maintenance of roads	13
Total		**39**
** - Extended Public Works Programme*		T3.11.6

LOCAL ECONOMIC DEVELOPMENT POLICY OBJECTIVES TAKEN FROM IDP									
Service Objectives	Outline Service Targets	2023/2024		2024/2025					
Service Indicators		Target	Actual	Target		Actual	Target		Actual
		Previous Year		Previous Year	Current Year		Previous Year	Current Year	
(i)	(II)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Currency work session/awareness by the Reserve Bank (9 July 2024)		35	29			24			
NEF funding products & services awareness to communities (17 July 2025)		19	20			35			
Understanding Integrated Economic Development Services (IEDS) (8 August 2024)		17	25			25			
Micro Enterprise Business Training (Department Economic Development & Tourism) (25 March 2024) DKM SMME Open Day (19-27 August 2024)		17	15			126			
TTBISA Meeting with SMME's (15 October 2024)						15			
National Empowerment Fund options for SMME's (5 March 2025)						201			
DTiC public participation of spaza shop support fund (27 May 2025)						41			
PRO-PECTO Waste recycling workshop for waste pickers (18 June 2025)						15			
			89			**482**			
									T3.11.7

Employees: Local Economic Development 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	2	2	2	0	0%
4 - 6	4	5	4	0	0%
7 - 9	2	2	2	0	0%
10 - 12	1	1	1	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
Total	**9**	**10**	**9**	**0**	**0%**
					T3.11.8

Financial Performance 2024/2025: Economic Development/Planning R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**55**	**44**	**44**	**57**	**22%**
Expenditure:					
Employees	–	–	–	–	0%
Repairs and Maintenance	–	–	–	–	0%
Other	–	–	–	–	0%
Total Operational Expenditure	**–**	**–**	**–**	**–**	**0%**
Operating (Deficit)	**55**	**44**	**44**	**57**	**22%**
					T3.11.9

Capital Expenditure 2024/2025: Economic Development Services R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1093 Branding of Major Access Roads	49 383,00	49 383,00	-	0,00%	-
8100 81502 WIP 1097 IT Equipment	11 909,00	11 909,00	11 886,96	99,81%	-
Grand Total	**61 292,00**	**61 292,00**	**11 886,96**	**19,39%**	
T3.11.10					

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

Economic development, also known as economic growth or advancement, refers to the generation of wealth that is found in the benefit and advancement of society. It is not only found in isolated development projects, but in the general advancing of the economy with respect to factors like education, resource availability, and living standards. Economic development pertains to the buildout of education systems, recreational parks, and public safety infrastructure. The importance of economic development lies in the wellbeing of the population.

The concept of development is a key factor in the decision-making process of sovereign authorities when designing policies. Economic development relies heavily on the efficient allocation of resources. Development isn't exclusively found in projects, but also in approaches to economics like how resources are allocated to industries that need them most.

In South Africa and Dawid Kruiper Municipality, Local Economic Development (LED) efforts have seen mixed results. Key challenges include capacity constraints, and overlaps in LED projects between different spheres of government. Furthermore, factors like lack of funding hinder the successful implementation of LED strategies.

Despite the National Framework for LED, there's a gap between policy and implementation. Effective LED requires strong coordination between different government spheres, clear strategies, and a focus on building inclusive and resilient local economies. Supporting small, medium, and micro-enterprises (SMMEs) is a critical aspect of LED, but many SMME's in Dawid Kruiper Municipality struggle to access funding and resources. Strengthening coordination, is crucial for realizing the full potential of LED.

According to the Development Bank of SA (DBSA) LED requires constant innovation. Fundamentally, therefore, LED has to begin with creating a change of mind. Only when we can facilitate the adoption of new ways of thinking and perceiving will we be able to lift people out of the feeling of hopelessness towards hope.

LED can lead to economic solutions that fit our area. That is, that build on local assets and strengths, involve local people and build capacity, and have greater buy in from the community (a key component to ongoing viability of the project).

Local economic development promotes well-being and an enhancement in the quality of life although these are not stand-alone factors. Eco-efficient, socially-inclusive infrastructure is another driver of economic growth and can contribute to poverty alleviation and an improvement in the quality of life, setting up such infrastructure would require innovation and a range of initiatives at both macro-, and micro-levels.

Economic development refers to how an economy advances. Its importance lies in how it enables producers and consumers to operate more efficiently and live wealthier.

In South Africa, Local Economic Development (LED) initiatives face a mix of successes and challenges. While LED is a crucial policy framework for local government to foster economic growth and job creation, its implementation is often hindered by factors like capacity constraints, lack of funding, and inadequate monitoring and evaluation systems.

T3.11.11

COMPONENT D: COMMUNITY & SOCIAL SERVICES

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

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

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

LIBRARIES
Vision: To strive to provide a complete information and research service to all communities Dawid Kruiper Library Service consists of ten libraries under the management of the municipality:

1. Dawid Kruiper Library
2. Forum Library
3. Paballelo Library
4. Rosedale Library
5. Raaswater Library
6. Rietfontein Library
7. Klein-Mier Library
8. Philandersbron Library
9. Loubos Library
10. Welkom Library.

There are 6 container libraries that service the rural areas around Upington are managed by the Regional Library in Upington namely Karos Leerkrans, Ntsikelelo, Louisvale Road, Marcus Mbetha and Kalksloot.

The main objectives of the Library Service are:

To create a culture of reading
To improve the library service to the communities in the rural areas
To improve the literacy level of communities
To improve the library facilities available to the communities
To improve the computer skills of the communities

COMMUNITY FACILITIES
The Municipality has nineteen (19) community facilities (halls) which are availed at the payment of the relevant approved tariff. The facilities are located in most communities and wards that includes:

NO	NAME OF FACILITY	COMMUNITIES	WARD SERVICED
1	ND Swartz Hall	Rosedale	1, 15
2	Tol Speelman Centre	Progress, Rainbow, Morning Glory, Extention, Bellview, Lemoendraai	2, 3, 4
3	Moses Links Hall	Louisvale Road	5
4	J Shimane Hall	Paballelo	7
5	Michael Bongela Hall	Paballelo, Dakota Road, Stasiekamp	7, 8
6	Babbelbekkies Hall	Rosedale	10
7	Kalksloot Hall	Kalksloot	11
8	Swartkopdam Hall	Swartkopdam	11
9	Askham Hall	Askham	11
10	Raaswater Hall	Raaswater, Louisvale, Leseding	12
11	Leerkrans Hall	Leerkrans	14
12	Karos Hall	Karos	14
13	Lambrechtsdrift Hall	Lambrechtsdrift	14
14	Piet Thole Hall	Rosedale	1, 10, 15
15	Philandersbron Hall	Philandersbron	16
16	Rietfontein Community Centre	Rietfontein	16
17	Loubos Hall	Loubos	16
18	Klein Mier Hall	Klein Mier, Groot Mier	16
19	Welkom Hall	Welkom	16

Applications are also received on a continuous basis for the free use of the facilities for various activities. The Councilors also uses the community halls for community and ward committee meetings.

Kalksloot Community Hall was not use for the period due to vandalism. The Hall will be repaired during the 2025/26 Financial Year.

Bookings are coordinated according to dairies, as well as the Event Management module on the electronic document management system, IMIS. The Finance Department handles the booking of halls.

REGISTRY (ARCHIVES)
The functions of the Registry and Archives Section is:

Receipt, opening, sorting and dispatch of mail;
Secure receipt and dispatch of money;
Preparation of File Covers;
Numbering and placing of documents in files;
Filing documents and storing files;
Distribution of files from registry; and
Tracing of files.

Registry Staff at the Satellite Office situated at Rietfontein send all records received to the main registry at the Head Office to be processed and filed. The Registry Staff at the satellite office must ensure that records are handle according to the Northern Cape Provincial Records Management Act and must ensure that records are kept safe at all time. The Registry Clerk at the satellite office must submit a report quarterly to the Records Manager.

Record Management Policies
All records are dealt with in terms of the **File Plan** which was approval in May 2018. The File Plan was translated to English during this reporting year.

The new **Records Management policy** was adopted by Council and approved by Provincial Archives. No review was done during the reporting year.

The Manuals with regards to the Promotion of Access Act to information and the Protection of Personal Information Act was reviewed/updated and translated into Afrikaans. The Section is currently busy to do a IsiXhosa translation on the manuals. The isiXhosa translated manuals will be available during the 205/26 Financial Year.

A **Draft Electronic Record Management Policy** will be presented to Council for adoption and will be submitted to the Provincial Archivist for final approval during the 2025/ 26 review year.

There is a **Records Control Schedule** in place. The Records Control Schedule is updated regularly.
There is a **Security Register** in place. The Security Register is Updated on a regular basis.
There is a Registry Procedure Manual in place. No review was done during the reporting year.

Challenges within the section is the developing and implementation of a systematic record disposal program. Implementation of the recommendations of report of SALGA Northern Cape task team.

T3.52.1

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

Circulation of library material

LIBRARY	CIRCULATION
DAWID KRUIPER	2980
FORUM	2150
PABALLELO	490
RAASWATER	890
ROSEDALE	2475
RIETFONTEIN	189
PHILANDERSBRON	360
KLEIN-MIER	374
LOUBOS	156
WELKOM	550
TOTAL	**10614**

Public access to computers and Wifi

LIBRARY	NUMBER OF COMPUTERS	COMPUTER USAGE	WIFI USAGE
DAWID KRUPER	8	2617	3051
FORUM	10	1677	850
PABALLELO	12	1789	689
ROSEDALE	10	2980	2517
RAASWATER	3	0	590
RIETFONTEIN	10	365	389
KLEIN MIER	3	0	198

WELKOM	3	39	5130
PHILANDERSBRON	3	246	2987
LOUBOS	0	0	0
TOTAL	**62**	**9713**	**16401**

The computer and internet service is provided for by the Northern Cape Department of Sports Arts and Culture under the custodianship of Northern Cape Provincial Library Service. All IT related matters are taken care of by the DSAC. The budget for this service is hundred percent the responsibility of the department.

T3.52.2

Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	**2023/2024**	**2024/2025**			
	Employees **No.**	**Posts** **No.**	**Employees** **No.**	**Vacancies (fulltime equivalents)** **No.**	**Vacancies (as a % of total posts)** **%**
0 - 3	0	0	0	0	0%
4 - 6	2	4	2	0	0%
7 - 9	4	6	3	0.084	1.4%
10 - 12	12	15	10	0.164	1.09%
13 - 15	17	24	17	0	0%
16 - 18	1	1	1	0	0%
Total	**36**	**50**	**33**	**0.248**	**2.49%**
					T3.52.4

Financial Performance 2024/2025: Libraries; Archives; Museums; Galleries; Community Facilities; Other **R'000**					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**3 137**	**44**	**44**	**3 276**	**99%**
Expenditure:					
Employees	(6 773)	(9 617)	(9 624)	(6 990)	-38%
Repairs and Maintenance	(45)	(265)	(265)	(52)	-410%
Other	(200)	(393)	(393)	(187)	-110%
Total Operational Expenditure	**(7 017)**	**(10 275)**	**(10 282)**	**(7 229)**	**-42%**
Operating (Deficit)	**(3 880)**	**(10 230)**	**(10 238)**	**(3 954)**	**-159%**
					T3.52.5

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

ARCHIVES AND COMMUNITY HALLS

Registry (Archives)

Performance targets with regards to Archives:

1. Updating of correspondence register – Target completed:
2. Review of Records Management Policy – Target completed.

Community Halls

1. Cleaning of halls – Target not completed due to negligence and absenteeism of staff at the Michael Bongela, Community Halls. Disciplinary actions were taken through verbal warnings.
2. Maintenance and repairs of halls – Target not completed due to limited working force and budget allocation.
3. The leasing of the community halls is handled by the Financial Department.

T3.52.7

3.55 CEMETORIES AND CREMATORIUMS

INTRODUCTION TO CEMETERIES & CREMATORIUMS

The parks department is responsible for the management and maintenance of cemeteries. The municipality has twenty-seven cemeteries in use in respective neighborhoods. Four of these cemeteries are situated in the urban areas and the remainders are located in the rural areas. The maintenance includes cleaning of terrain; pruning of trees and mowing of grass were applicable. Other services rendered by this department include the issuing of grave plots.

We have a major challenge with vandalisms that damage tombstones and fences in the cemeteries.

T3.55.1

SERVICE STATISTICS FOR CEMETORIES & CREMATORIUMS

For the cycle 2024/2025 a total of 2111 burials were made in municipal cemeteries.

T3.55.2

Cemeteries and Crematoriums Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2022/2023		2023/2024			2024/2025
		Target	Actual	Target		Actual	Target
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year
Service Objective xxx							
Extension of cemeteries (EIA)	100%	100%	100%	100%	100%	0 %	100%
							T3.55.3

Employees: Cemeteries and Crematoriums					
Job Level	2023/2024	2024/2025			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3	0	0	0	0	0%
4 - 6	0	0	0	0	0%
7 - 9	1	1	1	0	0%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	12	12	8	0.50	4.17%
Total	**13**	**13**	**9**	**0.50**	**4.17%**
					T3.55.4

Financial Performance 2024/2025: Cemeteries and Crematoriums					
					R'000
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**149**	**150**	**150**	**185**	**19%**
Expenditure:					
Employees	(1 873)	(1 712)	(1 728)	(1 637)	-6%
Repairs and Maintenance	(43)	(210)	(85)	–	0
Other	(1 114)	(467)	(448)	(1 499)	70%
Total Operational Expenditure	**(3 030)**	**(2 389)**	**(2 261)**	**(3 136)**	**28%**
Operating (Deficit)	**(2 882)**	**(2 239)**	**(2 111)**	**(2 950)**	**28%**
					T3.55.5

Capital Expenditure 2004/2025: Cemeteries and Crematoriums					
					R' 000
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1012 EIA Cemeteries	540 000,00	540 000,00	14 960,00	2,77%	
-	**540 000,00**	**540 000,00**	**14 960,00**	**2,77%**	
					T3.55.6

COMMENT ON THE PERFORMANCE OF CEMETORIES & CREMATORIUMS OVERALL:
Impact Study for the extension of cemeteries.

T3.55.7

3.56 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

INTRODUCTION TO CHILD CARE; AGED CARE; SOCIAL PROGRAMS

The Office of the Mayor and Speaker also lend a helping hand to our communities in various ways, by assisting them in contacting the relevant state department and/or welfare organisations.

T3.56.1

Chapter 3

COMPONENT E: ENVIRONMENTAL PROTECTION

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

INTRODUCTION TO ENVIRONMENTAL PROTECTION

This function is not performed by the Municipality.

T3.59.0

3.59 POLLUTION CONTROL

INTRODUCTION TO POLLUTION CONTROL

This function is not performed by the Municipality.

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

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

International experience has shown that biodiversity conservation is a prerequisite for sustainable development, and that for biodiversity conservation to succeed, the maintenance of environmental integrity (as defined by ecological, economic and social criteria) must be one of the primary determinants of bioregional delimitation and land-use planning. This view has, during the past decade, evolved into a planning and management approach generally known as bioregional planning, which is increasingly being employed as a management system by, amongst others, United Nations Environmental Program (UNEP) and the World Resource Institute (WRI) to promote sustainable development practices world-wide.

Bioregional planning is defined as 'planning and land management that promote sustainable development by recognizing the need for a balanced relationship between environmental integrity, human well-being and economic efficiency, and to give effect and recognition thereto, within a specific geographical area, the boundaries of which were determined in accordance with environmental and social criteria' (Manual for Bioregional Planning in the Western Cape, PGWC 2003). In practical terms, bioregional planning refers to the 'matching' of human settlement and land uses patterns with the parameters of ecological systems, and the planning, design and development of the human-made environment within these parameters in a manner that ensures environmental sustainability.

The above definitions imply that the relationship between the three imperatives for sustainable development, namely environmental integrity, human-well-being and economic efficiency should be recognized in a balanced and integrated manner in the context of a specific place, and never as stand-alone issues in general terms. In this regard, bioregional planning implies an integrative concept, one that amalgamates the learning and perspectives of several similar concepts, such as ecosystem management and biosphere reserve planning. It is '*an organized process that enables people to work together, think carefully about the potential and problems of their region, set goals and objectives, define activities, implement projects, take actions agreed upon by the communities, evaluate progress and refine their approach*'.

Bioregional planning requires a value shift away from the sectoral nature of institutions (i.e. where environmental issues are dealt with by environmentalists, economic issues by economists, and social issues by social scientists), to an all-embracing approach where the sustainable development challenge is addressed in an integrated and holistic manner. Bioregional planning is designed to maximize the likelihood that protected area systems will collectively sample biodiversity. It is a flexible decision support framework for assessing the best resolution to resolve inter-sectoral conflicts over the use of land and sea, and it provides guidance regarding integrative local government planning and community group projects.

Bioregional planning provides an essential tool in bridging the divide between conservation and development tension. The application of this approach strengthens the planner's ability to incorporate sustainable development practices in the planning process. Bioregional planning is furthermore characterized by the following (Miller, 1996):

a) Adaptive management: Bioregional programs are operated on an experimental basis, from which lessons may be drawn from experience to respond appropriately.
b) Biotic viability: Bioregional management programs embrace regions large enough to include the habitats and ecosystem functions and processes needed to make biotic communities and populations ecologically viable in the long-term. These regions must be able to accommodate migratory patterns, anticipate nature's time cycles and absorb the impacts of global change.
c) Co-operative skills development: Communities and public and private organizations, together, must locate and mobilize the skills, knowledge, and information needed to manage the area.
d) Economic sustainability: The maintenance of livelihoods and the economic wellbeing of people living and working within the bioregion, including those in industry, and especially in the matrix, must be encouraged.
e) Full involvement of stakeholders: All parties who can affect or benefit from the resources in the region should be fully involved in planning and managing the bioregional program. Of primary importance in this regard, is building the local capacity to participate in, negotiate, and perform the various tasks involved.
f) Institutional integration: Alliances between institutions are to be forged to close gaps, minimize overlap and make management and investment in the region more efficient.
g) International co-operation: Because some ecosystems cross international boundaries and, in some cases, extend globally along animal migration routes or along venues where endangered species are traded, international co-operation agreements for debate, and mechanisms for joint research, information management and investments must be part of the biodiversity management program. The MAB Program is particularly suited to this purpose.
h) International co-operation: Because some ecosystems cross international boundaries and, in some cases, extend globally along animal migration routes or along venues where endangered species are traded, international co-operation agreements for debate, and mechanisms for joint research, information management and investments must be part of the biodiversity management program. The MAB Program is particularly suited to this purpose.
i) Reliable and comprehensive information: All stakeholders must have at their disposal the critical information needed to facilitate biodiversity management. GIS technology is to be used to help stakeholders envision their region and its distinctive features clearly. GIS will help them to model options and scenarios for the future. This bioregional information system (BIS) program assembles a comprehensive and ecosystem-level GIS consisting of biophysical, social, economic, and cultural databases.
j) Research and monitoring: Research and inquiries should focus on people-environment interactions, the development of innovative methods for managing natural resources, and the long-term monitoring of environmental factors and the impact of management practices.
k) Restoration: Where the viability of some habitats or ecological functions have been impaired upon through excessive or inappropriate use, these areas are to be rehabilitated.

l) Social acceptance: Any proposals for changes in the way of life and livelihoods of the residents and local peoples, including indigenous communities, need to be acceptable to them. All stakeholders warrant the opportunity to participate in program management and implementation.

m) Structure of interrelated cores, corridors and matrices: These programs include core nature areas that feature representative samples of the region's characteristic biodiversity. Ideally such sites, which may already be designated as protected areas, should be linked by corridors of natural or restored natural plant cover to permit migration and adaptation to global change. Both the core sites and corridors should be nested within a matrix of mixed land uses and ownership patterns.

n) Use of knowledge: Scientific, local and traditional knowledge should be employed in planning and management activities. Biology, anthropology, economics, engineering and other related fields are to be tapped. Such knowledge helps stakeholders and program managers to anticipate nature's long and short cycles and to track global change.

CREATING A FRAMEWORK FOR BIOREGIONAL PLANNING

The Global Biodiversity Strategy puts forward fundamental objectives and supporting actions to establish a framework for bioregional planning and management. These objectives strive to achieve the following:

a) Create institutional conditions to promote bioregional planning Bioregional planning and management has clear ecological, economic and social advantages.

b) To achieve the above objective, the IUCN38 proposed the following actions:

   (i) Develop new methods and mechanisms at bioregional level for participation in the planning process and for the resolution of conflicts.
   (ii) Give all communities the means to 'have a say' in the management and distribution of the region's resources.
   (iii) Establish inter-sectoral and inter-agency task forces to facilitate bioregional planning.

c) Incorporate biodiversity into the management of all biological resources.
The mix of species in an ecosystem enables that system both to provide a flow of ecosystem services under given environmental conditions, and to maintain that flow if environmental conditions change. The loss of biodiversity therefore limits the resilience of the affected ecosystem, which in turn, may have direct negative economic implications.

d) Support bioregional conservation initiatives in the private sector
The bioregional planning approach requires that conservation on private land becomes an integral part of the strategy. This, in turn, requires that forward planning must be done on a holistic bioregional basis. Environmental health is the key to sustainable development. The primary threat to environmental health is fragmentation of community-supporting ecosystems. Fragmentation generally leads to a cycle of environmental degradation, which subsequently influences the well-being of the dependent communities.

LAND-USE CLASSIFICATION APPROACH

A fundamental phase of bioregional planning is to undertake appropriate land-use classification for the planning area in accordance with a classification system that is based upon a structure of interrelated cores, corridors and matrices. It was, subsequently directed by Dawid Kruiper Municipality that UNESCO's biosphere reserve designation model be adopted as a basis for such land-use classification.

In terms of this model, the classification system is to include core nature areas that feature representative samples of the region's characteristic biodiversity. Ideally such sites, which may already be designated as protected areas, should be linked by corridors of natural or restored natural plant cover to permit migration and adaptation to global change. Both the core sites and corridors should be nested within a matrix of mixed land uses and ownership patterns. The figure below illustrates the practical implementation of the land-use classification system adopted for Dawid Kruiper Municipality.

SPATIAL PLANNING CATEGORIES: A MECHANISM FOR LAND-USE CLASSIFICATION

In order to apply the biosphere reserve designation principles in Dawid Kruiper, a set of Spatial Planning Categories (SPCs) was developed. These SPCs are generally consistent with UNESCO's MaB Program and include all land zonings that are provided for under the existing Zoning Scheme Regulations.

A total of six SPCs has been provided for (refer to the table on the following page). In addition, a number of Sub-Categories have been created for the purpose of refining the designation process.

CATEGORY DESCRIPTION CLASSIFICATION CRITERIA & PURPOSE

Category A Designated Core

Conservation Area

a) Areas of high conservation importance to be protected from development.
b) Generally only non-consumptive land-uses39 allowed conditionally.

Category B Buffer Area

a) Areas that serve as a buffer between Category A and Category C areas.
b) Providing an appropriate interim classification for conservation worthy areas that do not have statutory protection, including ecological corridors and areas worthy of rehabilitation.
c) Appropriate sustainable development and non-consumptive landuses may be allowed conditionally.

Category C Agricultural areas

Rural areas where extensive and intensive agriculture is practiced.

Category D Urban-related areas

Areas accommodating a broad spectrum of urban-related development and associated services and infrastructure.

Category E Industrial areas

Areas accommodating industrial activities and associated infrastructure and where very high intensity of human activity and consumptive land use occur.

Category F Surface infrastructure and buildings
All surface infrastructure and buildings not catered for in the above categories, including roads, railway lines, power lines, communication structures, etc.

MUNICIPAL MANAGEMENT IN TERMS OF BIOREGIONAL PRINCIPLES
From the perspective of promoting sustainable development and biodiversity conservation through integrating development and conservation, it is especially important for Dawid Kruiper Municipality to consider municipal planning and management in the context of the integrative relationship between ecological processes and the needs and perceptions of local communities. This integrative relationship is referred to as bioregional management in the Global Biodiversity Strategy (WRI, 1992).

To successfully implement bioregional management, the following challenges need to be addressed (Miller, 1996):

- Create the capacity to manage complex and integrated programs.
- Involve stakeholders in a meaningful manner.
- Develop and link established institutions, or if needed, create new ones.
- A list of bioregional management guidelines that has been adopted by the Municipality is provided in the approved Spatial Development Framework.

T3.60.1

Chapter 3

COMPONENT G: SECURITY AND SAFETY

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

INTRODUCTION TO SECURITY & SAFETY

The Security Section is in existence for the past 37 years in the Dawid Kruiper Municipality.

During the period of review, the Division with the available manpower and resources to their disposal had to serve and protect the communities within the jurisdiction of Council.

The Security Section is responsible for the following:

- Responsible for the protection monitoring and safeguarding Council's properties information and personnel; and
- The monitoring and response to alarm activation.

Incidents
During the period of this review there were no serious incidents involving the loss of life or violence.

Visible policing was rendered at all Local, Provincial and National events that were hosted on Council properties.

The Law Enforcement Unit is responsible for the following:

- Responsible for enforcement of Council's By-Laws and, Policies;
- The prevention of crime within the jurisdiction of Council; and
- Public Nuisances is monitored and acted on all complaints regarding Public Nuisances received from the public as well as from Client Services Division of the Council.

T3.65.0

3.65 POLICE

INTRODUCTION TO POLICE

This Function is not performed by the Municipality.

T3.65.1

3.66 FIRE

INTRODUCTION TO FIRE SERVICES

A fulltime fire service is in place and operates on 24/7 basis. The training centre is accredited with LGSETA, the accreditation expires in 2027.

The Fire station is currently not accredited with SAESI (South African Emergency Service Instituted) to provide training.

The objective of the fire department is:

1. The rescue of life from a fire or other danger;
2. The Protection of Property against a fire or other threatening danger;
3. Preventing and Extinguishing of fires;
4. Issuing Dangerous Goods Transportation certificates;
5. Issuing Fire safety and Flammable Liquids certificates; and
6. Fire Prevention.

The service area of the fire department is as follows:

- On the N10 to Groblershoop the fire department goes out 60km (Lambrechtsdrift)
- On the N14 to Keimoes the department goes out 10km (Kalksloot)
- On the N10 to the Namibian border the department goes out 10km
- On the N14 to Olifantshoek the department goes out 50km
- On the R360 to Kalahari the department goes out 250km (Rietfontein).

T3.66.1

FIRE SERVICE DATA						
	DETAILS	2017/2018	2018/2019	2019/2020	2021/2022	2024/2025
		Actual No.	Actual No.	Actual No.	Actual No.	Actual No.
1.	Total fires attended in the year	238	148	110	109	136
2.	Total of other incidents attended in the year	82	66	50	38	23
3.	Average turnout time – urban areas	95%	95%	95%	95%	95%
4.	Average turnout time rural area	90%	90%	90%	90%	90%
5.	Fire fighters in post at year end	28	25	30	27	30
6.	Total fire appliances at year end	5	4	4	4	4
7.	Average number of appliance off the road during the year	0	1	1	3	2
						T3.66.2

Employees: Fire Services					
Job Level	**2023/2024**	**2024/2025**			
Fire Fighters / Administrators	**Employees No.**	**Posts No.**	**Employees No.**	**Vacancies (fulltime equivalents) No.**	**Vacancies (as a % of total posts) %**
Chief Fire Officer & Deputy					
Other Fire Officers					
0 - 3	0	0	0	0	0%
4 - 6	2	2	0	0	0%
7 - 9	25	30	22	0.496	1.65%
10 - 12	6	9	8	0	0%
13 - 15	0	0	0	0	0%
16 - 18	2	3	3	0	0%
Total	**35**	**44**	**33**	**0.496**	**1.65%**
					T3.66.4

Financial Performance 2024/2025:Fire Fighting and Protection R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**81**	**100**	**100**	**173**	**42%**
Expenditure:					
Employees	(21 566)	(21 396)	(23 493)	(22 588)	-4%
Repairs and Maintenance	(78)	(12)	(2)	(2)	0%
Other	(356)	(374)	(576)	(406)	-42%
Total Operational Expenditure	**(22 000)**	**(21 783)**	**(24 071)**	**(22 996)**	**-5%**
Operating (Deficit)	**(21 919)**	**(21 683)**	**(23 971)**	**(22 823)**	**-5%**
					T3.66.5

Capital Expenditure 2024/2025: Fire Fighting and Protection R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1168 Self Contained Breathing Apparatus SCBA	124 560,00	124 560,00	124 560,00	100,00%	-
	124 560,00	**124 560,00**	**124 560,00**	**100,00%**	
					T3.66.6

COMMENT ON THE PERFORMANCE OF FIRE SERVICES OVERALL:
There is presently uncertainty as to the responsibilities regarding fire services within the municipal jurisdiction and this issue needs to be clarified with the district municipality regarding mutual agreements pertaining to fire safety inspections, training and related fire services outside the municipal borders.

This division also serves the remote areas within the municipal jurisdiction, outside the borders of the municipal jurisdiction within ZFM District Municipality as well as outside the ZFM border (Springbok) and has limited resources resulting in the fact that compliance to SANS 10090 requirements is not met. Specialized emergency equipment is not locally available and is normally imported from abroad, very expensive and delays are experienced with repairs.

The present budget constrains also impacts on the much needed equipment and hampers service delivery to the community and business’s.

The risks are increasing with the present local economic growth and preventative/rehabilitative measures needs to be put in placed in order to ensure a safe living environment for all communities within the jurisdiction.

T3.66.7

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

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

The Municipality has no funding or personnel to perform this function and is this function performed by the District Municipality although it is placed under the Fire Brigade. The Council also has a Social Relief Policy in place which is subjected to amendments regarding assistance to disaster stricken families in informal areas in the form of donating blankets, mattresses and food parcels. This is normally done in conjunction with the Ward Councilor once the investigation has been completed.

T3.67.1

Employees: Disaster Management, Animal Licencing and Control, Control of Public Nuisances, Etc					
Job Level	2023/2024	2024/2025			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	0	4	0	0	0%
7 - 9	20	22	20	0	0%
10 - 12	34	45	29	1.824	4.05%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
Total	**54**	**71**	**49**	**1,824**	**4.05%**
					T3.67.4

Financial Performance 2024/2025: Disaster Management R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**0%**
Expenditure:					
Employees	–	(6)	–	–	0%
Repairs and Maintenance	–	–	–	–	0%
Other	–	–	–	–	0%
Total Operational Expenditure	**–**	**(6)**	**–**	**–**	**0%**
Operating (Deficit)	**–**	**(6)**	**–**	**–**	**0%**
					T3.67.5

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 maintenance and upkeep of neighborhood parks, sport fields and swimming pools are conducted by the parks department. In as so far as sports facilities are concerned, the municipality has 8 standard sport fields which are mainly used for soccer and rugby and 6 mini sport fields. Other sporting codes that are catered for in these fields include basketball, volleyball and netball. Fields are maintained and are used by various communities for both practice sessions and formal matches.

The municipality also assists informal clubs (football and netball) by means of grading and leveling informal fields.

The municipality has sufficient parks in the urban and suburban areas for local residents to use for relaxation.

There are 3 swimming pools which are situated in respective neighborhoods. The main swimming pool, which is an Olympic size, is situated in town and it attracts huge and wide spectrum of users.

We are challenged with vandalism on buildings and terrains.

T3.68.0

3.68 SPORT AND RECREATION

SERVICE STATISTICS FOR SPORT AND RECREATION

The total bookings made for using the sport facilities in 2024/2025 is 206.

T3.68.1

Sport and Recreation Policy Objectives Taken From IDP							
Service Objectives	Outline Service Targets	2022/2023		2023/2024			2024/2025
		Target	Actual	Target		Actual	Target
Service Indicators (i)	(ii)	*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)
Service Objective xxx							
Development of Sport fields	100%	100%	100%	100%	100%	100%	100%
Erecting of fencing	100%	100%	100%	100%	100%	100%	100%
							T3.68.2

Employees: Sport and Recreation					
Job Level	2023/2024	2024/2025			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3	2	2	2	0	0%
4 - 6	4	5	5	0	0%
7 - 9	8	11	9	0.496	4.51%
10 - 12	10	14	11	0	0%
13 - 15	15	19	16	0.496	2.61%
16 - 18	54	80	54	0	0%
Total	**93**	**131**	**97**	**0.992**	**7.12%**
					T3.68.3

Financial Performance 2024/2025: Sport and Recreation					
					R'000
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**1 591**	**1 642**	**1 642**	**1 679**	**2%**
Expenditure:					
Employees	(7 631)	(5 595)	(7 695)	(7 564)	-2%
Repairs and Maintenance	(289)	(450)	(405)	(376)	-8%
Other	(3 390)	(3 578)	(3 632)	(3 921)	7%
Total Operational Expenditure	**(11 310)**	**(9 623)**	**(11 732)**	**(11 861)**	**1%**
Operating (Deficit)	**(9 719)**	**(7 981)**	**(10 090)**	**(10 182)**	**1%**
					T3.68.4

Capital Expenditure 2024/2025: Sport and Recreation					
					R' 000
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1014 Fencing of SC Kearns Stadium	531 862,00	531 862,00	-	0,00%	-
8100 81502 WIP 1236 Dicky Jacobs Stadium	2 500 000,00	2 500 000,00	2 373 925,00	94,96%	-
8100 81502 WIP 1273 Upgrading of Robert Gunda Stadium	350 000,00	350 000,00	-	0,00%	-
TOTAL	**3 381 862,00**	**3 381 862,00**	**2 373 925,00**	**70,20%**	
					T3.68.5

COMMENT ON THE PERFORMANCE OF SPORT AND RECREATION OVERALL:
The Municipality are busy with the following projects:

Fencing of SC Kearns stadium;
Fencing of Town Swimming pool; and
Extension of Askham en Louisvale Road cemeteries (EIA).

T3.68.6

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

Dawid Kruiper Municipality have 33 councillors, 17 are ward based and the rest (16) are proportional representatives. The Municipality is divided in 17 wards.

The Mayor is an Executive Mayor. Cllr M Segede resigned as Executive Mayor and Party Councillor on 31 December 2024. Cllr Dawid Kazi was appointed as Councillor and elected as Executive Mayor of the Municipality. The Council makes use of an Executive Mayoral Committee system.

The Mayoral Committee consists of six members. All six members are from the ANC.

T3.69.0

3.69 EXECUTIVE AND COUNCIL

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

INTRODUCTION TO EXECUTIVE AND COUNCIL

The Council established an Executive Mayoral Committee consisting of 6 members. The Executive Mayor decides when and where the MAYCO meets. The MAYCO consists of 6 members of the ruling party (ANC).

The Executive Mayor, Cllr D Kazi, is the chairperson of the MAYCO. He performs the duties promulgated in relevant legislation, including any ceremonial functions, and exercise the powers delegated to the Executive Mayor by the Municipal Council.

The Council has six portfolio committees (Section 79 Committees).

- Committee for Civil Engineering Services;
- Committee for Planning and Development;
- Committee for Electro- Mechanical Services;
- Committee for Community Services;
- Committee for Corporate Governance; and
- Committee for Budget and Treasury.

Members of the Mayoral Committee are tasked with the responsibility in chairing the supporting committees. These committees meet at least once a month. The committees have no decision-making authority, but consider matters tabled to the committee and make recommendations to the Executive Mayor. The Executive Mayor can decide on matters delegated to it. There are certain functions that only the Council can decide on and in that case the Executive Mayor make recommendations to Council.

T3.69.1

SERVICE STATISTICS FOR THE EXECUTIVE AND COUNCIL		
Meetings held:		
Type of meeting	Month	Total
Council meetings	July 2022 - June 2023	11
Special Council meetings	July 2022 - June 2023	11
Executive Mayoral Committee meetings	July 2022 - June 2023	11
		T3.69.2

Employees: The Executive and Council					
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	7	7	7	0	0%
7 - 9	24	24	24	0	0%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
Total	**33**	**33**	**33**	**0**	**0%**
					T3.69.4

Financial Performance 2024/2025: Executive and Council					R'000
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**0%**
Expenditure:					
Employees	(48 301)	(47 953)	(53 256)	(46 905)	-14%
Repairs and Maintenance	(69)	(653)	(487)	(429)	-14%
Other	(3 347)	(2 614)	(7 820)	(2 980)	-162%
Total Operational Expenditure	**(51 718)**	**(51 221)**	**(61 563)**	**(50 313)**	**-22%**
Operating (Deficit)	**(51 718)**	**(51 221)**	**(61 563)**	**(50 313)**	**-22%**
					T3.69.5

Capital Expenditure 2024/2025: Executive and Council R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1262 Water Cooler	40 000,00	40 000,00	-	0,00%	-
GRAND TOTAL	**40 000,00**	**40 000,00**	**-**	**0,00%**	
					T3.69.6

COMMENT ON THE PERFORMANCE OF THE EXECUTIVE AND COUNCIL:
Council meets every month except for December, when the Council is in recess. Committee meetings and Executive Mayoral Meetings are also held on a monthly basis.

T3.69.7

3.70 FINANCIAL SERVICES

INTRODUCTION FINANCIAL SERVICES

The Directorate Financial Services renders a financial service to the Dawid Kruiper. As the successes in service delivery are underpinned by a healthy and financially stable Municipality it is of the utmost importance that the finances of the town are managed in a disciplined and controlled manner.

The Directorate is led by the Chief Financial Officer and three Heads of Departments. These Sub-Directorates and their functions are:

Financial Services	
Billing and Revenue Collection	Billing Management (Timeous rendering of monthly accounts) Municipal Property Valuation Roll Management Indigent Household Management Debtors Administration / Revenue Collection Prepaid Water & Electricity Sales Cash Flow Management
Financial and Asset Management	Budgets and Budgeting Control Annual / Six Monthly / Quarterly / Monthly Reporting Assets Management Insurance of Assets Fleet Management Borrowing Management Investment Management Creditors Management Payroll Management
Supply Chain Management	Procurement Management (SCM Regulations and Policy) Supply Chain Database Management Stores and Inventory Management

Some of the main challenges for this Directorate in the 2024/2025 financial year were as follows:

- To get the finances of the municipality on a sustainable level.
- To provide financing for future capital projects and to keep tariffs on an affordable level.
- Building and retention of capacity in the Budget and Treasury Office specifically in the Finance and Asset

- Management unit, is of the utmost importance. The successes in the Budget & Treasury Office can be attributed to the commitment of the staff in this Directorate.
- The implementation of mSCOA reform
- Remaining effect of Covid-19 on the consumer's ability to pay for services
- Many challenges specifically come from National and Provincial Treasury.
- The implementation of GRAP and other related issues, i.e. the asset register will always stay as a challenge to municipalities.
- Political challenges
- No co-operation from departments regarding the submission of information and the submission there of on time.
- An unreliable IT network.
- Insufficient office space.

T3.70.1

The Municipality gives subsidy for Free Basic Services to all Indigent House holds who are unemployed and receive two times the Government Grand(**which was R4,400.00 per month in 2024/2025**), the income of everyone staying in the house is calculated as the total income, and the Indigent Register is being updated on a daily basic, and the re-registration process is done annully in order to rerify the status of the Indigent Household if it is still the same.

The following Free Basic Services are being subsidised:

Electricity (50kWh of electricity per month)
Water (6 kilolitres of Water per month)
Sewerage/Sanitation
Refuse Removal
Property Rates (residential)

See also T3.6.3

Employees: Financial 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	4	7	4	0	0%
4 - 6	4	7	5	0	0%
7 - 9	29	47	30	0.428	0.91%
10 - 12	20	34	21	0.856	2.52%
13 - 15	4	4	4	0	0%
16 - 18	1	2	1	0	0%
Total	**62**	**101**	**65**	**1.284**	**3.43%**
					T3.70.4

Financial Performance 2024/2025: Financial Services					
					R'000
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**304 037**	**306 878**	**305 346**	**335 686**	**9%**
Expenditure:					
Employees	(44 346)	(10 680)	(10 618)	(32 138)	67%
Repairs and Maintenance	(2)	(5)	(167)	(492)	66%
Other	(29 607)	(26 898)	(34 942)	(25 700)	-36%
Total Operational Expenditure	**(73 955)**	**(37 583)**	**(45 727)**	**(58 330)**	**22%**
Operating (Deficit)	**230 082**	**269 295**	**259 618**	**277 356**	**6%**
					T3.70.5

Capital Expenditure 2024/2025: Financial Services					
					R' 000
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1105 Laptops	503 100,00	503 100,00	367 215,87	72,99%	-
WIP 1254 Scanner	24 000,00	24 000,00	9 499,13	39,58%	-
Grand Total	**527 100,00**	**527 100,00**	**376 715,00**	**71,47%**	
					T3.70.6

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:
The Dawid Kruiper Municipality is still experiencing cash-flow problems and subsequently have implemented cost containment procedures to ensure expenditure is limited to service delivery expenditure as far as possible.

This has resulted in a net increase in cash and cash equivalents as at year-end as disclose in the Cash-Flow Statements that is part of the Annual Financial Statements. Dawid Kruiper Municipality also had a Net surplus for the 2024/2025 financial year as per the Statement of Financial Performance.

Dawid Kruiper Municipality is in process to strengthen the internal controls in the Financial Department as well as other departments in order to try to achieve better audit opinions in the future.

T3.70.7

3.71 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

The Human Resource Department is responsible for the following main functions:

i) Recruitment and selection;
ii) Labour Relations;
iii) Occupational Health and Safety;
iv) Leave and benefit administration;
v) Employee Assistance;
vi) Skills Development and Training; and
vii) Employment Equity.

All these functions were performed by a staff complement of 14 employees with the required qualifications, skills and experience. Three Human Resource Interns were also utilised and trained.

T3.71.1

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES
The following key transactions were processed during the year:

New appointments transfers and promotions = 77
Terminations of employment = 42
Number of sick leave days taken by employees = 5784
Number of employees on formal training courses = 207
Number of disciplinary inquiries held = 13
Number of injuries on duty handled = 64

T3.71.2

Employees: Human Resource Services					
Job Level	2023/2024	2024/2025			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3	0	2	1	0.92	46%
4-6	4	6	3	0.164	2.73%
7 - 9	7	9	8	0.5	5.56%
10 - 12	5	5	4	0.5	10%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
Total	**16**	**22**	**16**	**2,084**	**64.29%**
					T3.71.4

Financial Performance 2024/2025: Human Resources					
					R'000
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**575**	**375**	**1 600**	**1 027**	**-56%**
Expenditure:					
Employees	(8 031)	(1 456)	(2 520)	(8 564)	71%
Repairs and Maintenance	(33)	(55)	(78)	(67)	-16%
Other	(831)	(2 413)	(2 795)	(2 215)	-26%
Total Operational Expenditure	**(8 894)**	**(3 923)**	**(5 392)**	**(10 845)**	**50%**
Operating (Deficit)	**(8 320)**	**(3 548)**	**(3 792)**	**(9 818)**	**61%**
					T3.71.5

Capital Expenditure 2024/2025: Human Resources					
					R' 000
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1089 Projector	5 000,00	5 000,00	-	0,00%	-
GRAND TOTAL	**5 000,00**	**5 000,00**	**-**	**0,00%**	
					T3.71.6

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:
Human Resources complied with all important legislation and policies amongst others, Municipal Systems Act, Skills Development Act, Employment Equity Act, Main Collective Agreement and Council Policies. Human Resources successfully reached its objectives. Support services were rendered to 837 full time employees, 33 Councilors and more than 60 seasonal workers.

T3.71.7

3.72 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

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

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The establishment of ICT department within the Municipality to render a service to all departments through effective, efficient and cost effective systems and equipment that enhances the performance of these departments in service delivery to inhabitants.

Council has twelve servers on which its systems run. These systems are for financial management, document management, prepaid services, security and connectivity, communication and traffic fines management.

Council business is conducted over the area that spans from Upington and surroundings to Rietfontein and surroundings in 24 different buildings. These building are connected via wireless and satellite network allowing user access to systems no matter where a user is stationed.

The IT Department supports all system users, maintains equipment and is responsible for the purchasing of equipment either for replacement or new staff. Systems are maintained by service providers. Keeping track with technology changes is always challenging due to budget constraints.

T3.72.1

SERVICE STATISTICS FOR ICT SERVICES

12 x Servers
21 x Offices connected via wireless network
3 x sites connected via VSAT
237 x Offices networked
295 x PC's and Laptops
140 x Printers

T3.72.2

Employees: ICT Services					
Job Level	2023/2024	2024/2025			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	2	4	3	0	0%
10 - 12	0	3	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
Total	**6**	**11**	**7**	**0**	**0%**
					T3.72.4

Financial Performance 2024/2025: ICT Services R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**#DIV/0!**
Expenditure:					
Employees	(5 085)	(5 169)	(5 089)	(5 103)	0%
Repairs and Maintenance	(52)	(112)	(142)	(76)	-88%
Other	(6 763)	(9 016)	(13 496)	(8 372)	-61%
Total Operational Expenditure	**(11 900)**	**(14 296)**	**(18 727)**	**(13 551)**	**-38%**
Operating (Deficit)	**(11 900)**	**(14 296)**	**(18 727)**	**(13 551)**	**-38%**
					T3.72.5

Capital Expenditure 2023/2024: ICT Services R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1160 Biometric Readers	20 551,00	20 551,00	6 579,13	32,01%	-
8100 81502 WIP 1214 Desktops	223 000,00	223 000,00	222 552,96	99,80%	-
8100 81502 WIP 1218 Vendor Equipment	120 000,00	120 000,00	113 478,26	94,57%	-
8100 81502 WIP 1243 Network Equipment	71 449,00	71 449,00	71 448,70	100,00%	-
8100 81502 WIP 1244 Network Equipment	50 000,00	50 000,00	46 287,95	92,58%	-
8100 81502 WIP 390 Printers Renewals	115 900,00	115 900,00	53 096,47	45,81%	-
8100 81502 WIP 1218 Vendor Equipment	600 900,00	600 900,00	513 443,47	85,45%	
					T3.72.6

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:
New PC's, Laptops and printers were purchased in the event the equipment had become redundant or uneconomical to repair. Same was purchased for new positions as the need arose.

86% of the user calls logged at the ICT helpdesk were resolved.

T3.72.7

3.73 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

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

INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

LEGAL SERVICES
The Legal Services division delivers a supporting function to all directorates in the municipality. The Legal Department forms part of the Directorate Corporate Services. This office handles all requests for legal advice and legal aid in respect of municipal matters. This office is also responsible for the contracts of the municipality. A number of new contracts we concluded and contracts that expired were renewed.

Legal Advice was requested, when needed, from external sources on certain matters.

The Policies of Council are reviewed on a continuous basis and new Policies are adopted by Council to provide in the needs of the Dawid Kruiper Municipality. The Section is also responsible for the updating and maintaining of the Municipal Code of the Municipality.

The Section is also responsible for compiling the Annual report of the Municipality. The Legal Section also assists in the disposal of Council Property.

PROPERTY

The Property Administration division is responsible for the maintenance, disposal and acquisition of property and land for the Municipality. Land and property are dispose of or letting through the Property Disposal Policy of Council. The Policy was reviewed in February 2018.

RISK MANAGEMENT

Risk Management is the identification, assessment, and prioritization of risks through a structured and systematic process followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of risks.

When properly executed risk management can provide reasonable assurance to Council and management that the municipality will be successful in achieving its objectives and goals.

Measures taken to improve performance

- The ratings of the following business risks were provided by senior and middle management of the organisation and captured in the risk assessment tool. The risks with the highest impact scoring has been identified and categorised first. The business risks are categorized by the different levels within the organisation’s structures.

- The risk register including all risk facing Dawid Kruiper Municipality. This is the complete register emanating from the workshop conducted between the April/May 2024.

- As per the risk assessment, //Dawid Kruiper Local Municipality is a medium risk municipality which implies that the risk profile is at a moderate level. It must be noted that in the event adequate/effective monitoring does not take place, the risks will materialize resulting in an adverse impact towards attainment of objectives. The Municipal risk exposure at both inherent and residual levels as illustrated with graphs.

- As part of the Risk management policy of the organisation, the Internal Audit Plan will make provision for the test of these controls to ensure that management’s perception is in line with the reality of controls efficiency and effectiveness.

Managing business risks associated with in the municipality is an ongoing process involving different levels within the organisation. Even though risks identified may have a low likelihood of occurring or controls are in place mitigating the risks, a continuous approach of monitoring and testing of controls needs to be done by management supported by the internal audit function.

This report serves as a basis in the preparation of the Internal Audit Plan as it highlights the business risks that management deems needs to be concentrated on first.

T3.73.1

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

LEGAL SERVICES

The following Policies has been adopted/amended or reviewed by Council:

Policy No	Subject	Council Resolution	New/Amended/ Reviewed
015/2024	Tuck Shop Policy	30.12/08/2024	New
016/2024	Media Policy	18.2/10/2024	New
017/2024	Social Media Policy	18.3/10/2024	New
001/2025	Internal Audit Charter	15/11/2024	New
002/2025	Audit Committee Charter	14/11/2024	New
003/2025	Unauthorised, Irregular, Fruitless & Wasteful Expenditure Reduction Strategy	22.3/11/2024	New
004/2025	Commonage Policy	23.2/11/2024	New
005/2025	Recruitment, Selection & Appointment Policy	18.4/02/2025	New
006/2025	Policy for Performance Management	18.5/02/2025	New
007/2025	Reward & Recognition Policy	18.6/02/2025	New
008/2025	Anti-Fraud & Corruption Policy	18.7/02/2025	New
009/2025	Audit Committee Charter	21.1/05/2025	New
010/2025	Internal Audit Charter	21.2/05/2025	New
011/2025	Anti-Fraud & Corruption Plan	21.3/05/2025	New
012/2025	IT-Disaster Recovery Plan	21.5/05/2025	New
013/2025	IT-Disaster Recovery Policy	21.6/05/2025	New
014/2025	Password Policy	21.7/05/2025	New
015/2025	User Account Management Policy	21.8/05/2025	New
016/2025	Property Disposal Policy	21.9/05/2025	New
017/2025	Access to Information Manual	21.11/05/2025	New
018/2025	Access to Personal Information Manual	21.11/05/2025	New
019/2025	Overtime Policy	21.12/05/2025	New
020/2025	Legal Advice & Support Policy	24.2/06/2025	New
021/2025	Water & Sanitation Policy	24.3/06/2025	New
022/2025	IT Backup Policy	24.4/06/2025	New
023/2025	Email Address Allocation & Usage Policy	24.5/06/2025	New
024/2025	Fleet Management Policy	24.7/06/2025	New
025/2025	Standby Allowance Policy	24.8/06/2025	New
026/2025	Framework for Performance Management	24.9/06/2025	New
027/2025	Human Resources Plan	7/06.2/2025	New
028/2025	Education, Training & Development Policy	8/06.2/2025	New
003/2024	Cash Management & Investment Policy	19/05/2025	Amended
049/2017	Customer Care, Credit Control & Debt Collection	19/05/2025	Amended
034/2018	Systems of Delegations		Amended
004/2024	Indigent Management Policy	19/05/2025	Amended
005/2024	Property Rates Policy	19/05/2025	Amended
052/2017	Tariff Policy	19/05/2025	Reviewed
014/2024	Supply Chain Management Policy	19/05/2025	Reviewed
004/2017	Asset Management Policy	19/05/2025	Reviewed
015/2016	Afhandeling van Verkeersboetes verkry deur	24.6/06/2025	Reviewed

	Raadsamptenare		
016/2016	Agtervolging van Beweerde Oortreders deur Verkeersbeamptes	24.6/06/2025	Reviewed
019/2016	Straatafkondigings & -optogte	24.6/06/2025	Reviewed
021/2016	Vrystelling van Parkering vir Gestremde Persone	24.6/06/2025	Reviewed
032/2016	Interne Vorderingsbeleid vir Verkeersbeamptes Graad III-i	24.6/06/2025	Reviewed
036/2016	Parkeervrystelling	24.6/06/2025	Reviewed

The System of Delegations is amended every time Council adopts/amend or review Policies.

The Municipal Manager tasked this Section also to compile a tender register, in which all tenders approved is listed. A list of contracts due to expire is sent on a regular basis to all Directorates to ensure that contracts is renewed timeously.

PROPERTY
Property sold:

ERF NO	LAND USE STATUS	AREA
12177	Residential	Paballelo
554	Commercial	Raaswater
15617	Place of Worship	Paballelo
24923	Place of Worship	Paballelo
13154	Residential	Paballelo
28066	Business	Middelpos
2360	Agriculture	Olyvenhoutsdrift Settlement
21635	Residential	Paballelo
10215	Group Housing	Paballelo
18565	Residential	Rosedale
16673	Residential	Paballelo
24597	Residential	Dakotaweg
20567	Residential	Rosedale
22263	Residential	Dakotaweg
18781	Residential	Paballelo
18073	Residential	
24327	Residential	Dakotaweg
16570	Residential	Paballelo
13	Place of Worship	Louisvale Road
1877	Residential	Olyv Ned (Kalksloot)
16560	Residential	Paballelo
18944	Residential	
18585	Residential	Rosedale
20270	Residential	Rosedale
13308	Residential	Rosedale
22029	Residential	Dakotaweg
22003	Residential	Dakotaweg
10193	Business	Paballelo
9111	Residential	Rosedale
8913	Residential	Rosedale

ERF NO	LAND USE STATUS	AREA
13381	Residential	Rosedale
13247	Residential	Rosedale
13341	Residential	Rosedale
13269	Residential	Rosedale
13385	Residential	Rosedale
13367	Residential	Rosedale
9027	Residential	Rosedale
13390	Residential	Rosedale
9187	Residential	Rosedale
13379	Residential	Rosedale
9125	Residential	Rosedale
8936	Residential	Rosedale
13289	Residential	Rosedale
13344	Residential	Rosedale
13058	Residential	Rosedale
9231	Residential	Rosedale
8943	Residential	Rosedale
9133	Residential	Rosedale
9032	Residential	Rosedale
9096	Residential	Rosedale
9099	Residential	Rosedale
9106	Residential	Rosedale
9116	Residential	Rosedale
9117	Residential	Rosedale
9122	Residential	Rosedale
8933	Residential	Rosedale
8863	Residential	Rosedale
8889	Residential	Rosedale
8911	Residential	Rosedale
8916	Residential	Rosedale
9013	Residential	Rosedale
9023	Residential	Rosedale
13421	Residential	Rosedale
13422	Residential	Rosedale
9230	Residential	Rosedale
13337	Residential	Rosedale
13338	Residential	Rosedale
13358	Residential	Rosedale
13359	Residential	Rosedale
13362	Residential	Rosedale
9206	Residential	Rosedale
13280	Residential	Rosedale
13288	Residential	Rosedale
9181	Residential	Rosedale
13239	Residential	Rosedale
13120	Residential	Rosedale
13228	Residential	Rosedale
13230	Residential	Rosedale
13081	Residential	Rosedale
13399	Residential	Rosedale

ERF NO	LAND USE STATUS	AREA
8987	Residential	Rosedale
13364	Residential	Rosedale
13376	Residential	Rosedale
13377	Residential	Rosedale
13389	Residential	Rosedale
13392	Residential	Rosedale
8961	Residential	Rosedale
13038	Residential	Rosedale
13055	Residential	Rosedale
9140	Residential	Rosedale
13419	Residential	Rosedale
13211	Residential	Rosedale
13066	Residential	Rosedale
13086	Residential	Rosedale
13403	Residential	Rosedale
13281	Residential	Rosedale
9003	Residential	Rosedale
13411	Residential	Rosedale
13417	Residential	Rosedale
13273	Residential	Rosedale
13074	Residential	Rosedale
13076	Residential	Rosedale
13371	Residential	Rosedale
8875	Residential	Rosedale

RISK MANAGEMENT
Perform assessment as per approved risk assessment plan.
Report on findings on a quarterly basis.

The objective of the risk policy is to ensure that a strategic plan is developed that assist management to make informed decisions which will:

- Improve the municipality's performance on decision making and planning;
- Promote a more innovative, less risk averse culture in which the taking of calculated risks in pursuit of opportunities to benefit the municipality is encouraging;
- Provide a sound basis for integrated risk management and internal control a components of good corporate governance;
- Promote a reporting system which will facilitate risk reporting; and
- Promote an effective culture of risk assessment.

The roles and responsibilities of all stakeholders are clearly defined in the approved risk management strategy e.g. Council; Accounting Officers; Risk Management Committee; line managers; Internal Audit; Risk Officer.

The risk management processes are clearly defined in the risk management framework.

Risk Management Committee Charter is about the roles and responsibilities of the committee amongst others:

- To ensure that risks are managed and monitored effectively;
- To evaluate reports from the Department Risk Management and the concerned departments;

- Review annually the risk management policy, charter, framework and strategy and recommend it for approval by Council and the Accounting Officer;
- Review the institution's risk identification and assessment methodologies to obtain reasonable assurance of the completeness and accuracy of the risk register;
- Report to the Accounting Officer any material changes to the risk profile of the Institution; and
- Review any material findings and recommendations by assurance providers on the system of risk management and monitor that appropriate action is instituted to address the identified weaknesses.

The Risk Management Implementation Plan outlines the risk management activities that will be carried out in the 2024/2025 financial year. The risk management implementation plan is prepared to give effect to the implementation of the risk management policy and strategy and to sets out all risk management activities planned.

T3.73.2

Employees: Property; Legal; Risk Management; and Procurement Services					
Job Level	2023/2024	2024/2025			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0 - 3	0	1	0	0	0%
4 - 6	2	2	2	0	0%
7 - 9	3	5	3	0	0%
10 - 12	0	1	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**5**	**9**	**5**	**0**	**0%**
					T3.73.4

Financial Performance 2024/2025: Legal Services/Risk Management R'000					
Details	2023/2024	2024/2025			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Adjustment Budget
Total Operational Revenue	**164**	**100**	**100**	**96**	**-4%**
Expenditure:					
Employees	(670)	(1 751)	(1 859)	(1 869)	1%
Repairs and Maintenance	–		–	–	0%
Other	(860)	(1 408)	(5 088)	(1 385)	-267%
Total Operational Expenditure	**(1 531)**	**(3 160)**	**(6 948)**	**(3 254)**	**-114%**
Operating (Deficit)	**(1 367)**	**(3 060)**	**(6 848)**	**(3 158)**	**-117%**
					T3.73.5

Capital Expenditure 2024/2025: Property Services R' 000					
Capital Projects	2024/2025				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
8100 81502 WIP 1060 Airconditioners - Offices	200 000,00	200 000,00	87 157,21	43,58%	
8100 81502 WIP 1061 Building Improvements	150 000,00	150 000,00	-	0,00%	
Grand Total	**350 000,00**	**350 000,00**	**87 157,21**	**24,90%**	
T3.73.6					

COMMENT ON THE PERFORMANCE OF PROPERTY SERVICES OVERALL:

Property to the value of **R1,303,080.00** was sold during the year under review. This is above the performance target set at R1,000,000.00 for the financial year in question.

T3.73.7

Chapter 3

COMPONENT J: MISCELLANEOUS

REPORT: BROAD BASED BLACK ECONOMIC EMPOWERMENT (BBBEE): SECTION 13 (G), GOVERNMENT GAZETTE (40053) – 2024/2025

Tender no:	Supplier	STATE OF COMPLIANCE									
		Ownership	Management Control	Skills Development	Enterprise & Supplier Development	Socio-Economic Development	Jobs Created	Score Achieved	Empowering Supplier Status	Status Level	Final BBBEE
RFP002/2023	ML Nkosi Electrical Contractors	28.00 65% (black owned) 15% (woman) 15% (youth)	16.89	16.40	33.95	6.00	-	101.24	Yes	Active	1
TN021/2023	Mzozu Trading Enterprise cc	100% (black owned)	-	-	-	-	-	-	No	Active	1
TN012/2024	Clean Water Tech (Pty) Ltd	100% black (male)	-	-	-	-	-	-	-	-	1
TN004/2024	DDP Valuers Pty Ltd	30.00 67.00% (black owned) 44.15% (female owned)	7.19	18.48	41.00	2.00	-	110.56	Yes	Active	1
TN010/2024	"Mbidi Tours Logistics and Projects, Trans Oranje Drukkers (Pty) Ltd	100% (black male) 100% (white male & female)	- -	- -	- -	- -	- -	- -	- Yes	Active Active	1
TN018/2024	CitySave 518 Trading (Pty) Ltd	100% (Asian male)	-	-	-	-	-	-	-	Active	4
TN005/2024	Afrirent	24.00	24.88	11.55	35.00	4.76	-	100.19	Yes	Active	1

		100% (black owned) (80% woman owned)									
TN016/2024	TRS Transformers Pty Ltd	27 74% (white male) 26% female	20	24.00	29	3	-	103	Yes	Active	2
TN020/2024	Mier Kgalagadi Enterprise Pty Ltd	100% female	-	-	-	-	-	--		Active	1
TN024/2024	Macroplan	95% (white male) 5% (female)	-	-	-	-	-	-	Yes	Active	4
TN025/2024	HG van Zyl	100% (white male)	-	-	-	-	-	-	Yes	Active	-
TN019/2024	Emalini Enterprise	n/a	n/a	n/a	25	25	-	75	-	-	3
TN029/2024	Outsource House	-	-	-	-	-	-	-	-	Active	4
TN033/2023	Amandla Construction	31.00 100% (female owned)	13.36	17.90	33.98	4.00	-	100.24	Yes	Active	1
TN028/2024	BVI Consulting Engineers	28.00 54.64% (black owned)	14.32	28.05	28.41	5.70	-	104.48	Yes	Active	1
TN013/2024	RQ Tech	51% (female) 49% (male)	-	-	-	-	-	-	Yes	Active	2
TN031/2024	Kreston Pretoria	25.00 26% (Black owned)	9.26	30.00	32.00	5.00	-	101.26	Yes	Active	1
TN003/2025	Archive Zone Enterprise and	100% (black youth)	-	-	-	-	-	-	-	Active	1

	Projects										
TN021/2024	Greenbox Consulting JV and L & R Walker Consulting	100% (white male) & 51% (female)	-	-	-	-	-	-	Yes	Active Active	4 2
TN005/2025	IX ENGINEERS	23.32 56.31% (black owned) 43.60% (woman owned) 2.63% (black youth)	13.36	29.02	30.00	6.00	-	104.70	Yes	Active	1
TN016/2025	BVI Consulting Engineers	28.00 54.64% (black owned)	14.32	28.05	28.41	5.70	-	104.48	Yes	Active	1
TN008/2025	BVI Consulting Engineers	28.00 54.64% (black owned)	14.32	28.05	28.41	5.70	-	104.48	Yes	Active	1
TN010/2025	BVI Consulting Engineers	28.00 54.64% (black owned)	14.32	28.05	28.41	5.70	-	104.48	Yes	Active	1
TN011/2025	One Pangaea Expertise	100% (black owned)	-	-	-	-	-	-	-	Active	4

Chapter 4

COMPONENT K: ORGANISATIONAL PERFOMANCE SCORECARD

The Annual Performance Report is attached as Annexure hereto.

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

INTRODUCTION

The Organizational Structure provides for six Directorates that had a total number of 824 positions filled at the beginning of the 2024/2025 financial year. The municipality complied with legislation with regards to Skills Development and Employment Equity. Performance Evaluation was conducted as prescribed in legislation. All members of Top Management received performance bonuses as recommended by a Performance Review Panel. Monthly meetings with the two Labour Unions to discuss labour issues in the Labour Relations Forum were conducted.

T4.0.1

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees					
Description	2022/2023	2023/2024			
	Employees No.	Approved Posts No.	Employees No.	Vacancies No.	Vacancies %
Water	66	114	67	0.816	9.54%
Waste Water (Sanitation)	73	95	78	1.416	24.53%
Electricity	39	46	41	0.92	7.67%
Waste Management	67	80	74	4.12	14.67%
Housing	9	13	9	0.92	18,4%
Roads & Storm Water Drainage	47	75	43	1.424	3.95%
Fire Services	35	44	33	0.496	1.65%
Transport	0	0	0	0	0%
Local Economic Development	9	10	9	0	0%
Planning (Strategic & Regulatory)	15	20	14	0.164	0.82%
Community & Social Services	57	92	57	0	0%
Security and Safety	78	89	86	1.32	2.13%
Sport and Recreation	93	131	97	0.992	7.12%
Corporate Policy Offices and Other	241	177	233	0	0%
Totals	**829**	**868**	**837**	**15.122**	**1.74%**
					T4.1.1

Vacancy Rate: 2023/2024			
Designations	*Total Approved Posts No.	*Vacancies (Total time that vacancies exist using fulltime equivalents) No.	*Vacancies (as a proportion of total posts in each category) %
Municipal Manager	1	0	0,00
CFO	1	0	0.00
Other S57 Managers (excluding Finance Posts)	5	0	0,00
Other S57 Managers (Finance posts)	0	0	0,00
Police officers			
Fire fighters	28	0	0.00
Senior management: Levels 13-15 (excluding Finance Posts)	27	0.488	1.81%
Senior management: Levels 13-15 (Finance posts)	7	0	0
Highly skilled supervision: levels 9-12 (excluding Finance posts)	104	1.808	1,74%
Highly skilled supervision: levels 9-12 (Finance posts)	15	0	0
Total	**188**	**2.296**	**1.22%**
			T4.1.2

Turn-over Rate			
Details	**Total Appointments as of beginning of Financial Year No.**	**Terminations during the Financial Year No.**	**Turn-over Rate***
2022/2023	906	48	5.30%
2023/2024	832	45	5.41%
2024/2025	**851**	**42**	**4.93%**
			T4.1.3

COMMENT ON VACANCIES AND TURNOVER:
There were 851 employees at the municipality on 01 July 2024, of which 42 terminated their services during the financial year. The turnover rate was therefore 4.93% compared to the 5.41% turnover rate of the previous financial year.

T4.1.4

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

Regular Top Management meetings were held to monitor and evaluate activities on a strategic level. Middle management and Staff meetings were held in the different department to consult with workers on a regular basis. Managers do Quarterly Performance Evaluations of all workers as part of the Key Performance Areas of Managers. Local Labour Forum meetings where policies and agreements were discussed and reviewed took place on a monthly basis.

T4.2.0

4.2 POLICIES

HR Policies and Plans				
	Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt
1	Affirmative Action	0%	0%	
2	Attraction and Retention	100%	100%	June 2018
3	Code of Conduct for employees	0%		Code of Conduct in Municipal System Act
4	Delegations, Authorisation & Responsibility	100%		March 2025
5	Disciplinary Code and Procedures		0%	Disciplinary Code of SALGBC is used
6	Essential Services	100%	100%	Jan 2020
7	Employee Assistance / Wellness	100%	100%	June 2019
8	Employment Equity	100%	100%	June 2019
9	Exit Management			June 2018
10	Grievance Procedures	0%	0%	Main Collective Agreement is used
11	HIV/Aids	100%	100%	
12	Human Resource and Development	0%	0%	HR Plan & Strategy
13	Information Technology	100%	100%	
14	Job Evaluation	0%	0%	Provincial Policy is used
15	Leave	100%	100%	June 2019
16	Occupational Health and Safety	100%	100%	
17	Official Housing	0%	0%	No official housing available
18	Official Journeys	0%	0%	Travel and Subsistence Policy in place
19	Official transport to attend Funerals	0%	0%	No official transport is allowed for funerals
20	Official Working Hours and Overtime	100%	100%	June 2018
21	Organisational Rights	0%	0%	Main Collective Agreement is used
22	Payroll Deductions	0%	0%	BCEA is used
23	Performance Management & Development	100%	100%	February 2025
24	Recruitment, Selection and Appointments	100%	100%	February 2025
25	Remuneration Scales and Allowances	100%	100%	September 2024
26	Resettlement	100%	100%	June 2018
27	Sexual Harassment	100%	100%	June 2017
28	Skills Development	100%	100%	June 2025
29	Smoking	100%	100%	June 2018
30	Special Skills	0%	0%	Retention of Scarce Skills policy in place
31	Work Organisation	0%	0%	
32	Uniforms and Protective Clothing	100%	100%	June 2019
				T4.2.1

COMMENT ON WORKFORCE POLICY DEVELOPMENT:
The process of consultation with workers to amend policies is on-going and some policy reviews were delayed due to this process of consultation. Policies are developed within the framework of national and divisional collective agreements of the South African Local Governing Bargaining Council.

T4.2.1.1

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty				
Type of injury	**Injury Leave Taken Days**	**Employees using injury leave No.**	**Proportion employees using sick leave %**	**Average Injury Leave per employee Days**
Required basic medical attention only	199	101	50.75	39.8
Temporary total disablement	97	1	1.03	19.4
Permanent disablement	64	1	1.56	12.8
Fatal	0	0		
Total	360	101	28.61	72
				T4.3.1

Number and Period of Suspensions				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Control Technician	Insolence & Gross Negligence	13/08/2024	Case dismissed	11/02/2025
Assistant Resort Superintendent	Dishonesty	15/01/2025	Transferred pending investigation	15/04/2025
				T4.3.5

DISCIPLINARY ACTION TAKEN ON CASES OF FINANCIAL MISCONDUCT			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
NOT APPLICABLE			
			T4.3.6

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:
There were no cases of financial misconduct reported during the 2024/2025 financial year. Two employees were suspended for other misconduct during the 2024/2025 financial year.

T4.3.7

4.4 PERFORMANCE REWARDS

Performance Rewards By Gender					
Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards 2022/2023 **R' 000**	Proportion of beneficiaries within group **%**
Lower skilled (Levels 1-2)	Female	0	0		
	Male	0	0		
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	1	1	156	100%
	Male	5	5	653	100%
Total		**6**	**6**	**809**	**100%**
Has the statutory municipal calculator been used as part of the evaluation process?					Yes/No
					T4.4.1

COMMENT ON PERFORMANCE REWARDS:
The Electro-Mechanical Director became vacant at the beginning of the 2023/2024 financial year. Six Directors received Performance Rewards during the 2024/25 financial year for their performance during 2024/2025 financial year. Performance Evaluations took place on a quarterly basis as prescribed by legislation.

T4.4.1.1

Chapter 4

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

The Local Government: Municipal Systems Act (32/2000): Local Government Municipal Staff Regulations Gazette no 45181 of 20 September 2021, Chapter 5 – Skills Development Part A objectives states that (1) Skills Development must-

(a) support the achievement of the municipality's goals set out in the Integrated Development Plan by providing critical skills that ensure the delivery of quality services
(b) promote the development and retention of competent municipal staff, including the development of technical, professional and specialist staff who have the required qualification s and skills
(c) support the employment equity objectives of a municipality
(d) be based on a high quality provision and effective workplace learning and development practices, including coaching, mentoring, on-the-job learning and opportunities for the practical application of skills in the workplace
(e) seek to continuously improve its results and the returns on learning investments, by defining measures of success, conducting regular evaluations and improving the impact of learning, training and development; and
(f) be designed to support and reinforce other capacity-building programs.

Limited training interventions were conducted because of the financial constraints of the Municipality.

The Municipality makes use of Grants from LGSETA (Mandatory & Discretionary) and Treasury (FMG), as well as additional training opportunities from SALGA.

Employees received training funded through SALGA in:

- Administrative Leadership
- Asset Management
- Annual Financial Statements
- Reconciliation of Statements
- Audit Committee
- Councillor training
- Records Management

The Municipality provides workplace experience to the following number of interns/ students funded through various funding and SETA's:

- 2 Financial interns (Treasury)
- 2 Human Resources student (external funding)
- 1 Tourism student (external funding)
- 7 Finance students (external funding)
- 8 Apprenticeship students (external funding)
- 1 Government and Administration Intern (external funding)
- 1 Communication Intern (external funding)
- 3 Business Management students (external funding)
- 2 Agricultural intern (external funding)
- 4 Fleet Management students (LGSETA)
- 1 Public Administration intern (external funding)

- 30 Environmental Health students (external funding)
- 37 Process Control learnership students (LGSETA)
- 15 Municipal Finance learnership students (LGSETA)

The Municipality rolled out various training interventions towards capacitating and upskilling its employees which included the following:

- Plumbing (4)
- Security Training (20)
- Basic Computer Course (10)
- Generic Management (20)
- Peace Officers (20)
- Dangerous Goods by Roads (20)
- Hazardous Chemical in the Workplace (20)
- Operate a Forklift (10)
- Operate a truck mounted crane (10)
- Work in Confined spaces (30)
- Operate a MEWP (20)
- Safety reps (23)

T4.5.0

4.5 SKILLS DEVELOPMENT AND TRAINING

SKILLS MATRIX														
Management level	Gender	Employees in post as at 30 June 2025	Number of skilled employees required and actual as at 30 June 2025											
			Learnerships			Skills programs & other short courses			Other forms of training			Total		
		No.	Actual: End of 23/24	Actual: End of 24/25	Target	Actual: End of 23/24	Actual: End of 24/25	Target	Actual: End of 23/24	Actual: End of 24/25	Target	Actual: End of 23/24	Actual: End of 24/25	Target
MM and s57	Female	1	0	0	1	0	1	1				0	1	1
	Male	3	0	0	3	0	1	1				0	1	3
Councillors, senior officials and managers	Female	33	0	0	10	0	16	22				0	16	32
	Male	54	0	0	10	34	14	28				34	14	38
Technicians and associate professionals	Female	15	0	9	15	0	2	2				0	11	17
	Male	46	0	8	15	4	5	10				4	13	25
Professionals	Female	13	0	0	0	0	0	0						
	Male	46	0	0	0	0	0	0						
Sub total	Female	62	0	9	26	19	19	25				19	19	51
	Male	149	0	7	28	39	20	39				39	20	67
Total		**211**	**0**	**16**	**54**	**58**	**39**	**64**				**58**	**39**	**118**
														T4.5.1

FINANCIAL OVERVIEW - 2024/25			
Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials			
Accounting officer	1	1	1
Chief financial officer	1	1	0
Senior managers	2	2	1
Any other financial officials	3	0	2
Supply Chain Management Officials			
Heads of supply chain management units	1	0	1
Supply chain management senior managers	0	0	0
TOTAL	**8**	**4**	**5**

T4.5.2

SKILLS DEVELOPMENT EXPENDITURE										
										R'000
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development 2024/2025							
			Learnerships **(LGSETA Discretionary Grants)**		Skills programs **(LGSETA Discretionary Grants)**		Other forms of training & other short courses (**Municipal Budget & LGSETA Mandatory Grants)**		Total	
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and s57	Female	1								
	Male	3								
Legislators, senior officials and managers	Female	33								
	Male	54								
Professionals	Female	13								
	Male	46								
Technicians and associate professionals	Female	15								
	Male	46								
Clerks	Female	120								
	Male	64								
Service and sales workers	Female	26								
	Male	76								
Plant and machine operators and assemblers	Female	3								
	Male	46								
Skilled Agricultural, Forestry, Craft and Related Trades Workers	Female	1								
	Male	26								
Elementary occupations	Female	87								
	Male	247								
Sub total	Female	299								
	Male	608								
Total		**907**	**900 000**	**378400**	**100 000**	**44000**	**1 000 000**	**981594.62**	**2 000 000**	**1 403 994.62**
% and *R value of municipal salaries (original budget) allocated for workplace skills plan.									**0,54%***	R2 000 000.00
										T4.5.3

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS:
The Accounting Officer complies with the Minimum Competency levels and has a signed Performance Agreement as prescribed by National Treasury.

The Director Planning and Development (*Senior Manager*) complies with the Minimum Competency levels and has a signed Performance Agreement as prescribed by National Treasury.

The Chief Financial Officer currently does not comply with the Minimum Competency levels as prescribed by National Treasury, however does have a signed Performance Agreement in place and will be enrolled in a Skills Program to complete all outstanding unit standards.

The Director Corporate Services (*Senior Manager*) currently does not comply with the Minimum Competency levels as prescribed by National Treasury, however does have a signed Performance Agreement in place and will be enrolled in a Skills Program to complete all outstanding unit standards.

The Director Technical Services position is currently VACANT.

The Director Community Services position is currently VACANT.

Due to financial constraints the municipality could not provide all training programs as planned in the Workplace Skills Plan for the 2024/25 financial year.

The municipality recieved Mandatory Grants of R 594 800.91 to be ring-fenced for training from LGSETA.

After successful application for training programs by Dawid Kruiper Municipality Discretionary Grants were received for the implementation of the following programs:

Learnership: Municipal Finance Management Program: 10 – Employed learners
15 - Unemployed learners

Skills Program: Municipal Finance Management: 10 – Employed learners

Learnership: Process Control Supervision (NQF 4): 8 – Employed learners
4 - Unemployed learners

Learnership: Process Control Operations (NQF 2): 8 – Employed learners
8 - Unemployed learners

A total of 207 employees benefited from various training programes rolled out in the 2024/25 financial year.

The Municipality spent R 981 594.62 (98.2%) of its budgeted own funds and the Mandatory Grants received from LGSETA on training and development programs.

The payment of Leanerships and Skills Programs is received from LGSETA on a tranche (4 tranches) basis for the municipality to pay over to the Service Providers.

T4.5.4

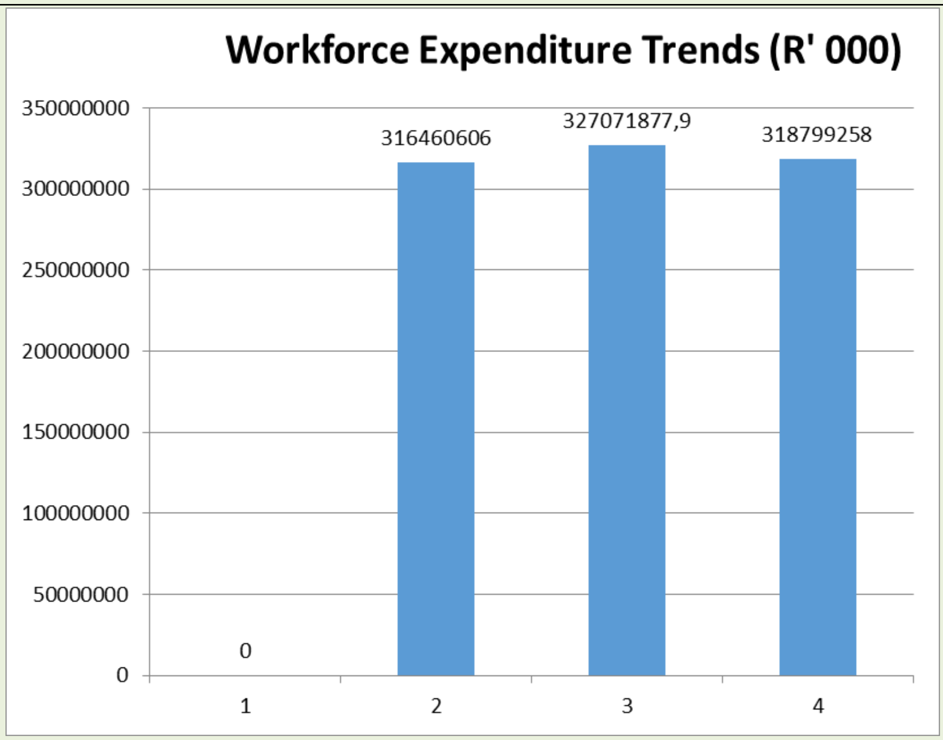
COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

The main cost drivers of Workforce Expenditure are: Salary, Wages, employee benefits such as medical scheme contributions and pension fund contributions, training and development. Salary and wage increases are negotiated on a national level in the South African Local Government Bargaining Council between South African Local Government Association that represents municipalities and the two Labour Unions, SAMWU and IMATU.

T4.6.0

4.6 EMPLOYEE EXPENDITURE



Source: MBRR SA22 T4.6.1

COMMENT ON WORKFORCE EXPENDITURE:
The annual salary and wage increase for 2024/ 2025 financial year was 6%. An amount of R373 000 000 was budgeted for Workforce Expenditure for the financial year.

T4.6.1.1

NUMBER OF EMPLOYEES WHOSE SALARIES WERE INCREASED DUE TO THEIR POSITIONS BEING UPGRADED		
Beneficiaries	**Gender**	**Total**
NOT APPLICABLE		
		T4.6.2

EMPLOYEES WHOSE SALARY LEVELS EXCEED THE GRADE DETERMINED BY JOB EVALUATION				
Occupation	**Number of employees**	**Job evaluation level**	**Remuneration level**	**Reason for deviation**
NOT APPLICABLE				
				T4.6.3

EMPLOYEES APPOINTED TO POSTS NOT APPROVED				
Department	**Level**	**Date of appointment**	**No. appointed**	**Reason for appointment when no established post exist**
NONE				
				T4.6.4

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:
No posts were upgraded.

T4.6.5

DISCLOSURES OF FINANCIAL INTERESTS

All Councillors, the Municipal Manager, Directors and staff required declared their financial interests as prescribed in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006 (Regulation 805 of 2006).

T4.6.6

CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION

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

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

T5.0.1

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

The Annual Financial Statements provides an overview of the financial position and the financial performance of the Municipality for the year under review and focuses on the financial health of the Municipality as at year-end 30 June 2025.

T5.1.0

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

REFER TO AFS

5.2 GRANTS

REFER TO AFS

COMMENT ON OPERATING TRANSFERS AND GRANTS:

CIVIL ENGINEERING SERVICES

The Dawid Kruiper Municipality does spend the operating transfers and grants effectively. This was caused by the required amount of work for planning bulk infrastructure as our municipality is growing rapidly.

The Municipality will improve in 2024/2025 to spend at least 100% of all allocations for 2024/25 financial year. This is due to the fact that most of our projects are ready to start with the construction phase.

DEVELOPMENT & PLANNING

The DORA allocation for 2024/2025 was determined on R28,603,000.00 for the Dawid Kruiper Municipality. Dawid Kruiper Municipality does spend the MIG operational transfers effectively. Based on the above table, Dawid Kruiper Municipality successfully spent 100% of the total 2024/2025 allocation.

The PMU will be responsible for the management of the monitoring database and the preparation of all necessary reports to municipal and relevant Provincial and National Departments.

T5.2.2

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

CIVIL ENGINEERING SERVICES

In terms of Civil Engineering Services, grant funding from WSIG to the amount of R9.233mil towards to refurbishment of WTW in Karos & Louisvale, that was completed by September 2025.

RBIG Grant allocation was only for financing the procurement of the major project as it will cost around R292 million.

NDP also allocated funding to the municipality to address the expansion of the CBD. Delays in procurement resulted in the low expenditure.

DEVELOPMENT & PLANNING

The municipality focused on minimizing the unspent grants for the 2024/2025 financial year.

Besides the above, the planning regime became more rigorous and tighter project management prevailed. The need for a greater security on budgets availability and the internal systems became more integrated and fluid. Where ever possible, dedicated project managers were assigned to projects. This allowed the project managers to oversee the daily functioning of the assets.

T5.2.4

5.3 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

Asset management is undertaken in terms of the MFMA and based on a comprehensive asset management policy. The Asset Management Policy provides direction for management to monitor, purchase, account, control and dispose of Assets (PPE, Investment Property, Intangible Assets, Heritage Assets) to ensure that:

There is full implementation of the approved Asset Management Policy as required in terms of section 63 of the MFMA.

* To verify assets in possession of the Council annually and during the course of the financial year.
* To keep a complete and balanced record of all assets in possession of the Council.
* To ensure the report in writing of all asset losses, where applicable.
* That assets are valued and accounted for in accordance with a statement of GRAP.
* That assets are properly maintained and safeguarded.

T5.3.1

5.7.1	
Asset 1	
Name	RAMS
Description	Rehabilitation and Maintenance of Roads
Asset Type	Roads
Key Staff Involved	Civil Engineering Services
Staff Responsibilities	Roads and Storm Water

Asset Value	2022/2023	2023/2024	2024/2025	2025/2026
	-	-	14 527 594,00	-
Capital Implications	Maintenance of Roads			
Future Purpose of Asset	To ensure that the community have good roads			
Describe Key Issues	None at the moment			
Policies in Place to Manage Asset	Asset Management Policy, Maintenance Schedules			

Asset 2				
Name	Kalksloot Internal Streets			
Description	Rehabilitation and Maintenance of Roads			
Asset Type	Roads			
Key Staff Involved	Civil Engineering Services			
Staff Responsibilities	Roads and Storm Water			
Asset Value	2022/2023	2023/2024	2024/2025	2025/2026
	-	-	9 153 146,00	-
Capital Implications	Maintenance of Roads			
Future Purpose of Asset	To ensure that the community have good roads			
Describe Key Issues	None at the moment			
Policies in Place to Manage Asset	Asset Management Policy, Maintenance Schedules			

Asset 3				
Name	Refurbishment of Karos WTW			
Description	Karos Water Treatment Works refurbish			
Asset Type	Planning and Development			
Key Staff Involved	Civil Engineering Services			
Staff Responsibilities	Maintaining the Water Treatment Works			
Asset Value	2022/2023	2023/2024	2024/2025	2025/2026
	-	-	4 035 600,00	-
Capital Implications	Maintaining the cemetery that was established			
Future Purpose of Asset	To bury residents of the community that has pass away			
Describe Key Issues	None at the moment			
Policies in Place to Manage Asset	Asset Management Policy, Maintenance Schedules			
				T5.3.2

COMMENT ON ASSET MANAGEMENT:
Electrification projects:

- Electrification of 157 houses in Louisevale town has been Completed
- Electrification of 260 houses in Kameelmond, Louisevale Road, Couples Valley and Pabalello ward 13 has reached completion.

The above mentioned projects is funded through INEP and CRR.

T5.3.3

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

FINANCIAL RATIO'S

Refer to Appendix E of the Annual Financial Statements for the Ratio's

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

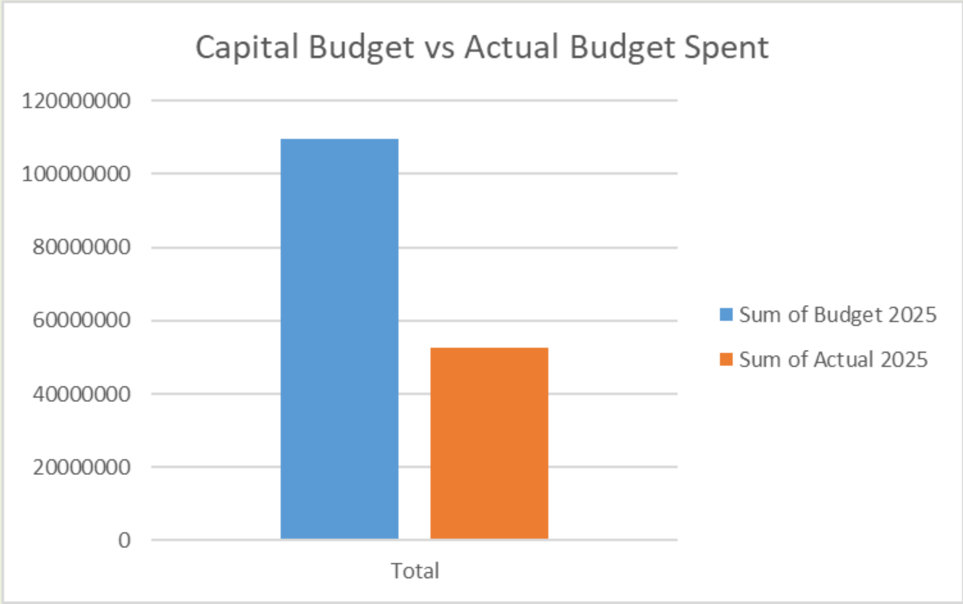
INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

For the 2024/2025 financial year, all the unspent grants were cash backed as at 30 June 2025.

Due to a better planning regime, more rigorous and tighter project management prevailed. The need for a greater security on budgets availability and the internal systems became more integrated and fluid. Where ever possible, dedicated project managers were assigned to projects. This allowed the project managers to oversee the daily functioning of the asset

T5.5.0

5.5 CAPITAL EXPENDITURE



T5.5.1

5.6 SOURCES OF FINANCE

Row Labels	Sum of Budget 2025	Sum of Actual 2025	Percentage
Community and Social Services	540,000.00	14,960.00	**2.77%**
Energy Sources	15,534,678.00	5,211,240.55	**33.55%**
Executive and Council	40,000.00	-	**0.00%**
Finance and Administration	4,826,162.00	2,368,292.92	**49.07%**
Planning and Development	26,416,150.00	25,641,933.59	**97.07%**
Public Safety	839,960.00	452,262.36	**53.84%**
Road Transport	17,281,957.00	1,929,687.34	**11.17%**
Sport and Recreation	4,302,295.00	3,161,217.69	**73.48%**
Waste Management	100,000.00	-	**0.00%**
Waste Water Management	5,705,238.00	3,814,888.01	**66.87%**
Water Management	34,148,876.00	9,957,352.04	**29.16%**
Grand Total	**109,735,316.00**	**52,551,834.50**	**47.89%**

COMMENT ON SOURCES OF FUNDING:
For the 2024/2025 financial year, no new external loan was taken up.

Capital projects was therefore funded through other funds, Grants and the unspent external loans from the previous year.

T5.6.1.1

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 1				
Asset 1				
Name	RAMS			
Description	Rehabilitation and Maintenance of Roads			
Asset Type	Roads			
Key Staff Involved	Civil Engineering Services			
Staff Responsibilities	Roads and Storm Water			
Asset Value	2022/2023	2023/2024	2024/2025	2025/2026
	-	-	14 527 594,00	-
Capital Implications	Maintenance of Roads			
Future Purpose of Asset	To ensure that the community have good roads			
Describe Key Issues	None at the moment			
Policies in Place to Manage Asset	Asset Management Policy, Maintenance Schedules			
Asset 2				
Name	Kalksloot Internal Streets			
Description	Rehabilitation and Maintenance of Roads			
Asset Type	Roads			
Key Staff Involved	Civil Engineering Services			
Staff Responsibilities	Roads and Storm Water			
Asset Value	2022/2023	2023/2024	2024/2025	2025/2026
	-	-	9 153 146,00	-
Capital Implications	Maintenance of Roads			
Future Purpose of Asset	To ensure that the community have good roads			
Describe Key Issues	None at the moment			
Policies in Place to Manage Asset	Asset Management Policy, Maintenance Schedules			
Asset 3				
Name	Refurbishment of Karos WTW			
Description	Karos Water Treatment Works refurbish			
Asset Type	Planning and Development			
Key Staff Involved	Civil Engineering Services			
Staff Responsibilities	Maintaining the Water Treatment Works			
Asset Value	2022/2023	2023/2024	2024/2025	2025/2026
	-	-	4 035 600,00	-
Capital Implications	Maintaining the cemetery that was established			
Future Purpose of Asset	To bury residents of the community that has pass away			
Describe Key Issues	None at the moment			
Policies in Place to Manage Asset	Asset Management Policy, Maintenance Schedules			
				T5.7.1

COMMENT ON CAPITAL PROJECTS:

ELECTRICAL SERVICES

The provision of electrical connections to new residential units is a critical objective within the Integrated Development Plan (IDP). This encompasses electrification initiatives within both the municipal and Eskom supply areas.

DEVELOPMENT & PLANNING

Capital projects to the total value of R27,807,604.89 (excluding 5% PMU Cost) were placed on the 2024/2025 budget, of which R27,807,604.89 (100 %) was spent at the end of the financial year. The following capital projects were implemented by the Directorate Development and Planning during the 2024/2025 financial year:

- Paving of Kalksloot Internal Streets – Completed
- Repair and Road Maintenance in Various Areas (RRAMS) – Completed
- Paving of Pabalello Internal Streets – Design and Documentation in progress

CIVIL ENGINEERING SERVICES

The following capital projects were implemented by the Directorate Civil Engineering Services during the 2024/2025 financial year:

PROJECT NAME	WARD	FUNDER
Rehabilitation and upgrade of Kameelmond WWTW Phase 2	All except 5,11,16	RBIG
Access roads and Services (Bulk Water)	8	NDPP
Refurbishment of WTW in Karos & Louisvale	12,14	WSIG
Operation and Maintenance of Civil Engineering services	All	EPWP

T5.7.1.1

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

ELECTRICITY SERVICES

The need and cost of backlogs in electricity supply and street and area lights are the result of more people settling on proclaimed land. The electrical distribution infrastructure of the municipality is however in a fairly good condition and is maintained well. The networks are adequate to supply in the present demand and for further growth. Due to a reduction in demand and the improvement of power factor correction equipment, the threat of the Notified Maximum Demand (that is the maximum 30-minute average electricity demand the municipality is allowed to take from the Eskom grid) which is fixed until the Eskom network to the area is improved, is currently under control. Backlogs in the supply of electricity connections at the end of the year amounted to 2139 households in the municipal and Eskom area of supply within the municipal area. The backlog is currently after the electrification of 260 houses in Kameelmond, Pabalello ward 13, Couples Valley and Louisevale RD project was completed. The municipality and Eskom are addressing this backlog by continuous electrification programs.

CIVIL ENGINEERING SERVICES

The level of access to basic services in terms of Civil Engineering Services (Water, Sanitation and Roads) varies throughout the municipality, with the greatest backlogs still existing in the historically disadvantaged areas. The following is a summary of the level of access to basic services as at 30 June 2025:

1. Water: 54% of all households on formal stands have access to house connections, while 35% of households on formal stands have access to a water connection via a standpipe in the yard. A further 8%

of households on formal stands are serviced through communal standpipes within 200meters. A total of 953 households, forming 3% of the total number of households do not have access to a water service at or above the RDP standard and are serviced through mobile water tanks & Boreholes. 5% of formal erven are still vacant and are not provided with a water service.

Overall 97% of households on formal stands have access to a functional water service.

2. Sanitation: 63% of all households on formal stands have access to a full flush-to-network sanitation service, while 6% of households on formal stands have access to a full flush-to-conservancy-tank sanitation service. A further 4% and 2% of households on formal stands are serviced through Ventilated Pit Latrines (VIP) and Urinal Diversion Systems (UDS), respectively. A total of 4411 households, forming 15% of the total number of households on formal stands, do not have access to a sanitation service at or above the RDP standard and are serviced through the bucket system. A further 2% of households makes use of pit latrines which are not ventilated, forming 1% of the total number of households on formal stands. 5% of formal erven is still vacant and are not provided with a sanitation service. There are 2356 households without services.

   Overall 75% of households on formal stands have access to a functional sanitation service.

Backlogs survey plays critical role in the Municipal planning process thus further attention need to be given more resources need to be made available for the Municipality to have accurate data. The initial plan was to develop a new database to overcome repetition of surveys to areas already surveyed. We have concluded a desktop study in 2023/2024 and also went to verify the areas which were not available on our desktop analysis of services. A comprehensive survey will be done in the 2024/2025 FY and will start in September 2024.

T5.8.1

HOUSEHOLDS (HHS)				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water	29192	97%	1048	3%
Sanitation	22724	75%	7516	25%
Electricity	26585	99%	573	1%
Waste management	26534	100%	0	%
Housing	9258	84%	1656	16%
				T5.8.2

COMMENT ON BACKLOGS:

ELECTRICAL SERVICES

The municipality and Eskom have continued the electrification program and projects for the next financial year are in planning. Despite the continuous electrification program, the backlog is still 10,9%. The projects that are now in progress and planned will bring the backlog below 10%, but unless more funding can be obtained it will take at least another 4 years to eradicate the backlog.

DEVELOPMENT & PLANNING

Sufficient MIG projects were registered to make it possible to address the DORA allocation for the next financial year (2025/2026) and Sufficient business plans is submitted for approval to address the 2025/2026 DORA allocation.

The main focus point remains current backlogs in road infrastructure and maintenance; bulk water & sanitation services and community development.

CIVIL ENGINEERING SERVICES

The Municipality is very optimist to provide basic services to all the people living in the Municipal jurisdiction however the growth rate of our economy is not as much the population rate is. This result in the dilemma that we facing today having a large number of people without the necessary economic activities that can sustain the municipality.

This results in high number of bucket using households not decreasing even with the number of projects that are being implemented. The Council needs to weigh the option to assess the ratios of the people living the in municipal area. High rate of people with low income is very discouraged. We need to have more serviced sites where people who can pay for services are given preference for a sustainable economy of the municipality.

The use of services below the national standard basics is a sign that our communities are growing in the wrong direction. The other factor contributing to the poor eradication of backlogs is that small municipalities have large number of indigent people, which means number of people contributing financially in the municipality is limited. The Municipality however makes provision of Pre-paid meter services for most of the indigent people so that additional use of water is based on the user's ability to purchase additional water.

The Municipality uses bucket system to provide sanitation services for households that are being formalized through after the people have already settled. The bucket services are meant to temporary solution but due to the demand it is impossible to finance development for these areas with immediate effect thus buckets are used for some time. The burden of servicing bucket is also felt by the Municipality as it constantly requires large number of personnel, trucks and maintenance.

T5.8.4

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

Cash flow management is the process of monitoring, analyzing, and adjusting the municipality's cash flows. The most important aspect of cash flow management is avoiding extended cash shortages, caused by having too great a gap between cash inflows and outflows.

Receivables from exchange and non-exchange transactions represent the largest of the current assets. It is therefore necessary for the municipality to obtain effective means to convert these outstanding receivables into cash to improve the cash and cash equivalents at the municipality.

T5.9.0

5.9 CASH FLOW

DAWID KRUIPER MUNICIPALITY

Cash Flow Statement for the Year Ended 30 June 2025

	Note	2025 R	2024 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Ratepayers and other	35.2	770,572,401	679,283,577
Government Grants and Subsidies - Operational	35.3	138,462,951	133,526,235
Government Grants and Subsidies - Capital	35.4	47,110,493	51,705,034
Interest	35.5	8,714,087	6,278,703
Increase / (Decrease) in Consumer Deposits		786,166	127,056
Payments			
Suppliers and employees	35.6	(868,402,130)	(754,082,367)
Transfers and Grants	35.7	(271,737)	(1,203,435)
Finance Costs	35.8	(8,179,880)	(9,429,207)
Net Cash flow from operating activities	35.1	**88,792,352**	**106,205,596**
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of Property, Plant and Equipment	1.1	(54,256,953)	(87,886,839)
Purchase of Intangible assets	1.2	-	-
Purchase of Investment Property	1.3	-	-
Proceeds on Disposal of Assets		1,536,272	13,802,722
Net Cash From Investing Activities		**(52,720,681)**	**(74,084,117)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Loans Repaid		(19,267,837)	(16,541,973)
New Loans Raised		-	-
Net Cash From Financing Activities		**(19,267,837)**	**(16,541,973)**
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS FROM ACTIVITIES		**16,803,834**	**15,579,506**
Cash and cash equivalents at the beginning of the Year		48,574,089	32,994,584
Cash and cash equivalents at the end of the Year	35.9	65,377,923	48,574,090
NET (DECREASE) IN CASH AND CASH EQUIVALENTS		**16,803,833**	**15,579,506**

The difference between the Purchase of the Intangible Assets in note 1.2 and the amount disclosed in the cash flow statement is due to outstanding capital suppliers being deducted from purchases of Intangible Assets.

COMMENT ON CASH FLOW OUTCOMES:
Cash and cash equivalents amounted to a positive amount of R65,377,923 (2024: R48,574,090) as at the end of 2024/2025. The net cash inflow (increase) for 2024/2025 was R16,803,833 (2024: R15,579,506).

The municipality have not taken up any new loans and repaid R16.5million of loans during the year. This will help with future cash-flow of the municipality.

T5.9.1.1

5.10 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

For the 2024/2025 financial year, no new external loan was taken up.

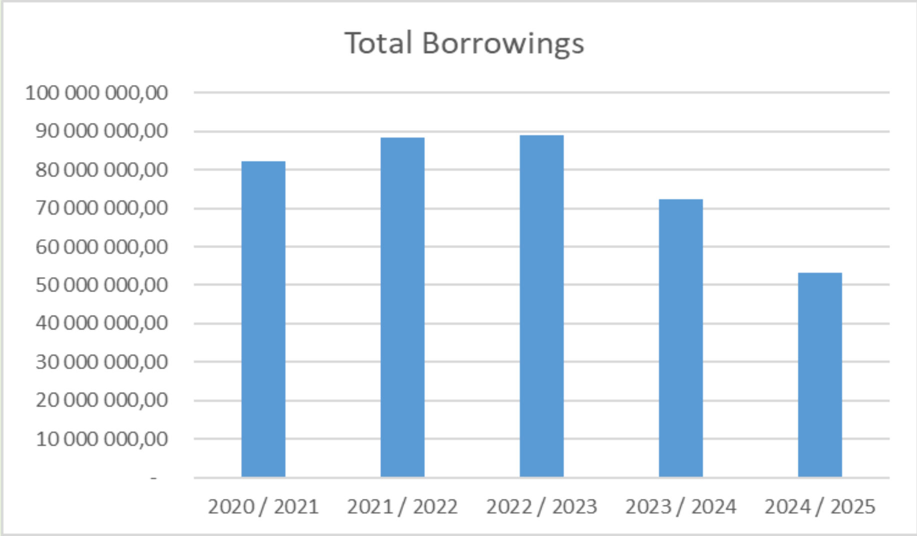
Other loans were previously restructured to ensure the repayments are made on time.

Grant project was counter-funded; it was provided through CRR funds. Counter-funding was also provided through CRR to ensure that investment in assets did take place.

Investments are made on a continuous basis as surplus cash becomes available from time to time. Surplus cash are only invested at recognized financial institutions to receive maximum interest while also having surety that the investment will be safe and available when needed.

T5.10.1

Actual Borrowings 2022/23 to 2024/25			R' 000
Instrument	**2022/2023**	**2023/2024**	**2024/2025**
Municipality			
Long-Term Loans (annuity/reducing balance) Only long-term	88,920	72,378	53,110
Municipality Total	88,920	72,378	53,110
			T5.10.2



T5.10.3

Municipal and Entity Investments			
			R' 000
Investment* type	2022/23	2023/24	2024/25
	Actual	Actual	Actual
Municipality			
Deposits - Bank	11,534,778	36,577,199	39,811,952
Municipality sub-total	**11,534,778**	**36,577,199**	**39,811,952**
Consolidated total:	**11,534,778**	**36,577,199**	**39,811,952**
			T5.10.4

COMMENT ON BORROWING AND INVESTMENTS:
The Municipality paid off one loan in 2024/2025 and have a total of R53,110,537.26 outstanding as at 30 June 2025. All the other loans were repaid as per repayment schedules. The municipality has reached the borrowing-ceiling. The borrowing-ceiling relates to the maximum amount of loans the municipality can have before it cannot repay the instalments when it is due.

The balance of the capital budget was financed utilizing government grants and internally generated funds. The Municipality's cash position is monitored on a daily basis and any cash not required immediately to meet cash flow requirements is invested at approved institutions in strict accordance with Council's approved Cash and Investment Policy.

T5.10.5

5.11 PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

Dawid Kruiper Municipality is currently not involved in any Public Private Partnership.

T5.11.1

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

The municipality has made significant strides to ensure that the policies and procedures have been adhering too. Computer software has been advanced to ensure transparency within the municipality. Turnaround strategies has been developed to address short comings in the SCM units and regular audits are performed to address potential risks in the municipality.

The municipality prides itself in complying with the Municipal Finance Management Act, 2003 (Act 56 of 2003) and all other SCM related policies and regulations, by not allowing any Councillor to serve on any of the Supply Chain Management Committees. Currently we have all our middle and senior managers that do comply with the required SCM competency levels.

T5.12.1

5.13 GRAP COMPLIANCE

GRAP COMPLIANCE

GRAP is the acronym for Generally Recognized Accounting Practice. GRAP sets the rules and formats by which municipalities are required to maintain their financial accounts. Various GRAP standards have been incorporated in the Annual Financial Statements. For example, GRAP 17 Property, Plant and Equipment, GRAP 16 Investment Property and GRAP 25 Provisions

Dawid Kruiper Municipality’s financial statements for 30 June 2025 are fully GRAP compliant.

T5.13.1

Chapter 6

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

INTRODUCTION

The Audit Reports and Management Reports of the Auditor-General is attached as Annexure to this document.

T6.0.1

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS 2023/2024

6.1 AUDITOR GENERAL REPORTS 2023/2024

The Audit Report is attached as Annexure hereto.

COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 2023/2024:
Council has approved an Audit-Recovery Plan to address issues raised by the Auditor-General.

COMPONENT B: AUDITOR-GENERAL OPINION 2024/2025

6.2 AUDITOR GENERAL REPORT YEAR 2024/2025

AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS: 2024/2025

The Report will only be provided when the audit is completed.

T6.2.3

COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 2024/2025:

Can only be provided when the audit is completed.

T6.2.4

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES: Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements. Signed (Chief Financial Officer) .... Dated 30 August 2025 T6.2.5

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give *"full and regular"* reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe *"what we do"*.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	• 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".

GLOSSARY

Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: *a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and* *b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned*

APPENDICES

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	**Full Time / Part Time FT/PT**	**Committees Allocated**	**Ward and/ or Party Represented**	**Percentage Council Meetings Attendance %**	**Percentage Apologies for non-attendance %**
M Segede	FT	Mayoral Committee	PR	100	
		Council		100	
D Kazi	FT	Mayoral Committee	PR	83	17
		Council		83	17
M Dodds	FT	Council	PR	100	
M Andreas	PT	Budget and Treasury Committee	PR	91	9
		Mayoral Committee		100	
		Council		91	9
J Assegaai	PT	Corporate Services Committee	PR	55	45
		Council		73	27
S Abel	PT	Planning and Development	W	100	
		Community Services		100	
		MPAC		82	18
		Council		100	
F Basson	PT	Planning and Development	W	73	27
		Civil Engineering Services.		73	27
		Council		73	27
S L Beukes	PT	Civil Engineering Services.	W	73	27
		Mayoral Committee		100	
		Council		91	9
M Eiman	PT	Planning and Development	PR	91	9
		Council		91	9
JC Esau	PT	Civil Engineering Services.	PR	55	45
		Council		91	9
G George	PT	Electro Mechanical Committee	W	73	27
		Council		91	9
PJ George	PT	Budget and Treasury Committee	W	64	36
		Community Services Committee		55	45
		MPAC		64	36
		Council		55	45
G D D Gewers	PT	Corporate Services Committee	W	72	27
		Council		100	
E D Groenewaldt	PT	Civil Engineering Services.	W	82	18
		Electro Mechanical Committee		91	9
		MPAC		82	18
		Council		100	
N G Jood	PT	Corporate Services Committee	W	91	9
		Electro Mechanical Committee		100	
		MPAC		100	
		Council		91	9
F N Kefu	PT	Budget and Treasury Committee	W	100	

		Council		82	18
S K N Komazi	PT	Community Services	W	100	
		Council		82	18
S M Links	PT	Corporate Services Committee	W	91	9
		Mayoral Committee		100	
		Council		100	
Z Maasdorp	PT	Civil Engineering Services.	W	91	9
		Electro-Mechanical Services		82	18
		MPAC		82	18
		Council		91	9
E Mnyaka	PT	Electro Mechanical Committee	PR	82	18
		Mayoral Committee		100	
		Council		82	18
F Olifant	PT	Planning and Development	W	64	36
		Mayoral Committee		73	27
		Council		82	18
JH Opperman	PT	Budget and Treasury Committee	W	100	
		Council		100	
W R S Peterson	PT	Corporate Services Committee	PR	0	100
		Community Services		0	100
		MPAC		36	64
		Council		45	55
H Roux	PT	Civil Engineering Services.	PR	45	55
		Electro-Mechanical Services		45	55
		MPAC		36	64
		Council		72	27
R B F Saal	PT	Budget and Treasury Committee	PR	91	9
		MPAC		91	9
		Council		82	18
S Sandlana	PT	Civil Engineering Services.	PR	72	27
		Council		91	9
M L September	PT	Budget and Treasury Committee	W	64	36
		Corporate Services Committee		64	36
		MPAC		82	18
		Council		100	
N M V Skei	PT	Budget and Treasury Committee	PR	45	55
		Planning and Development		45	55
		MPAC		18	82
		Council		64	36
E C Strauss	PT	Electro-Mechanical Services	PR	91	9
		Council		82	18
M P Titus	PT	Community Services	PR	82	18
		Council		82	18
PT van der Steen	PT	Electro Mechanical Committee	W	100	
		MPAC		55	45
		Council		100	
AA van Zyl	PT	Community Services	PR	100	
		Council		64	36
D Visagie	PT	Planning and Development		100	
		Council		91	9
A Visser	PT	Community Services	W	100	
		Mayoral Committee		100	
		Council		100	
					TA.1

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

COMMITTEES (OTHER THAN MAYORAL) AND PURPOSES OF COMMITTEES	
Municipal Committees	**Purpose of Committee**
Committee for Civil Engineering Services	Civil Engineering Services (streets, roads, building construction, water and sewerage) Building Maintenance Client Services
Committee for Electro-Mechanical Services	Electrical Services Fleet Management
Committee for Budget and Treasury	The Financial Administration Audit reports Collection of debtors All items relating to financial administration of the Municipality: * Monthly section 71 report of the MFMA of 2003 * Monthly Supply Chain Management report. * Monthly expenditure on grants received as per the Division of Revenue Act. * Monthly report on Employee-related expenditure: Section 66 of MFMA of 2003. *Quarterly report of loans and investments made. * Quarterly report on Cash flow projections. * Quarterly progress on Audit Action Plan. * Annual MFMA Implementation Plan. * Progress reports on Capital Projects.
Committee for Community Services	Parks Swimming Pools Sport grounds and facilities Graveyards Licensing (vehicles, etc.) Protection Services (traffic, fire, security and disaster management) Libraries
Committee for Corporate Services	Communications Secretarial services Legal services Integrated Development Risk Management Performance Management Human Resources related matters including Affirmative action, Appointments, Remuneration, Evaluation of posts, Benefits, Conditions of Service, Labour Relations Organisational Structure, Work Study. Licensing (businesses)
Committee for Development and Planning	PMU Town Planning & Building Control LED, Tourism and Resorts Housing
	T B

Contents

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

THIRD TIER STRUCTURE	
Directorate	**Director/Manager**
Office of the Municipal Manager	**Municipal Manager – Mr E Ntoba** Senior Manager: Office of the Municipal Manager – Mr VE Mfusi Senior Manager: Internal Audit - Mrs E van Kradenburgh Manager Office of the Mayor & Speaker – Mrs N Mess Manager: Risk Management – Post is vacant Manager: PMS – Post is Vacant Manager Anti-Fraud & Corruption Unit – POST VACANT Office Manager (Satellite Office) – Post is currently vacant.
Directorate Budget & Treasury	**Chief Financial Officer - Mr R Strauss** Manager Financial & Asset Management – Post is vacant Manager Income & Debt Collection – Post is vacant Manager Financial Reporting – Ms T Louw Manager Supply Chain Management – Mr M Rooi Manager Asset Management – Mr M Andries Manager (Satellite Office) – Mr E Mouton ITC Manager - Mr J Marais
Directorate Corporate Services	**Director Corporate Services - Mrs CM Newman** Senior Manager: Human Resources – Mrs V February Senior Manager: Policies & Research – Post is vacant Manager: Secretariat – MR K Makatong Manager (Satellite Office) – Mr I van Wyk Chief/Head: Communications – Mr P Williams Chief/Head Administrative Official (Legal Services) - Mr B Fourie
Directorate Community Services	**Acting Director Community Services – Mr VE Mfusi** Senior Manager: Protection Services - Mr R Alexander Head: Security Services – Post is vacant Head: Traffic Services – Post is vacant Head: Fire Services – LL Fennie Manager: Parks – SM Magodongo Manager: Parks – W Brand Senior Librarian – Post is vacant
Directorate Electro – Mechanical Services	**Acting Director Electro – Mechanical Services - Mr D Louw** Electrical Networks & Distribution – RRV Tyers Electrical Maintenance - WTC Theron Metering & Planning – Mr C Mouton Chief Officer: Mechanical Workshop – Mr FJ Van Schalkwyk
Directorate Civil Engineering Services	**Acting Director Civil Engineering – Mr MG Mnganga** Control Technician: Water Purification, Sewerage Treatment & Sanitation – Ms L Sago Control Technician: Water Distribution, Sewerage Collection & Maintenance – Ms Z. Seloane Control Technician: Roads & Storm Water Management – Mr R Diergaardt Control Technician: Civil Service Planning & Projects – Chief: Client Services – Mr CA Mchizwa

Contents

Directorate Development & Planning	**Director Development & Planning – Mr C Geldenhuys** Senior Manager: Town Planning & Building Control – Post Vacant Manager: Housing & Human Settlement – Mr L Swartz Manager: Planning & Project Management – Mr G Nel Senior Manager: LED, Tourism & Resorts – Mr I Juries Chief Officer: IDP – Mrs B Howey
	TC

Contents

APPENDIX D – FUNCTIONS OF MUNICIPALITY

MUNICIPAL FUNCTIONS		
MUNICIPAL FUNCTIONS	**Function Applicable to Municipality (Yes/No)***	**Function Applicable to Entity (Yes/No)**
Constitution Schedule 4, Part B functions:		
Air pollution	No	
Building regulations	Yes	
Child care facilities	Yes	
Electricity and gas reticulation	Yes	
Firefighting services	Yes	
Local tourism	Yes	
Municipal airports	No	
Municipal planning	Yes	
Municipal health services	No	
Municipal public transport	No	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	
Storm Water management systems in built-up areas	Yes	
Trading regulations	Yes	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	
Constitution Schedule 5, Part B functions:		
Beaches and amusement facilities	No	
Billboards and the display of advertisements in public places	Yes	
Cemeteries, funeral parlours and crematoria	Yes	
Cleansing	Yes	
Control of public nuisances	Yes	
Control of undertakings that sell liquor to the public	Yes	
Facilities for the accommodation, care and burial of animals	Yes	
Fencing and fences	Yes	
Licensing of dogs	No	
Licensing and control of undertakings that sell food to the public	Yes	
Local amenities	Yes	
Local sport facilities	Yes	
Markets	No	
Municipal abattoirs	No	
Municipal parks and recreation	Yes	
Municipal roads	Yes	
Noise pollution	Yes	
Pounds	Yes	
Public places	Yes	
Refuse removal, refuse dumps and solid waste disposal	Yes	
Street trading	Yes	
Street lighting	Yes	
Traffic and parking	Yes	
		T D

APPENDIX E – WARD REPORTING

Functionality of Ward Committees		
Ward Name (Number)	**Name of Ward Councillor and elected Ward committee members**	**Number of monthly Ward Committee meetings submitted to the office of the Speaker**
Ward One (1)	**Cllr Solly Abel**	**12**
	Anna Pita	
	Elizabeth Dundee	
	Elizabeth Visagie	
	Dewise Duraan	
	Janorich Rose	
	Marietjie Klaaste	
	Martha Diergaardt	
	Monique Van Wyk	
	Leonie Montse	
	Lewyka Van Wyk	
Ward Two (2)	**Cllr Elton Groenewaldt**	**12**
	Jayden Murphy	
	Carli Van Kradenburg	
	Elsie Gewers	
	John Isaacs	
	Sylvonia Isaks	
	Regina Pieterse	
	Sarah Swartz	
	Rodney Basson	
	Adriaan Bobejee	
Ward Three (3)	**Cllr F Olifant**	**12**
	Anna Tadrous	
	Eleanor Adams	
	Hester Beukes	
	Juanita Van Wyk	
	Anastasia Pienaar	
	Katriena Cloete	
	Elizabeth Van Wyk	
	Yugeshaan Alwyn	
	Edward Jossob	
	Johannes Van Staden	
Ward Four (4)	**Cllr L Nico Joodt**	**12**
	Eben Bok	
	Siqo Loot	
	Katrina Beukes	
	Ragel Ruiters	
	Ricardo Hendriks	
	Elizabeth Januarie	
	Annie Bok	
	Charmaine Jaarts	
	Olivia Mouers	
Ward Five (5)	**Cllr Godfrey George**	**12**
	Arrie Van Wyk	
	Raymond Steenkamp	

	Magareth Malgas	
	Daniel Links	
	Daniel Van Rhyn	
	Anita Coetzee	
	Elizabeth Van Wyk	
	William Claasen	
	Jan Christie	
Ward Six (6)	**Cllr Teddy Links**	**12**
	Agnes Sandlana	
	Alfred Prince	
	Catherine Smith	
	Monde Old John	
Ward Seven (7)	**Cllr S Komazi**	**9**
	Lungile Segede	
	Sweetness M Waiza	
	Manuel Sambimbi	
	Jinsie Van Neel	
	Piccasso Plaatjies	
	Jenecke Minnies	
Ward Eight (8)	**Cllr Phillipus T Van der Steen**	**12**
	Elizea Louw	
	Marti-Ann Olifant	
	Maria Hasib	
	Siohia Gooi	
	Leet Kock	
	Valncia Mpuang	
	Stefan Joubert	
	Daleen-Marie Stander	
	Anna Mooi	
	Moses Rabela	
Ward Nine (9)	**Cllr JH Opperman**	**12**
	Adele Gomes	
	Erasmus A Hanekom	
	Adri Van Der Merwe	
	Carmen Bok	
	Daniel Mathee	
	Gustav Du Preez	
	Petrus Muller	
Ward Ten (10)	**Cllr Zaida Maasdorp**	**12**
	Magdalena Rooi	
	Benedict Phillicks	
	Emmarensia Van Shalkwyk	
	Ida Gouws	
	Alet Marais	
	Rachel Ockhuizen	
	Louishia Dodds	
	Edwin Freeman	
	Basil Brandt	
	Nicoleen Kopps	
Ward Eleven (11)	**Cllr M September**	**12**
	Sylvia Koopman	
	Maria Springbok	
	Valery Van Wyk	
	Alfrieda Plaatjies	

Contents

	Melany Thompies	
	Diana Koopman	
Ward Twelve (12)	**Cllr Adam Visser**	**12**
	Gertruida Franse	
	Elroy Isaacs	
	Susanna Nero	
	Gordon Velskoen	
	Magareth Strauss	
	Lilian Links	
	Priscilla Pampoen	
Ward Thirteen (13)	**Cllr Family Kefu**	**12**
	Branetta Wylbach	
	Dawid Bostaander	
	Hilda Patience Olyn	
	Victress Aaron	
	Joyce Tywilli	
	Maria Malgas	
	Grace Pasiya	
	Karine Fortuin	
	Sem Siyengu	
Ward Fourteen (14)	**Cllr Franklin Basson**	**12**
	Alexis Lottering	
	Beverley Coetzee	
	Dirk Ambraal	
	Gert Van Rooi	
	Jan Bothma	
	Jakop Martiens	
	Laura Sidoni	
	Louise Jantjies	
	Lydia Slinger	
	Uenice Malo	
Ward Fifteen (15)	**Cllr German Gewers**	**12**
	Brunette Seekoei	
	Elizabeth Maasdorp	
	Nicoleen Peterson	
	Monty Kooper	
	Bertus Olyn	
	Sinead Olyn	
	Catherine Julius	
	Desmonia Andries	
	Bernelee Berendse	
	Catherine Bromkamp	
Ward Sixteen (16)	**Cllr Peter George**	**12**
	Anna Witbooi	
	Padmaker Abrahams	
	Nadia Eiman	
	Henry Eiman	
	Nashley-Ann Van Heerden	
	Mietha Joseph	
	Helena Busakwe	
	Derick Titus	
	Francois Jakobs	
Ward Fifteen (17)	**Cllr Sandra Beukes**	**12**
	Elizabeth Hendriks	

	Cornelius Visagie	
	Tinizia Du Plessis	
	Sarah De Koker	
	Johan Louw	
	Jan Julius	
	Anita Snyders	
	Christy-Ann Van Wyk	
	Jaydine-Lee Matthys	
		T E

APPENDIX F – WARD INFORMATION

SEE APPENDIX O

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2024/2025

The Audit Committee made the following most important recommendations to Council during the 2024/2025 financial year:

To achieve a better audit outcome:

- Must the audit recovery plan be monitored by management.
- Regular feedback must be provided to the Audit Committee to monitor implementation of remedial actions.
- The progress made on the implementation must be a standing item on the agenda of the Audit Committee.

Auditing of Client Services:
Audit Objective:

Strategic objective	Detailed risk (Event)	Current Control / Risk Treatment
Facilitate the establishment of good governance practices	Complaints not immediately referred to relevant departments	Capturing all complaints on the manually (M44) then capture electronically on (IMIS System) reporting of Client Complaint register. Call the relevant clerks telephonically after capturing the complaints. When it's load shedding, send WhatsApp the relevant clerks. Notice to clients (SMS with reference number). Whatsapp, email, Website and Facebook Complaint register platforms are available (Monday to Friday 07:30 until 16:30), Front desk service to the community. 24/7-hour call centre. Call relevant official to attend a complaint. Constant interaction between the call centre and service delivery departments to update consumers about how far the complaint process is. Weekly service delivery meetings are conducted by Office of the MM to address backlogs.
Facilitate the establishment of good governance practices	Delay in handling of all complaints relating to Chapter 9 institutions	The office of the Municipal Manager champion all interaction with Chapter 9 institutions. The MM intervenes when called upon. Register of all round table meetings are in place.

Audit finding: Limitation of scope

Recommendations:

As Internal Audit cannot provide management with reasonable assurance that the risks are managed effectively, the Director Civil Engineering Services must ensure:

- Accountability by management.
- That information requested by Internal Audit are submitted timeously for auditing purposes.
- Standard operating procedures be developed, approved and implemented.
- That proper records are kept, properly filed and are readily available for control as well as auditing purposes.

Auditing of Community Support:

Audit Objective:

Strategic objective	Detailed risk (Event)	Current Control / Risk Treatment
Develop, manage and maintain necessary infrastructure and facilities required to improve the provision of water services.	Insufficient production of portable water supply.	Mobile water program that serve all area in DKM. Phased upgrades to improve plant operations and increase capacity. Carting water to Welkom and areas with lack of water from Upington.
Develop, manage and maintain essential bulk sewerage infrastructure and facilities to accommodate the aspirations, needs and pressures of present and future industries, businesses and dependent communities.	Inadequate cleaning and maintenance of UDS/ VIP toilets.	Annual cleaning program in place are followed.
Develop, manage and maintain essential bulk sewerage infrastructure and facilities to accommodate the aspirations, needs and pressures of present and future industries, businesses and dependent communities.	Inadequate provision and removing/cleaning of buckets.	Weekly program for removal of buckets share with the public. Mapping of location on the vehicle tracking system. Washing of dirty buckets and replacement with clean buckets. Communicate with the Ward council to inform the community to take their bucket where is restricted access (e.g. lock gates)

Audit finding: Limitation of scope

Recommendations:

As Internal Audit cannot provide management with reasonable assurance that the risks are managed effectively, the Municipal Manager must ensure:

- Accountability by management.
- That information requested by Internal Audit are submitted timeously for auditing purposes.
- Standard operating procedures be developed, approved and implemented.
- That proper record is kept, properly filed and are readily available for control as well as auditing purposes.

That the Director Civil Engineering Services and the Control Technician Water Distribution, Sewerage Collection & Maintenance make a presentation to the Audit Committee regarding the controls that should mitigate the impact of the following risks:

- Insufficient production of portable water supply.
- Inadequate cleaning and maintenance of UDS/ VIP toilets.
- Inadequate provision and removing/cleaning of buckets.

Auditing of Water Distribution, Sewerage Collection & Maintenance:
Audit Objective:

Strategic objective	Detailed risk (Event)	Current Control / Risk Treatment
Provide quality basic services to all communities within the municipality (i.e. electricity; water; sanitation; refuse)	Faulty meters not being replace timeously.	Imis system that regulates the frequency job card to be completed. Sup monitors responsive Nutsman team.
Provide quality basic services to all communities within the municipality (i.e. electricity; water; sanitation; refuse)	Pre-paid meter not install for indigent households	All indigent household that are currently using pre-paid meter which have issues with their meter their replace with conventional meters.
Provide quality basic services to all communities within the municipality (i.e. electricity; water; sanitation; refuse)	Connections of sewer and water not done within the timeframe of 90 days	All new sewer and water connections are being capture by Senior Clerk and create a job card then distributed to the plumbers to executed the job. Sup monitors responsive Nutsman team.
Develop, manage and maintain essential bulk sewerage infrastructure and facilities to accommodate the aspirations, needs and pressures of present and future industries, businesses and dependent communities	Maintenance plan of the main collectors not executed timeously.	Cleaning schedules of main sewer collection on Ad hoc basis with Jetting machines. Maintenance plan in place.

Audit finding: Limitation of scope
Recommendations:
As Internal Audit cannot provide management with reasonable assurance that the risks are managed effectively, the Municipal Manager must ensure:

- Accountability by management.
- That information requested by Internal Audit are submitted timeously for auditing purposes.
- Standard operating procedures be developed, approved and implemented.
- That proper record is kept, properly filed and are readily available for control as well as auditing purposes.
- That the Director Civil Engineering Services and the Control Technician Water Distribution, Sewerage Collection & Maintenance make a presentation to the Audit Committee regarding the controls that should mitigate the impact of the following risks:

    - Faulty meters not being replace timeously.
    - Pre-paid meter not install for indigent households.
    - Connections of sewer and water not done within the timeframe of 90days.

- o Maintenance plan of the main collectors not executed timeously.

Auditing of Preparation of Road Infrastructure for various Roads (RRAMS):
Audit Objective:
Effectiveness & Efficiency of Operations and programs.
Reliability and integrity of financial & operational information.
Compliance with laws and/or regulations.

Recommendations:
For the successful completion of the Preparation of Road Infrastructure for various Roads (RRAMS) project, must the Manager Project Management and Control Technician Roads and Storm water:

- Establish a working collaboration to ensure the successful execution of the project.
- Ensure the payment certificates are based for work actually completed and are in line with the MFMA.
- Ensure that correct rates are used during payment certification for actual work completed.
- Differences between scheduled quantities as per tender document and payment certificates be investigated and corrected with the next payment certificate.
- If found that mistakes were made by the contractor or consultant, make the necessary corrections.
- Conduct inspections before certifying invoices for payment
- Inspection data be documented for control and audit purposes
- Ensure accountability by the consultant that payment certificates are certified for work completed.

Auditing of Roads and Storm water:
Audit objective:
Develop, manage and maintain necessary Road, Transport and Storm
Water infrastructure and facilities required to improve transportation in, and
Aesthetic qualities of urban areas.

Audit finding: Inadequate controls regarding road infrastructure asset management
Recommendations:
The Director Civil Engineering Services and Control Technician Roads and Storm water must ensure to:

- Review the Road Infrastructure Asset Management Policy and be workshop and submitted to Council for approval.
- Implement the Road Infrastructure Asset Management Policy to mitigate the risks by providing a clear framework for decision-making, prioritization, and resource management.
- Compile standard operating procedures to give a clear, step-by-step outline of how to go about what needs to be done.
- Compile an implementation plan for the achievement and monitoring of the policy requirements.
- Consult with the Manager Performance Management to review the Service Level Standards and SDBIP to ensure alignment of service delivery targets between the Council Policy, Service Level Standards and the SDBIP.
- Report monthly to the Municipal Manager and the Committee for Civil Engineering Services on progress made on the implementation plan.
- Report quarterly to the Audit Committee on the implementations of recommendations made by Internal Audit.

Audit finding: Inadequate controls over installation of speed humps
Recommendations:
The Director Civil Engineering Services and Control Technician Roads and Storm Water must ensure:

- Correct reporting to Monthly Portfolio Committee on construction of speed humps.
- That proper records are kept, properly filed and are readily available for control as well as auditing purposes.
- Standard operating procedures be compiled to give a clear, step-by-step outline of the construction of speed humps.
- Speed hump compliance verification checklist be compiled and implemented with every speed hump that is constructed.
- Speed hump requirements are adhered always.
- Report quarterly to the Audit Committee on the implementations of recommendations made by Internal Audit.

The Director Civil Engineering Services and Control Technician Roads and Storm Water must inform the Director Community Services and Chief Traffic Services about the finding of Internal Audit to ensure that the following speed hump requirements are adhered to:

- Road traffic signs W332 with IN11.1 (40km/h) sign be located within 30m ahead of the speed hump.
- The placing of 'Danger Plates' (W401 and W402) on either side of the hump.
- The speed hump warning sign to be used in combination with an Advisory Speed sign (mounted immediately below the warning sign), showing the appropriate speed (design speed 40km) for the specific hump.
- Speed humps patterns are painted in white after speed hump has been constructed by Roads and Storm water department.
- Speed hump compliance verification checklist be compiled and implemented with every speed hump that is constructed

Audit finding: Lack of road and Storm Water maintenance plans
Recommendations:
The Director Civil Engineering Services and Control Technician Roads and Storm Water must ensure that:

- Progress reports are requested from DBSA which assist the Municipality in compilation of a storm water masterplan and Pavement (Roads) management system and submitted it to the Municipal Manager and Audit Committee.
- Compile a detailed road maintenance plan which will cover at least the following:

    - Routine Maintenance
    - Periodic Maintenance
    - Special Maintenance
    - Rehabilitation Reconstruction
    - Provision for timeline to address defect types. e.g. - Minor Potholes, severe potholes, existing patching, surface failure, edge breaks, surface deformation

- Compile a detailed storm water maintenance plans which will cover at least the following:

    - Replacement of missing storm water manhole covers;
    - Unblocking of storm water drainage systems (Details, layout of storm water drainage systems within the DKM jurisdiction)
    - The maintenance items identified be assessed, prioritized and added to maintenance works.
    - Programs, to ensure that the high risk maintenance items are attended to in order of priority.

- Standard operating procedures be compiled to give a clear, step-by-step outline of how to go about what needs to be done in line with the road and storm water maintenance plans.
- Report monthly to the Municipal Manager and the Committee for Civil Engineering Services on progress made on the implementation plans.

Audit finding: Discrepancies between the Road inspection form, Roads Surface Maintenance Program and Weekly Plans
Recommendations:
The Director Civil Engineering Services and the Control Technician Roads and Storm Water must ensure:

- Compliance against Standard Operating Procedures.
- That information is reviewed and correctly reported to Council.
- That all corrections are made and is submitted to the Council in order to give a true reflection.
- Report quarterly to the Audit Committee on the implementation of the recommendations made by Internal Audit.

Audit finding: Complaints not updated on IMIS and no/incomplete job cards which leads to incorrect reporting to Council.
Recommendations:
The Control Technician Roads and Storm Water must ensure correct and completed reporting to Council and by that ensure that:

- Jobs Cards is printed and completed daily.
- Line management update the status of complaints on the IMIS System after complaints has being addressed and completed.

Auditing of Traffic Services:
Audit Objective:
Reliability and integrity of financial & operational information.
Effectiveness & Efficiency of Operations and programs.
Compliance with laws and/or regulations.

Audit finding:
Non-compliance to Section 11 of the Amendments to Part 29 of the National Prosecutors Manual - Traffic Prosecutions due to lack of representations for fines reduced as well as discrepancies between TCS and Munsoft systems

Recommendations:
The Acting Director Community Services and Senior Manager Protection Services must ensure that the Acting Chief Traffic Services ensure compliance against Section 11 of the Amendments to Part 29 of the National Prosecutors Manual - Traffic Prosecutions and must therefore ensure:

- Proper handling of representations to mitigate the risk of fraudulent activities.
- That representations are filed in an orderly manner so that it will be easily available for control and audit purposes.
- That the representations of the above mentioned fines be presented to Internal Audit for audit and verification purposes.
- A proper investigation into the above mentioned deviations and implement correctional actions where needed to recover financial losses (if no representations could be found).

- That the daily summary reports are thoroughly scrutinize and reviewed for the correctness and completeness thereof.
- Differences between TCS and Munsoft be investigated as the file from TCS was imported to Munsoft.

Audit finding:
Ineffective and inefficient internal controls regarding the submission and capturing of fines which could hamper enforcement of fines in line with Section 341 of the Criminal Procedures Act

Recommendations:
The Acting Director Community Services must ensure that the Senior Manager Protection Services and the Acting Chief Traffic Services:

- Take reasonable steps to ensure that the resources of the Municipality are used effectively, efficiently and economically and by that:
- Align Standard Operating Procedures against legislative requirements.
- Daily monitoring the submission and capturing of fines.
- Ensure that consequence management is applied when negligence is found.

Audit finding:
Inadequate controls over cancellations of Traffic Fines

Recommendations:
The Acting Director Community Services must request the Senior Manager Protection Services and the Acting Chief Traffic Services to ensure that:

- The impact of the loss of income due to fines that has been cancelled must be determined for the financial year.
- The validity and root causes of cancellation of fines be determined and that officials be held accountable for not exercising due diligence with responsibilities.
- Consequence management steps been implemented when prima facie evidence (means that there is sufficient evidence to support a claim or case, at first sight, or on the face of it) was found that the loss of income derived from negligence.
- The Standard Operating Procedures be discussed with all officials which includes:
    - The principle of “exercising responsibilities with due care”.
    - Ensuring that detailed reasons be provided for cancellations of a fine.
    - Ensuring that the information on TCS collates with the information on the physical fine.

Audit finding:
Non-Compliance with Section 334 of the Criminal Procedure Act, 1977 (act 51 of 1977) and the National Road Traffic Act due to lack of clearance certificates and appointment letters as Peace Officers

Recommendations:
The Acting Director Community Services must ensure that the Senior Manager Protection Services and the Acting Chief Traffic Services:

- Comply with 334 of the Criminal Procedure Act, 1977 (act 51 of 1977) and the National Road Traffic Act.
- Compile a checklist regarding the requirements of Section 334 of the Criminal Procedure Act and the National Road Traffic Act.

- Conduct an audit on compliance for every official against Section 334 of the Criminal Procedure Act and the National Road Traffic Act.
- Ensure that all officials meet the requirements of Section 334 of the Criminal Procedure Act and the National Road Traffic Act.
- Submit a report of the findings of the audit to the Accounting Officer with recommendations to address the shortcomings and non-compliance.
- To implement the recommendations made by the NPA:

  - Record of clearance and valid peace officer registration is kept and regularly reviewed.
  - The Municipality liaises with the Department of Transport, Safety and Liaison to ensure all
  - officers are duly registered or gazetted as peace officers under the applicable legal
  - framework.
  - A written Standard Operating Procedure (SOP) be adopted to govern appointment, training,
  - clearance, and periodic review of peace officer status.

- Compile a standardised Peace Officer appointment letter to mitigate the risk of malpractices.
- That compliance against declaration of Peace Officers in terms of section 334 of the criminal procedure act, 1977 (act 51 of 1977) and the National Road Traffic Act is adhering to.
- Standard Operating Procedures be compiled for the renewal of clearance certificates within the legislative requirements (currently every 6 months).
- Appointment letters be issued for all Traffic Services Officials.

Audit finding:
Inadequate controls over face value documents

Recommendations:
The Acting Director Community Services must ensure that the Senior Manager Protection Services and Acting Chief Traffic Services mitigate the risk of fraudulent activities with face value documents and by that:

- Strengthen the Standard Operating Procedures for the timeous submission of the notices which were issued.
- Daily monitoring by Supervisors by scrutinising the books and verify if notices were submitted.
- Ensure that the issuing and handing in of face value books be recorded simultaneously on the TCS system.
- The missing documents report be reviewed to track of all notices and provide a list of notices that has not been captured on TCS.
- Liaise with BTO for the correction of notices which relates to 2023-2024 financial year.
- Determine the reasons for the TCS system to allow capturing of notices against an official to whom the issuing of the book was not done (was is a system error or a human error contributing to it).

<u>Auditing of Law Enforcement:</u>
<u>Audit Objective:</u>
Reliability and integrity of financial & operational information.
Effectiveness & Efficiency of Operations and programs.
Compliance with laws and/or regulations.

Audit finding:
Ineffective and insufficient methodology regarding violation of Bylaws

Recommendations:
The Senior Manager Protection Services and the Acting Chief Law Enforcement must ensure:

- That the Law Enforcement Unit monitor compliance against Bylaws.
- To streamline the activities of Law Enforcement.
- To develop a process to deal with the type of warning, whether verbally or in written with timeframes for follow-up within the said period.
- To develop a process to deal with seizures.
- To develop a process to provide the complaints to the relevant department and processes to follow-up and actions that must be taken.
- That all officials of Law Enforcement understand and implements the SOP.
- Value for money for the establishment of such a unit.
- Accountability for trespassing of Bylaws by issuing of fines.

Audit finding:
Non-Compliance with Section 334 of the Criminal Procedure Act, 1977 (act 51 of 1977) due to lack of clearance certificates and appointment letters as Peace Officers

Recommendations:
The Acting Director Community Services must ensure that the Senior Manager Protection Services and the Acting Manager Law Enforcement:

- Comply with 334 of the Criminal Procedure Act, 1977 (act 51 of 1977)
- Compile a checklist regarding the requirements of Section 334 of the Criminal Procedure Act.
- Conduct an audit on compliance for every official against Section 334 of the Criminal Procedure Act.
- Ensure that all officials meet the requirements of Section 334 of the Criminal Procedure Act.
- Submit a report of the findings of the audit to the Accounting Officer with recommendations to address the shortcomings and non-compliance.
- Ensure that Police Clearance Certificates be obtained every 6 months (also obtained advise from the National Prosecuting Authority (NPA) if the 6 months can be extended).
- Compile a standardised Peace Officer appointment letter to mitigate the risk of malpractices.
- That compliance against declaration of Peace Officers in terms of section 334 of the criminal procedure act, 1977 (act 51 of 1977) is adhere to.
- Standard Operation Procedures be compiled for the renewal of clearance certificates within the legislative requirements (currently every 6 months).
- Appointment letters be issued for all Law Enforcement Officials.
- To implement the recommendations made by the NPA:

  - Record of clearance and valid peace officer registration is kept and regularly reviewed.
  - The Municipality liaises with the Department of Transport, Safety and Liaison to ensure all officers are duly registered or gazetted as peace officers under the applicable legal framework.
  - A written Standard Operating Procedure (SOP) be adopted to govern appointment, training, clearance, and periodic review of peace officer status.

Audit finding:
Inadequate monitoring of CCTV Cameras at Head Office (Cross cutting finding regarding the functioning of the CCTV cameras will be audited and issued to Security Services)

Recommendations:
As the CCTV cameras is a mitigating control measurement to mitigate the risk of unauthorised access to the Head Office of the Municipality in order to reach the objective of rendering an efficient and effective service to Council and currently the Law Enforcement Unit is monitoring it, must the Acting Director Community Services ensure that the Senior Manager Protection Services and the Acting Chief Law Enforcement Services be held accountable for the following controls:

- Monitored it effectively and efficiently and not shift accountability.
- On a continuous basis inform the relevant Directorates and Sections if the CCTV cameras are not in a working condition.
- Compilation of the lay-out plans for all CCTV cameras and use it as a reporting tool for the implementation of the above recommendation.
- Be held accountable for the layout plans and to ensure the correctness and completeness thereof.
- Monthly reporting to the Director Community Services regarding the progress made on the implementation plan as well as maintenance plan.

Audit finding:
Transfer of employees not in line with the Municipal Systems Act, as amended and Council Policy

Recommendations:
The Acting Director Community Services and Senior Management Protection Services must liase with the Director Corporate Service to:

- Determine the correctness of the finding.
    - If agree with the finding, determine the corrective measures which must include consequence management in accordance with Section66(b) of the Municipal Systems Act that must be taken with due dates to ensure that legislative and Council Policy requirements are met.
    - If not agree with the finding, provide reasons with supporting evidence to Internal Audit.
- Compile job descriptions for all officials which must be signed and filed for control as well as audit purposes.

Audit finding:
Inadequate controls over face value documents

Recommendations:
The Acting Director Community Services must ensure that the Senior Manager Protection Services and Acting Manager Law Enforcement mitigate the risk of fraudulent activities with face value documents and by that:

- Strengthen the SOP for the timeous submission of the notices.
- Daily monitoring by Supervisors by schrutinising the books and verify if notices were submitted.
- Ensure that the issuing and handing in of face value books be recorded simultaneously on the TCS system.
- This missing documents report be reviewed to track of all notices and provide a list of notices that has not been captured on TCS.
- Liase with BTO for the correction of notices which relates to 2023-2024 financial year.

Audit finding:
Non-compliance to the Law Enforcement By-Law

Recommendations:
The Acting Director Community Services and Senior Manager Protection Services must implement measures to strengthen the Law Enforcement to ensure implementation of Council's Law Enforcement By-Law and that Council receives value for money for such a unit and must:

- Compile Standard Operating Procedures (SOP) for each responsibility of Law Enforcement as defined in the By-Law from Sections 3 to 23.
- The SOP must clearly define the methodology that must be followed from the monitoring/policing of the By-Laws until the issuing of fines.
- The SOP must stipulate the timeframes for submission of fines at the Traffic Offices for capturing.
- The SOP must stipulate the handling and issuing of face value documents.
- Conduct a workshop with the officials to ensure that each official understands the "know how" of their responsibilities in accordance with the By-Law and the SOP.
- Monitoring of the implementation of the SOP as well as to determine the effectiveness (success rate) of each official on a monthly basis as these officials were appointed to implement the By-Law of Council.

Audit of Vehicle Registration and Licensing
Audit Objectives:
Reliability and integrity of financial & operational information.
Effectiveness & Efficiency of Operations and programs.
Compliance with laws and/or regulations.

Audit finding:
Revenue not recognized in the month in which it occurred.

Recommendations:
The Acting Director Community Services must ensure that the Senior Manager Protection Services and Acting Chief Traffic Services must ensure:

- That revenue is recognised when it occurred.
- Enhance internal controls and procedures by establish strong controls to monitor the timing of revenue recognition, including checklists and approval processes to prevent delays.
- Conduct periodic reconciliations between revenue earned and recorded, and establish monitoring dashboards to identify and address delays promptly.
- Training and capacity building by providing training to relevant staff on revenue recognition principles and procedures to ensure understanding and compliance.

The Chief Financial Officer and the Manager Financial Reporting must:

- Define specific timelines and assign responsibilities for recognizing revenue once it is earned to promote accountability.

Audit finding:
Non-compliance to Section 137D of the National Road Traffic Regulations

Recommendations:
The Acting Director Community Services and Acting Chief Traffic services must ensure:

- Compliance to Section 137D(2) of the National Road Traffic Regulations, 2000, Chapter VI : Fitness of Vehicles
- That the request for payment be submitted to Budget and Treasury Office for fees payable (period January 2024-June 2024)
- That Standard operating procedures be amended lin line with Section 137D(2) and implemented accordingly.
- To develop a compliance checklist and be implemented accordingly.
- Supporting documentation is readily available for control and audit purposes.

The Chief Financial Officer and the Manager Financial Reporting must:

- Implement controls to ensure that the request for payment be submitted to Budget and Treasury Office for fees payable.

Audit finding:
Non-compliance to Section 64 (2) of the MFMA due to ineffective reconciliation

Recommendations:
The Acting Director Community Services and Acting Chief Traffic services must:

- Implement controls over daily, weekly processing and reconciling of transactions
- Ensure that the standard operating procedures be implemented.
- Determine the correctness of the finding and ensure that the that cash shortage be bank and that the information be provided to Budget and Treasury for reconciliation purposes.

The Chief Financial Officer and Assistant Accountant: Other income must:

- Implement controls over weekly processing and reconciling of transactions.
- Request and verfiy that the E-Natis: RD323 transaction summary report and the E-Natis: cash-up query report are included in the summary of daily income reports compiled by the supervisor vehicle registration and licensing are part of the documentation submitted to the Budget and Treasury Office to ensure that all information is consistent and accurately reconciled.
- Ensure that the E-Natis: RD323 transaction summary report, E-Natis: cash-up query report, Cashier daily cash up, summary of daily income reports are reconciled with the different votes on a weekly basis as required by Section 64(2)(h) of the MFMA.

Audit of Predetermined Objectives for Quarter 1
Audit Objectives:
Reliability and integrity of financial & operational information.

Audit finding:
Limitation of Scope – Predetermined Objectives quarter 1 (2024-2025

Recommendations:
The Senior Manager in the Office of the Municipal Manager and the Acting Manager PMS must ensure that:

- The unit improve its internal reporting processes to ensure that all relevant and complete documentation is submitted in a timely manner during future audits.
- The organization implement stronger internal controls and reporting mechanisms to guarantee that all required data is complete and readily accessible for auditing purposes.

Audit finding:
Target in SDBIP not in line with targets in the approved budget

Recommendations:
The Senior Manager in the Office of the Municipal Manager and the Acting Manager PMS must ensure:

- That the performance indicators (KPIs) in the SDBIP are align with the budget across different quarters as being approved by Council.
- To review the SDBIP regularly to ensure that targets for each quarter build on each other and that the cumulative performance goals are realistic.

Audit of Predetermined Objectives for Quarter 2 and 3
Audit Objectives:
Reliability and integrity of financial & operational information.

Audit finding:
Corrective actions identified does not address under performance

Recommendations:
The Acting Manager Performance Management must:

- Review all remedial actions identified and in conjunction with management, assess the reasons for not achieving a target and identify remedial actions to address the non-achievement.
- Re-assess corrective measures to ensure re-occurrences do not exist without proper examination and reasons.

Audit finding:
Ineffective review and evaluation of KPI's: 80% of quarterly effluent samples meet the minimum Green Drop biological standards and 95% of the quarterly water samples meet the minimum Blue Drop biological standards in terms of SANS 241

Recommendations:
The Acting Manager Performance Management must ensure that:

- All samples taken into account when calculations are done during the performance evaluations of the KPI's.
- Sufficient supporting documentation is provided for verification of targets.
- Discrepancies found during evaluation be communicated to the relevant end-user responsible for the key performance indicator.
- The calculations done during the performance evaluations are correct and substantiated by correct supporting documentation.
- Ensure that the source of evidence identified for the evaluation of a KPI is sufficient to ensure that the evaluation gives a true reflection of the performance.
- The evaluation of the KPI be corrected.

Audit finding:
KPI's could not be evaluated due to lack of key components

Recommendations:
The Acting Manager Performance Management Unit must ensure that the achievement of the objectives of Local Government as defined in Section152 of the Constitution are measured and by that ensure:

- That the development and implementation of detailed system descriptions and for all KPIs, especially for TOP and lower layers be prioritized.
- That the key components (unit of measurement, portfolio of evidence and KPI calculation type) forms part of the KPI's because the information plays a vital role in the evaluation of the KPI's.

Audit finding:
Discrepancies between approved IDP and approved SDBIP

Recommendations:
The Acting Manager Performance Management must:

- Ensure that the information in the IDP and SDBIP align as the SDBIP must measure the implementation of the IDP.
- Reconcile the SDBIP against the IDP to ensure alignment.

Audit finding:
Unable to conduct compliance audit against recently approved Framework for Performance Management, which was adopted by Council on 27 February 2025.

Recommendations:
The Acting Manager Performance Management must ensure that

- The implementation of the municipality's Framework for Performance Management are being monitored
- Implement a compliance tracking system for performance reporting

Audit: Supply Chain Management - Stock Count for financial year end 30 June 2025
Audit Objectives:
Reliability and integrity of financial & operational information.
Effectiveness & Efficiency of Operations and programs.
Compliance with laws and/or regulations.

Audit finding:
Inventory on hand does reconcile with the general ledger

Recommendations:
Chief Financial Officer and the Manager Supply Chain Management ensure

- As it is mandatory that the monetary value needs to be disclosed under the Inventory Note in the Statement of Financial Position in the Annual Financial Statements must the correct monetary value is disclosed in the Annual Financial Statements.
- Investigate the surpluses and deficits as well as the reasons therefore and table a detailed report to Council for approval where after the necessary adjustments must be made.
- This report must be based on accurate and valid supporting documentation as well as satisfactory reasons for the surpluses/deficits.
- Monthly inventory counts are done as required by the Stores standard operating procedures.

Audit: Fleet Management - Stock Count for financial year end 30 June 2025
Audit Objectives:
Reliability and integrity of financial & operational information.
Effectiveness & Efficiency of Operations and programs.
Compliance with laws and/or regulations.

Audit finding:
Internal Control Weaknesses in Oil and Fuel Management

Recommendations:
The Acting Director Electro Mechanical Services and Acting Manager Fleet Management must ensure to

- Investigate the different oils, fuel, antifreeze, brake fluid transactions captured against UM50 in Munosft without supporting documentation.
- Strengthen inventory oversight by implement regular reconciliations between physical oils, fuel, antifreeze, brake fluid stock levels and Munsoft records.
- All fuel issues be accurately allocated to specific vehicle UM number supported by reviewed fuel issue sheets.
- All oil issues be accurately allocated to specific vehicle UM number supported by reviewed oil issue sheets.
- Ensure segregation of duties between request, update, and authorisation of any fuel transaction.
- Review and correct all incorrect fuel type transactions
- Perform reconciliation between physical fuel sheets / fuel issue books and Munsoft to identify, correct any fuel differences.

Contents

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Lease of a portion of Plot 460, Olyfenhoutsdrift Settlement, known as Die Eiland Holiday Resort to Khethiwe Group Holdings (Pty) Ltd, Registration Number: 2022/221067/07, for a period of 15 years.

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

Not Applicable

APPENDICES

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

IN ANNUAL FINANCE STATEMENTS

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

IN ANNUAL FINANCE STATEMENTS

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

IN ANNUAL FINANCE STATEMENTS

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

IN ANNUAL FINANCE STATEMENTS

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

IN ANNUAL FINANCE STATEMENTS

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

IN ANNUAL FINANCE STATEMENTS

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

IN ANNUAL FINANCE STATEMENTS

APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 1

IN ANNUAL FINANCE STATEMENTS

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD 2023/2024

Capital Programme by Project by Ward: 2023/2024		R' 000
Capital Project	Ward(s) affected	Works completed (Yes/No)
Water		
Refurbishment of T in Karos & Louisvale	12/14	YES
Water Services – Precinct Area (Servicing of 14 Stands)	8	NO
Bulk Water Services – Direct Supply to Central Reservoir	8	NO
Sanitation/Sewerage		
Rehabilitation and Upgrade of KWWTW (3-Year Program)	Ward 1, 2, 3, 4, 6, 7, 8, 9, 10, 13, 15	NO
Rehabilitation of Roads (Thusano Program)	All	CONTINUOUS
Sports, Arts & Culture		
Erecting fence at SC Kearns Stadium Phase 2	5	NO
Fencing at Town Swimming Pool	9	NO
Cemeteries		
EIA For Extension of Askham en Louisvale Road cemeteries	16,5	No
		T O

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools and Clinics				
Establishments lacking basic services	**Water**	**Sanitation**	**Electricity**	**Solid Waste Collection**
Schools (NAMES, LOCATIONS)				
Oranje Noord Primary School (322)				
Franciscus Primary School (2861)				
Oranje Oewer Primary School (2861)				
Op die Voorpos Primary School (2334/2329)				
Voorbereiding Skool Fanie Malan (2336)				
Frank Biggs Primary School (38/114)		X		
Swarthmore Primary School (230/38)		X		
Keidebees Primary School (3212)				
Westerkim Primary School (5679)				
Vooruitsig Primary School (3268)				
Olyvenhoudtsdrift Primary School (1)				
Vela Langa Primary School (10348)				
Lukhanyiso Primary School (10348)				
Simbruner Primary School (3313)				
Leerkrans Primary School (43)		X		
Kalksloot Primary School (774)		X		
Rosendal Primary School (4333)				
Karos Primary School (442)		X		
New Louisvale Road Primary School (1033)				
HIGH SCHOOLS				
Upington High School (2331)				

Carlton van Heerden High School (3212)				
Duineveld High School (318)				
AJ Ferreira High School (5677)				
SC Kearns High School (758)				
Paballelo High School (11576)				
Saul Damon High School (5023)				
New Paballelo Primary School (21906)				
Clinics (NAMES, LOCATIONS)				
Louisvale Road Clinic (1101)				
Town Clinic (2336)				
Progress Clinic (6071)				
Sarah Strauss-Rosedale Clinic (5701)				
Lingelethu-Paballelo Clinic (14968)				
Karos Clinic		X		
Leerkrans Clinic		X		
Raaswater Clinic		X		
Kalksloot Clinic		X		
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

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

Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether or not act on agency basis)		
Services and Locations	**Scale of backlogs**	**Impact of backlogs**
Clinics:		
Housing:		
Licencing and Testing Centre:		
Reservoirs		
Schools (Primary and High):		
Karos Primary School	No water-borne toilets	Septic Tank - No infrastructure
Frank Biggs Primary School	No water-borne toilets	Septic Tank - No infrastructure
Sports Fields:		
		T Q

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

IN ANNUAL FINANCE STATEMENTS

APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

IN ANNUAL FINANCE STATEMENTS

APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT		
Outcome/Output	**Progress to date**	**Number or Percentage Achieved**
Output: Improving access to basic services	Dawid Kruiper Municipality strives to better the living conditions of its community by the continuous process of improving services and standard of services as set out in this document.	
Output: Implementation of the Community Work Programme		
Output: Deepen democracy through a refined Ward Committee model	All Ward Committees are established and functional	
Output: Administrative and financial capability		
		T T

VOLUME II

VOLUME II

VOLUME II: ANNUAL FINANCIAL STATEMENTS

UNAUDITED FINANCIAL STATEMENTS 2024/2025

(UNDER SEPARATE COVER)

AUDIT COMMITTEE REPORT FOR 2024/2025 FINANCIAL YEAR

DAWID KRUIPER MUNICIPALITY

AUDIT COMMITTEE REPORT FOR 2024/2025 FINANCIAL YEAR

Annual Report of the Audit Committee
The Audit Committee takes pleasure in presenting its annual report for the financial year ended 30th June 2025.

Audit committee members and attendance

- The Audit Committee was appointed for the period 1 February 2024 till 31 January 2027.
- Council appointed a new member, A May as member of the Committee from 1 August 2022.
- During the 2024/20253 financial year the Audit Committee had 7 official meetings. A summary of the meetings held as well as the attendance of the members of the previous Audit Committee is as follows:

Audit Committee meetings 2024-2025			
Member	**Total Scheduled meetings**	**Meetings attended**	**% Attendance**
Mr D Pieterse	5	4	80%
Mr A May	5	4	80%
Me J Venter	5	5	100%

LEGISLATIVE MANDATE
Section 166 of the MFMA, Act No 56 of 2003 requires from the Audit Committee amongst other matters:

"To advise the Municipal Council, Political office bearers, the Accounting officer and management staff on matters relating to:-

a. Performance management and evaluation,
b. Internal financial control and internal audits.
c. Risk Management.
d. Accounting policies.
e. The adequacy, reliability and accuracy of financial reporting and information.
f. Effective governance
g. Compliance with MFMA, DORA and any other applicable legislation."

AUDIT COMMITTEE AND MANAGEMENT RESPONSE

1. PREDETERMINED OBJECTIVES AND EVALUATION
The performance indicators are audited on a quarterly basis by Internal Audit. This audit consists out of various tests like:

Determine if the indicators are SMART,
If there is a linkage between the IDP, Budget and SDBIP,
If objectives are met,
Reliability of the information in the SDBIP.

The audit reports consist out of the findings and recommendations and are tabled to the Audit Committee. During the financial year, Internal Audit also test the reliability of the information disclosed in the Annual Report against the IDP and SDBIP.

2. ADVISING TO COUNCIL AND ACCOUNTING OFFICER

All reports of the Audit Committee are tabled before the Executive Committee and Council on a regular basis after every meeting. These reports cover activities and findings, areas of concern and recommendations of the Audit Committee.

3 ADVISING OF MUNICIPAL STAFF

When discussing audit reports, the relevant managers are invited to attend the Audit Committee meeting. These platforms are used to communicate the findings of Internal Audit, the view of the Audit Committee and the recommendations of the committee to address the findings.

4. INTERNAL FINANCIAL CONTROL

During the previous year the Auditor General made several findings and recommendations to improve internal control. Based on the findings in the management report, management compiled an audit recovery plan to address the findings. The plan was monitored by the Audit Committee and the Executive Committee on a regular basis. Internal Audit conducted regular audits on the implementation of the audit recovery plan.

5. INTERNAL AUDITS

The Internal Audit Department functions effectively. All reports issued by Internal Audit are tabled to the Audit Committee and implementation of recommendations is enforced by the committee. Progress on the implementation on the pre- approved audit plan is monitored by the audit committee on a quarterly basis.

6. RISK MANAGEMENT

All departmental heads together with the Risk Officer have identified their major departmental risks which are recorded in the Risk register as well as mitigating factors to manage risks. The results of the risk assessments form the basis of the risk based audit plan.

7. FINANCIAL REPORTING AND INFORMATION

A 'Clean Audit' report

The municipality is striving towards a better outcome. During the 2023/24 financial year, the Dawid Kruiper Municipality received a qualified audit outcome.

Review of annual financial statements

The Audit Committee reviewed the annual financial statements prior to submission to the Auditor General.

9. OTHER MFMA REQUIREMENTS

All other MFMA requirements of the Audit Committee are dealt with at the pre-scheduled meetings with senior management.

Annual audit and reports of the Auditor General

An audit recovery plan was compiled after the audits were conducted for both disestablished municipalities. The audit recovery plan consisted out of the management reports of both municipalities and the implementation of remedial actions were monitored by the Audit Committee.

Audit committee responsibilities

The Audit committee reports that it has complied with its responsibilities as far as practically possible, arising from Section 166 (2) of the MFMA No 56 of 2003.

Audit committee charter

The Audit committee has reviewed it’s Audit Charter for the 2024/2025 year where after the Charter has been approved by Council. It confirms that it has performed its responsibilities during the 2024/2025 financial year in line with the terms of the Audit Committee Charter.

D PIETERSE
AUDIT COMMITTEE CHAIRPERSON

COMPONENT A AUDIT REPORT 2024/2025

COMPONENT B
AUDIT REPORT
2023/2024

Report of the auditor-general to the Northern Cape Provincial Legislature and the council on Dawid Kruiper Local Municipality

Report on the audit of the financial statements

Qualified opinion

1. I have audited the financial statements of the Dawid Kruiper Local Municipality set out on pages xx to xx, which comprise the Statement of financial position as at 30 June 2024, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, except for the effects of the matter described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Dawid Kruiper Local Municipality as at 30 June 2024, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practise (Standards of GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 5 of 2023 (Dora).

Basis for qualified opinion

Investment property

3. The municipality recognised items that did not meet the definition of investment property in accordance with GRAP 16, *Investment property*. Vacant land and buildings were incorrectly classified as investment property. Consequently, I was unable to determine the full extent of the overstatement of investment properties, as it was impracticable to do so. There was a resultant impact on the surplus for the period and on the accumulated surplus.

Context for opinion

4. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the financial statements section of my report.

5. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Emphasis of matters

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

8. As disclosed in note 36 to the financial statements, the corresponding figures for 30 June 2023 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2024.

Material losses - electricity

9. As disclosed in note 45.01 to the financial statements, material electricity losses of R23 320 580 (2023: R19 131 089) was incurred, which represents 8.10% (2023: 7.97%) of total electricity purchased.

Material losses - water

10. As disclosed in note 45.02 to the financial statements, material electricity losses of R21 522 184 (2023: R16 119 107) was incurred.

Material impairment – Trade receivables from exchange and non-exchange transactions

11. As disclosed in note 3 to the annual financial statement, material provision for bad debts on trade receivables from exchange and non-exchange transactions to the amount to R220 329 083 (2023: R180 511 205) was incurred as a result of impairment of total exchange debtors, total non-exchange debtors and traffic debtors.

Other matters

12. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unaudited disclosure notes

13. In terms of section 125(2)(e) of the MFMA, the particulars of non-compliance with the MFMA should be disclosed in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Unaudited supplementary schedules

14. The supplementary information set out on pages xx to xx does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

15. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of GRAP and the requirements of the MFMA and the DORA; and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

16. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

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

17. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

18. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 10, forms part of our auditor's report.

Report on the audit of the annual performance report

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

20. I selected the following development priorities presented in the annual performance report for the year ended 30 June 2024 for auditing. I selected development priorities that measure the municipality's performance on its primary mandated functions and that are of significant national, community or public interest.

Development priority	Page numbers	Purpose
Water resources and services	XX	Develop, manage and maintain necessary infrastructure and facilities to improve the provision of water services.

Development priority	Page numbers	Purpose
Energy and electricity	XX	Provide, manage and maintain essential infrastructure required to improve the provision of electrical services.
Sanitation, waste management and waste removal	XX	Regulate and manage waste disposal to prevent pollution of the natural environment and natural resources.

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

22. I performed procedures to test whether:

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

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

24. I did not identify any material findings on the reported performance information for the selected development priorities.

Other matters

25. I draw attention to the matters below.

Achievement of planned targets

26. The annual performance report includes information on reported achievements against planned targets and provides measures taken to improve performance. This information should be considered in the context of the material findings on the reported performance information.

27. The tables that follow provide information on the achievement of planned targets and list the key service delivery indicators that were not achieved as reported in the annual performance report. The measures taken to improve performance are included in the annual performance report on pages xx to xx.

Water resources and services

Targets achieved: 75%
Budget spent: 100%

Key service delivery indicator not achieved	Planned target	Reported achievement
95% of the quarterly water samples meet the minimum Blue Drop biological standards in terms of SANS 241 during the 2023/2024 financial year	95%	93.41%

Energy and electricity

Targets achieved: 50%
Budget spent: 93%

Key service delivery indicator not achieved	Planned target	Reported achievement
Spend 95% of the 2023/24 allocated budget for the electrification of 332 houses by 30 June 2024. (Project expenditure/total project budget)	95%	91.24%
Spend 95% of the allocated budget for the Automization of Substation by 30 June.	95%	94.33%
Spend 95% of the allocated budget for the Electrification of 157 Houses by 30 June.	95%	80.81%

Sanitation, waste management and waste removal

Targets achieved: 50%
Budget spent: 100%

Key service delivery indicator not achieved	Planned target	Reported achievement

100% Rendering of refuse removal services as per service delivery programme per quarter (Satellite area)	100%	93.21%
80% of quarterly effluent samples meet the minimum Green Drop biological standards during the 2023/2024 financial year	80%	54.93%
Render vacuum tank services as per service delivery programme - (Satellite area)	100%	96.86%
Render Bucket removal sanitation services as per service delivery programme per quarter	100%	85.93%

Material misstatements

28. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for Water resources and services, energy and electricity and sanitation, waste management and waste removal. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

Report on compliance with legislation

29. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the municipality's compliance with legislation.

30. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

31. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the municipality, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

32. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Annual financial statements, performance reports and annual reports

33. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA.

34. Material misstatements of Property plant and equipment and irregular expenditure identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements resulted in the financial statements receiving a qualified audit opinion.

Procurement and contract management

35. Some of the goods and services within the prescribed transaction value for competitive bids were procured without inviting competitive bids, as required by SCM Regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM Regulation 36(1).

36. Some of the invitations for competitive bidding were not advertised for a required minimum period of days, in contravention of SCM Regulation 22(1) and 22(2).

37. The preference point system was not applied for some of the procurement of goods and services as required by section 2(1)(a) of the Preferential Procurement Policy Framework Act. Similar non-compliance was also reported in the prior year. Similar non-compliance was also reported in the prior year.

38. Some of the construction contracts were awarded to contractors that were not registered with the CIDB in accordance with section 18(1) of the CIDB Act and CIDB Regulations 17 and 25(7A).

39. The performance of some of the contractors or providers was not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA.

40. The contract performance and monitoring measures were not in place to ensure effective contract management, as required by section 116(2)(c)(ii) of the MFMA.

Expenditure management

41. Reasonable steps were not taken to prevent irregular expenditure amounting to R28 574 658 as disclosed in note 39.08 to the annual financial statements, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by competitive bidding processes not followed.

42. Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R5 147 779 as disclosed in note 39.09 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest on late payment of creditors.

Human resources management

43. Appropriate systems and procedures to monitor, measure and evaluate performance of staff were not developed and adopted, as required by section 67(1)(d) of the MSA and regulation 31 of Municipal Staff Regulations.

Other information in the annual report

44. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected development priorities presented in the annual performance report that have been specifically reported on in this auditor's report.

45. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

46. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected development priorities presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

Internal control deficiencies

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

49. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion and the material findings on compliance with legislation included in this report.

50. The management did not exercise oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls as material findings were identified in these areas.

51. The management did not comply with applicable legislation. Material findings on compliance with legislation were raised in the year under review.

52. The management did not update their policies and procedures to take into account the changes in legislation. As a result, there was material non-compliance with procurement and contract management during the period under review.

Auditor General

Auditor-General

Kimberley

30 November 2024

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

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

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

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

Financial statements

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a municipality to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

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

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

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Municipal Finance Management Act 56 of 2003	Sections: 1, 11(1), 13(2), 14(1), 14(2)(a), 14(2)(b), 15, 24(2)(c)(iv), 28(1), 29(1), 29(2)(b), 32(2), 32(2)(a), 32(2)(a)(i), 32(2)(a)(ii), Sections: 32(2)(b), 32(6)(a), 32(7), 53(1)(c)(ii), 54(1)(c), 62(1)(d), 63(2)(a), 63(2)(c), 64(2)(b), 64(2)(c), 64(2)(e), 64(2)(f), Sections: 64(2)(g), 65(2)(a), 65(2)(b), 65(2)(e), 72(1)(a)(ii), 112(1)(j), 116(2)(b), 116(2)(c)(ii), 117, 122(1), 122(2), 126(1)(a), Sections: 126(1)(b), 127(2), 127(5)(a)(i), 127(5)(a)(ii), 129(1), 129(3), 133(1)(a), 133(1)(c)(i), 133(1)(c)(ii), 170, 171(4)(a), 171(4)(b)
MFMA: Municipal budget and reporting regulations, 2009	Regulations: 71(1)(a), 71(1)(a)(b), 71(2)(a), 71(2)(b), 71(2)(d), 72(a), 72(b), 72(c)
MFMA: Municipal Investment Regulations, 2005	Regulations: 3(1)(a), 3(3), 6, 7, 12(2), 12(3)
MFMA: Municipal Regulations on financial Misconduct Procedures and Criminal Proceedings, 2014	Regulations: 5(4), 6(8)(a), 6(8)(b), 10(1)
MFMA: Municipal Supply Chain Management Regulations, 2017	Regulations: 5, 12(1)(c), 12(3), 13(b), 13(c), 16(a), 17(1)(a), 17(1)(b), 17(1)(c), 19(a), 21(b), 22(1)(b)(i), 22(2), 27(2)(a), 27(2)(e), Regulations: 28(1)(a)(i), 29(1)(a), 29(1)(b), 29(5)(a)(ii), 29(5)(b)(ii), 32, 36(1), 36(1)(a), 38(1)(c), 38(1)(d)(ii), 38(1)(e), 38(1)(g)(i), Regulations: 38(1)(g)(ii), 38(1)(g)(iii), 43, 44, 46(2)(e), 46(2)(f)
Construction Industry Development Board Act 38 of 2000	Section: 18(1)
Construction Industry Development Board Regulations, 2004	Regulations: 17, 25(7A)
Division of Revenue Act	Sections: 11(6)(b), 12(5), 16(1); 16(3)
Municipal Property Rates Act 6 of 2004	Section: 3(1)
Municipal Systems Act 32 of 2000	Sections: 25(1), 26(a), 26(c), 26(h), 26(i), 29(1)(b)(ii), 34(a), 34(b), 38(a), 41(1)(a), 41(1)(b), 41(1)(c)(ii), 42, 43(2), Sections: 54A(1)(a),56(1)(a), 57(2)(a), 57(6)(a), 66(1)(a), 66(1)(b), 67(1)(d), 74(1),96(b)
MSA: Disciplinary Regulations for Senior Managers, 2011	Regulations: 5(2), 5(3), 5(6), 8(4)

Legislation	Sections or regulations
MSA: Municipal Planning and Performance Management Regulations, 2001	Regulations: 2(1)(e), 2(3)(a), 3(3), 3(4)(b), 7(1), 8, 9(1)(a), 10(a), 12(1), 15(1)(a)(i), 15(1)(a)(ii)
MSA: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006	Regulations: 2(3)(a), 4(4)(b), 8(1), 8(2), 8(3)
MSA: Regulations on Appointment and Conditions of Employment of Senior Managers, 2014	Regulations: 17(2), 36(1)(a)
MSA: Municipal Staff Regulations	Regulations: 7(1),31
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section: 34(1)
Preferential Procurement Policy Framework Act 5 of 2000	Sections: 2(1)(a), 2(1)(f)
Preferential Procurement Regulations, 2017	Regulations: 4(1), 4(2), 5(1), 5(3), 5(6), 5(7), 6(1), 6(2), 6(3), 6(6), 6(8), 7(1), 7(2), 7(3), 7(6), 7(8), 8(2), 8(5), 9(1), 10(1), 10(2), Regulations: 11(1), 11(2)
Preferential Procurement Regulations, 2022	Regulations: 4(1), 4(2), 4(3), 4(4), 5(1), 5(2), 5(3), 5(4)

2023/2024 AUDIT RECOVERY PLAN

Audit Action Plan - 2023/2024

Joint Action Item List (JAIL)

Task identified	
Work in progress	
Completed	

Date 31 May 2025

Purpose: *The purpose of the JAIL is to track the allocation and status of project actions*

No.	Finding	Rating	Classification	Target Date	Prog%	Responsibility	Directorate within the Municipality
1	1. ISS.17: Eskom Debt Relief-Incorrect accounting for Eskom Debt relief	Matters that do not have a direct impact on the audit outcome or a significant impact on auditee performance, but were communicated to assist with improving processes and mitigating risks.	Financial	08-Nov-24	100%	Manager: Financial Reporting	Budget and Treasury Office
2	ISS.19: PPE [Buildings - Impairment indicator]	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Financial & Compliance	15-Nov-24	90%	Manager: Asset Management	Budget and Treasury Office
3	ISS.21: PPE [Assets not verified]	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Financial & Compliance	12-Nov-24	90%	Manager: Asset Management	Budget and Treasury Office
4	ISS.20: Inventory inaccurately valued	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Financial	11-Nov-24	100%	Chief Financial Officer / Manager: Supply Chain Management	Budget and Treasury Office
5	ISS.18: Investment property not owned by the municipality	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Financial	14-Nov-24	80%	Manager: Asset Management	Budget and Treasury Office
6	ISS.24: Contingent Assets [Cosmetic AFS issue]	Matters that do not have a direct impact on the audit outcome or a significant impact on auditee performance, but were communicated to assist with improving processes and mitigating risks.	Financial	11-Nov-24	100%	Manager: Financial Reporting	Budget and Treasury Office
7	ISS.25 Investment property incorrect classification	Matters that will be reported in the auditor's report and should be addressed urgently.	Financial	14-Nov-24	80%	Manager: Asset Management	Budget and Treasury Office
8	ISS.28: Operational Revenue from Non Exchange Transaction not fairly	Matters that do not have a direct impact on the audit outcome or a significant impact on auditee performance, but were communicated to assist with improving processes and mitigating risks.	Financial	13-Nov-24	100%	Manager: Financial Reporting	Budget and Treasury Office
9	1. ISS.25 AFS: Presentation and disclosure of related parties	Matters that do not have a direct impact on the audit outcome or a significant impact on auditee performance, but were communicated to assist with improving processes and mitigating risks.	Financial	15-Nov-24	100%	Manager: Financial Reporting	Budget and Treasury Office
10	ISS.30: Provision for landfill sites and quarries - No disclosure of change in estimate	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with	Financial & Internal Control	21-Nov-24	100%	Chief Financial Officer	Budget and Treasury Office
11	ISS.32: Subsequent non adjusting event [2024/25 Approved NERSA Tariffs]	Matters that do not have a direct impact on the audit outcome or a significant impact on auditee performance, but were communicated to assist with improving processes and mitigating risks.	Financial & Compliance	30-Jun-25	100%	Chief Financial Officer	Budget and Treasury Office

2021/2022 Audit Recovery Plan

Audit Action Plan - 2023/2024

Joint Action Item List (JAIL)

Task identified	
Work in progress	
Completed	

Date 31 May 2025

Purpose: *The purpose of the JAIL is to track the allocation and status of project actions*

No.	Finding	Rating	Classification	Target Date	Prog%	Responsibility	Directorate within the Municipality
12	4. ISS.20: Financial instruments overstated	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Financial	30-Jun-25	100%	Chief Financial Officer	Budget and Treasury Office
13	SS.35: Indigents - Individuals who do not qualify as indigents	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Financial & Internal Control	30-Jun-25	100%	Chief Financial Officer	Budget and Treasury Office
14	2. ISS.16: SCM [Minimum category CIDB required not stipulated in tender invitation]	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly	Compliance & Internal Control	31-Jan-25	100%	Manager: Supply Chain Management	Budget and Treasury Office
15	ISS.4: SCM [Incomplete tender and quotation registers]	Matters that should be addressed to prevent material misstatements in the financial statements or material findings	Compliance	16-Oct-24	100%	Manager: Supply Chain Management	Budget and Treasury Office
16	ISS.6: SCM [Tender advertised less than legislative required days]	Matters that will be reported in the auditor's report and should be addressed urgently.	Compliance	31-Oct-24	100%	Manager: Supply Chain Management	Budget and Treasury Office
17	ISS.8: SCM [Tender advertised less than legislative required days]	Matters that will be reported in the auditor's report and should be addressed urgently.	Compliance	31-Oct-24	100%	Manager: Supply Chain Management	Budget and Treasury Office
18	grading not suitable for contract value]	Matters that will be reported in the auditor's report and should be addressed urgently.	Compliance	31-Jan-25	100%	Management	Office
19	ISS.15: SCM [Winning contractors not registered with CIDB]	Matters that will be reported in the auditor's report and should be addressed urgently.	Compliance	31-Jan-25	100%	Manager: Supply Chain Management	Budget and Treasury Office
20	ISS.22: SCM [Contract not awarded to highest scoring bidder]	Matters that will be reported in the auditor's report and should be addressed urgently.	Compliance	11-Nov-24	100%	Manager: Supply Chain Management	Budget and Treasury Office
21	ISS.11: SCM [Non-compliance with PPR 2022]	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with	Compliance	11-Nov-24	100%	Manager: Supply Chain Management	Budget and Treasury Office
22	ISS.12: SCM [Incorrect calculation of preferential points]	Matters that do not have a direct impact on the audit outcome or a significant impact on auditee performance, but were communicated to assist with improving processes and	Compliance & Internal Control	11-Nov-24	100%	Manager: Supply Chain Management	Budget and Treasury Office
23	ISS.23: SCM [Three quotations not obtained]	Matters that will be reported in the auditor's report and should be addressed urgently.	Compliance	11-Nov-24	100%	Manager Supply Chain Management	Budget and Treasury Office
24	ISS.3: HR [Performance of staff not monitored]	Matters that will be reported in the auditor's report and should be addressed urgently.	Compliance	31-Jan-25	80%	Director: Corporate Services	Corporate services
25	ISS.27: SCM [Reasons for deviating not valid]	Matters that will be reported in the auditor's report and should be addressed urgently.	Compliance	20-Nov-24	100%	Chief Financial Officer	Budget and Treasury Office
26	ISS.29: SCM [Non-compliances with contract monitoring]	Matters that will be reported in the auditor's report and should be addressed urgently.	Compliance	30-Nov-24	100%	Manager: Protective Services	Community Services
27	ISS.2: [APR without comparatives of prior year performance and measures that were or are to be taken to improve performance]	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Performance	16-Oct-24	100%	Senior/Head Performance Management	Office of the Municipal Manager
28	ISS.9: PPE [Movable assets with duplicated asset numbers]	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Compliance	30-Jun-25	100%	Manager: Asset Management	Budget and Treasury Office

2021/2022 Audit Recovery Plan

Audit Action Plan - 2023/2024

Joint Action Item List (JAIL)

Task identified	
Work in progress	
Completed	

Date **31 May 2025**

Purpose: *The purpose of the JAIL is to track the allocation and status of project actions*

No.	Finding	Rating	Classification	Target Date	Prog%	Responsibility	Directorate within the Municipality
29	ISS.7 Policies not updated	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Internal control	28-Feb-25	100%	Risk Officer/ Snr Head Performance Management	Budget and Treasury Office
30	1. ISS.10: SCM [Bid documents not compiled in accordance with latest legislation]	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Internal control	11-Nov-24	100%	Manager Supply Chain Management	Budget and Treasury Office
31	ISS.1: Contract register Incomplete	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Internal control	14-Nov-24	100%	Manager Supply Chain Management	Budget and Treasury Office
32	ISS.36: Revenue - Indigents	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Internal control	30-Jun-25	100%	Chief Financial Officer	Budget and Treasury Office
33	ISS.31: Die Eiland Holiday Resort [Lease agreement- Receivables]	Matters that should be addressed to prevent material misstatements in the financial statements or material findings on the annual performance report and compliance with legislation in future. Also includes matters that significantly affected auditee performance.	Internal control	30-Jun-25	80%	Chief Financial Officer	Budget and Treasury Office
TOTAL PROGRESS					*97%*		

2021/2022 Audit Recovery Plan

VOLUME II

2024/2025 ANNUAL PERFORMANCE REPORT

DAWID KRUIPER

Munisipaliteit | Municipality

ANNUAL PERFORMANCE REPORT

2024/2025 FINANCIAL YEAR

Dawid Kruiper Municipality
2024/2025: Annual Performance Report

Office of the Municipal Manager

Ref	National KPA	NDP Objective	KPI Name	Past Year Performance	Baseline	Development Priority			Overall Performance	
							Performance Comment	Corrective Measures	Target	Actual
TL39	Good Governance and Public Participation	Developing a capable and Development State	Submit the Performance Report (Section 46) to the Auditor-General by 31 August	1	1	Administration and Institutional Capacity	Performance Report Submitted to the AG - 31 August		1	1
TL40	Municipal Financial Viability and Management	Developing a capable and Development State	Spend 95% of the municipal capital budget on capital projects by 30 June.	92,47%	95%	Administration and Institutional Capacity	R21 700 000 of Capital projects budgeted now disclosed as operational. R15 200 000 late award due to re-advertisement of tenders. R10 000 000 NDPG grant reduced by National Treasury. Awaiting approval of Roll-over.	2025/2026 Budget will be amended to move Capital projects to Operational budget. Proper implementation of the procurement plan.	95%	47.89%
TL41	Municipal Financial Viability and Management	Developing a capable and Development State	Spend 95% of the total operating budget by 30 June.	96,39%	95%	Administration and Institutional Capacity	105.02% of operational budget spent	Over expenditure due to non-cash items like loss on fair value adjustment of investment property, impairment of assets and impairment loss of receivables.	95%	105.02%
TL42	Good Governance and Public Participation	Developing a capable and Development State	3 year Risk Based Audit Plan and annual operational plan submitted to Audit Committee and Accounting Officer for approval by 30 June.	1	1	Administration and Institutional Capacity	3 year Risk Based Audit Plan and annual operational plan was submitted to Audit Committee and Accounting Officer for approval		1	1
TL43	Good Governance and Public Participation	Developing a capable and Development State	Submit Risk Management Plan to Council by 30 June.	1	1	Administration and Institutional Capacity	Risk Management Plan submitted to Council		1	1
TL44	Good Governance and Public Participation	Developing a capable and Development State	Report to Council on the progress with the implementation of the Audit Recovery Plan	2	2	Administration and Institutional Capacity	Progress Reports submitted to Council.		2	3

Budget and Treasury Services

Ref	National KPA	NDP Objective	KPI Name	Past Year Performance	Baseline	Development Priority			Overall Performance	
							Performance Comment	Corrective Measures	Target	Actual
TL1	Basic Service Delivery	Economy and Development	Provide free basic electricity to indigent households as at 30 June [(Number of registered indigents receiving the service/ total number of indigents)x100]	95.12%	95%	Administration and Institutional Capacity	97.34% Indigent households received the service		95%	97.34%
TL2	Municipal Financial Viability and Management	Developing a capable and Development State	Financial viability measured in terms of the debt coverage as at 30 June ((Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)X100)	9%	45%	Administration and Institutional Capacity			45%	6%
TL3	Municipal Financial Viability and Management	Developing a capable and Development State	Financial viability measured in terms of the outstanding service debtors as at 30 June. ((Total outstanding service debtors/ revenue received for services)X100)	45%	20%	Administration and Institutional Capacity	Consumers experienced difficulty in honouring their municipal debt due to the current economic conditions.	Stricker measures are in place for debt collection and policies was adjusted.	20%	49.49%
TL4	Municipal Financial Viability and Management	Developing a capable and Development State	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	1	1	Administration and Institutional Capacity			1	1
TL5	Good Governance and Public Participation	Developing a capable and Development State	Compile and submit the annual financial statements to the Auditor-General (AGSA) by 31 August.	1	1	Administration and Institutional Capacity	AFS submitted - 31 August		1	1
TL6	Basic Service Delivery	Economy and Development	Provide free basic refuse removal to indigent households as at 30 June. [(Number of registered indigents receiving the service/ total number of indigents)x100]	98.79%	95%	Administration and Institutional Capacity	99.59% of Indigent households received the service		95%	99.59%
TL7	Basic Service Delivery	Economy and Development	Provide free basic sanitation to indigent households as at 30 June. [(Number of registered indigents receiving the service/ total number of indigents)x100]	96.96%	95%	Administration and Institutional Capacity	96.98% of Indigent households received the service		95%	96.98%
TL8	Basic Service Delivery	Economy and Development	Provide free basic water to indigent households as at 30 June. [(Number of registered indigents receiving the service/ total number of indigents)x100]	96.96%	95%	Administration and Institutional Capacity	96.98% of Indigent households received the service		95%	96.98%

Corporate Services

Ref	National KPA	NDP Objective	KPI Name	Past Year Performance	Baseline	Development Priority			Overall Performance	
							Performance Comment	Corrective Measures	Target	Actual

TL34	Municipal Transformation and Institutional Development	Developing a capable and Development State	The number of people from the employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan by 30 June.	66,66%	80%	Administration and Institutional Capacity	61.11% of people employed in terms of EE in the three highest levels. Due to financial constraints the Management vacant posts could not be filled. Positions have been advertised but the recruitment process are not completed as yet.	Senior Management posts on the Organogram should be budgeted for in order to comply with the municipality's approved EE plan.	80%	61.11%
TL35	Municipal Transformation and Institutional Development	Improving education, training and innovation	Percentage of municipality's training budget actually spent on implementing its workplace skills plan measured as at 30 June.	73,57%	90%	Administration and Institutional Capacity	Due to financial constraints / cash flow the main focus was on Legislative Occupational Health & Safety Training programmes. Formal quotations were advertised due to service providers on the panel of accredited service providers (TN006/2023) not being accredited for all training programmes.	Proper planning for training to be conducted to ensure timeous appointment of accredited service providers to implement training programmes on the WSP as per the accredited programmes of TN006/2023.	90%	87.61%
TL36	Good Governance and Public Participation	Developing a capable and Development State	Limit the vacancy rate to less than 20% quarterly	27,44%	20%	Administration and Institutional Capacity	There are lot of vacancies on the Organogram due to financial constraints. Vacancies that occur due to resignations, deaths or retirements (they are budgeted for in that financial year) should be advertised within the prescribed time as to ensure not to increase the vacancy rate.	An analysis should be made of posts on the Organogram to make sure if there is a need. Vacant posts should be budgeted for and filled in order to decrease the vacancy rate.	20%	30.52%

Community Services

Ref	National KPA	NDP Objective	KPI Name	Past Year Performance	Baseline	Development Priority			Overall Performance	
							Performance Comment	Corrective Measures	Target	Actual
TL28	Basic Service Delivery	Healthcare for all	100% Rendering of refuse removal services as per service delivery programme per quarter	100%	100%	Sanitation, Waste Management and Waste Removal	100% of programme executed		100%	100%
TL29	Basic Service Delivery	Healthcare for all	100% Rendering of refuse removal services as per service delivery programme per quarter (Satelite area)	93,21%	100%	Sanitation, Waste Management and Waste Removal	The contract of the Service provider expired during Q1 and therefor the programme could not be xecuted as planned and there was also a shortage of vehicles within the department.	SCM processess should be planned in advance to ensure contractors are appointed in a timely manner to render the service. Management must put measures in place to ensure that all planned areas are executed.	100%	95.64%
TL30	Basic Service Delivery	Economy and Development	Spend 95% of the budget allocated for the Dicky Jacobs Stadium by 30 June.	58,26%	95%	Community Development and Facilities	Planned Activities were completed – lights installed. The target is set for the new financial year for further development as this savings will not be sufficient for further activities.	To allocate additional funding for the 2025/2026 financial year for further development activities. Prioritize the next phase of development based on critical needs and available resources to ensure continued progress of the stadium.	95%	94.96%
TL31	Basic Service Delivery	Economy and Development	Spend 95% of the budget allocated for the Upgrading of Robert Gunda Stadium by 30 June.	New Capital project for 2024/2025	New Capital project for 2024/2025	Community Development and Facilities	Significant challenges were face at the Robert Gunda Stadium due to vandalism, which necessitated the suspension of upgrade activities in order to prioritise the enhancement of security measures.	By implement comprehensive security measures at the stadium, includes physical security presence, and improved access control. Engage local law enforcement and community stakeholders to support ongoing security efforts. To ensure the facility remains protected and development can proceed without further interruption.	95%	0%
TL32	Basic Service Delivery	Economy and Development	Spend 95% of the budget allocated for the Fencing of SC Kearns Stadium by 30 June.	New Capital project for 2024/2025	New Capital project for 2024/2025	Community Development and Facilities	Tender was cancelled in December and re-advertised. Contractor was appointed in March 2025.	SCM procedures - Tender to be placed on E-tender portal timeously to ensure the appointment of a Contractor on time for target to be achieved.	95%	0%
TL33	Basic Service Delivery	Economy and Development	Spend 95% of the budget allocated for the Fencing of Upington Swimming pool by 30 June.	New Capital project for 2024/2025	New Capital project for 2024/2025	Community Development and Facilities	Tender was cancelled in December and re-advertised. Contractor was appointed in March 2025. The project was completed in June 2025, but final payment was only made in July because of errors that still had to be corrected.	Supply chain management procedures - Tender to be placed on E-tender portal timeously to ensure the appointment of a Contractor on time for target to be achieved.	95%	82.89%
TL59	Basic Service Delivery	Economy and Development	Spend 95% of the budget allocated for the Security Cameras by 30 June.	74,29%	95%	Administration and Institutional Capacity	Security Cameras were budgeted as capital assets. After scrutinization of the SLA it was catogorised as operational expenditure.	Security Cameras will now be budgeted under Operational Budget and not capital budget from 2025/2026 financial year.	95%	0%

Electro Mechanical Services

Ref	National KPA	NDP Objective	KPI Name	Past Year Performance	Baseline	Development Priority			Overall Performance	
							Performance Comment	Corrective Measures	Target	Actual
TL37	Municipal Financial Viability and Management	Economy and Development	Limit unaccounted for electricity to less than 11% by 30 June. ((Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) × 100)	8,10%	11%	Energy and Electricity	Electricity losses amounts to 5.33%		11%	5.33%
TL38	Local Economic Development	Economy and Development	The number of full time equivalent jobs (FTEs) created through municipality's capital projects	5,25	8	Economic Growth and Job Creation	Due to the size and scope of the project, we were unable to meet the target of appointing additional labourers to reach the requirement	More projects should be budgeted for to ensure that FTE's are created through implementation of projects.	8	3.28
TL54	Basic Service Delivery	Economy and Development	Spend 95% of the allocated budget for the Automization of Substation by 30 June.	94,33%	95%	Energy and Electricity	100.01% of allocated budget spent		95%	100.01%
TL61	Basic Service Delivery	Economy and Development	Spend 95% of the allocated budget for the Electrification of Houses -120 Houses - Paballelo - Couples Valley by 30 June	New Capital project for 2024/2025	New Capital project for 2024/2025	Energy and Electricity	100.33% of allocated budget spent		95%	100.33%
TL65	Basic Service Delivery	Economy and Development	Spend 95% of the allocated budget for the Installation of Smart Electricity Meters by 30 June	New Capital project for 2024/2025	New Capital project for 2024/2025	Energy and Electricity	Smart Electricity meters were budgeted as capital assets. However, due to changes to the SLA, the assets is now deemed as a finance lease and subsequently the assets will only be capitalised after it is repaid. Therefore, expenditure will now be operational and not capital.	Smart Meters will now be budgeted under Operational Budget and not capital budget from 2025/2026 financial year.	95%	0%

Civil Engineering

Ref	National KPA	NDP Objective	KPI Name	Past Year Performance	Baseline	Development Priority	Performance Comment	Corrective Measures	Overall Performance	
									Target	Actual
TL9	Basic Service Delivery	Developing a capable and Development State	Percentage of households with access to sanitation services at the RDP standard as determined by the household survey at 30 June.	80%	75%	Sewerage	75.15% of households have access to functional sanitation services		75%	75.15%
TL10	Basic Service Delivery	Healthcare for all	80% of quarterly effluent samples meet the minimum Green Drop biological standards during the 2024/2025 financial year	54,93%	80%	Sanitation, Waste Management and Waste Removal	The plant of Kameelmond is in access of forty years and is operating at its full design capacity. There is numerous equipment failures which has a direct effect on the respective unit process thus the target was not reached. Out of 169 samples 3 failed for the 3 plants. 166 failures on KWWTW which is currently in upgrade phase through RBIG. Note that KWWTW has a Special Licence Conditions issued by DWS which requires Microbiological Quality to be <1 thus any value above one is noted as a failure. The plant is operating at full capacity however quality ranges between 1-50 counts for Ecoli/Feacal Coliforms.	Weekly sampling. Checklist of all equipment. Wastewater risk abatement plans and incident protocols. Process controller intervention. The Plant is in process of being upgraded. Currently in contract evaluation phase.	80%	46.99%
TL11	Basic Service Delivery	Transforming human settlements	Percentage of households with access to water services at the RDP standard as determined by the household survey at 30 June.	97%	80%	Water Resources and Services	96.53% of households have access to functional water services		80%	96.53%
TL12	Basic Service Delivery	Transforming human settlements	Limit the water distribution losses (loss of potential revenue from water service through kilolitres of water purchased but not sold as a result of losses incurred through theft (illegal connections), non- or incorrect metering or wastage as a result of deteriorating water infrastructure) to less than 40% by 30 June.	50,4%	40%	Water Resources and Services	The No Drop calculation sheet indicates that our water losses are 43.4% for the 4th Quarter. The targeted 40% water losses amounts to 7,545,948 kl/annum, while the 43.4% water losses amounts to 8,205,071 kl/annum. That is still a huge improvement on the 2023/2024 Water balance which was 50.4%. The improvement was made possible by the implementation of the Water Conservation and Demand Management Plan (WCDMP) to combat water losses within the Municipality. Through all the efforts and installation of water meters, the target of 40% was not reached by June 2025."	Water losses can only be improved through the continuous implementation of the Water Conservation and Demand Management Plan (WCDMP) and installation of new water meters in areas where flat rates are being implemented. By focussing on the Apparent Losses (meter inaccuracies and illegal connection) and real losses (physical leaks by reducing the speed and quality of pipe repairs), the water losses can be lowered to below 40% in 2025/26 FY.	40%	43.4%
TL13	Basic Service Delivery	Transforming human settlements	95% of the quarterly water samples meet the minimum Blue Drop biological standards in terms of SANS 241 during the 2024/2025 financial year	93,41%	95%	Water Resources and Services	95.75% of Water samples meet the minimum Blue Drop biological standards i.t.o SANS 241		95%	95.75%
TL14	Local Economic Development	Economy and Development	The number of full time equivelant jobs (FTEs) created through municipality's capital projects	30,47	15	Economic Growth and Job Creation	31.81 FTE's created for financial year		15	31.81
TL15	Basic Service Delivery	Healthcare for all	Execute 95% of vacuum tank services requests per quarter	100%	95%	Sanitation, Waste Management and Waste Removal	100% of programme executed		95%	100%
TL16	Basic Service Delivery	Healthcare for all	Render vacuum tank services as per service delivery programme - (Satelite area)	96,86%	100%	Sanitation, Waste Management and Waste Removal	100% of programme executed		100%	100%
TL17	Basic Service Delivery	Economy and Development	Clean 100% OF (UDS/VIP) Toilets as per programme by 30 June.	100%	100%	Sanitation, Waste Management and Waste Removal	100% of programme executed		100%	100%
TL18	Basic Service Delivery	Transforming human settlements	Provide mobile water according to programme	100%	95%	Water Resources and Services	100% of programme executed		95%	100%
TL19	Basic Service Delivery	Healthcare for all	Render Bucket removal sanitation services as per service delivery programme per quarter	85,93%	100%	Sanitation, Waste Management and Waste Removal	100% of programme executed		100%	100%
TL20	Basic Service Delivery	Economy and Development	Execute the approved stormwater maintenance plan 100% by 30 June.	100%	100%	Roads, Transport and Stormwater Drainage	100% of stormwater maintenance plan executed		100%	100%
TL21	Basic Service Delivery	Economy and Development	Execute the approved roads maintenance plan by 30 June.	100%	100%	Roads, Transport and Stormwater Drainage	100% of roads maintenance plan executed		100%	100%
TL22	Basic Service Delivery	Economy and Development	Spend 95% of budget for the Road Rehabilitation and Road Widening by 30 June.	New Capital project for 2024/2025	New Capital project for 2024/2025	Roads, Transport and Stormwater Drainage	The project was advertised; however, the initial tender process was unsuccessful and subsequently revised to facilitate re-advertisement	The delay in expenditure was due to the re-advertisement of the tender. To prevent similar delays in future projects, timely and efficient procurement processes should be ensured.	95%	11.52%
TL23	Basic Service Delivery	Economy and Development		New Capital project for 2024/2025	New Capital project for 2024/2025	Water Resources and Services	100% of allocated budget spent		95%	100%
TL25	Basic Service Delivery	Economy and Development	Spend 95% of budget for the Refurbishment of Louisvale WTW by 30 June.	New Capital project for 2024/2025	New Capital project for 2024/2025	Water Resources and Services	The original allocation for the WSIG for 2024/25 FY were R11 233 000.00 (VAT Incl.) National Treasury withheld R2,000,000.00 of the allocation, because the Municipality did not reach its expenditure 40% at the end of March 2025. That meant that the Municipality had to further downscale the project, which meant that the MCC's was removed from the scope of the project. The scope of the project now only covers the Refurbishment of Karos and Louisvale WTW plants.	The unit needs to prioritize that the tenders be compiled earlier in the FY so that expenditure deadlines of the funders are reached timeously. Appointment of contractors must be done in August/September to reach this objective.	95%	74.78%

TL26	Basic Service Delivery	Economy and Development	Spend 95% of the budget allocated for the Rehabilitation Kameelmond WWTW by 30 June.	81.87%	95%	Sewerage	Initial funding was allocated for the procurement phase, during which designs and procurement documents were completed. The tender closed on 18 July 2025, and additional funding has since been allocated to support the next phase of implementation.	Ensure timely utilisation of the newly allocated funding to proceed with the implementation phase. Expedite the evaluation and awarding of the tender to avoid further delays and maintain project momentum. Regular monitoring and coordination will be conducted to ensure adherence to timelines and budget.	95%	75.65%
TL27	Basic Service Delivery	Economy and Development	Spend 95% of the allocated budget for the Safeguarding of Paballelo Bridge by 30 June.	New Capital project for 2024/2025	New Capital project for 2024/2025	Roads, Transport and Stormwater Drainage	The project was planned for the financial year however the bid was cancelled during evaluation and had to re-advertised thus delay in appointment and expenditure. Project has been rolled over to the new financial year and contractor was appointed in July 2025.	Accelerate the re-advertisement and evaluation process to ensure timely appointment of a service provider. Strengthen procurement planning and oversight to prevent future bid cancellations. The project will be prioritised in the new financial year to ensure implementation and expenditure within the revised timelines	95%	0%
TL62	Basic Service Delivery	Economy and Development	Spend 95% of budget allocated for the Refurbishment of Filters and Clean Water MCC at AHS	New Capital project for 2024/2025	New Capital project for 2024/2025	Water Resources and Services	The original allocation for the WSIG for 2024/25 FY were R11 233 000.00 (VAT Incl.) National Treasury withheld R2,000,000.00 of the allocation, because the Municipality did not reach its expenditure 40% at the end of March 2025. That meant that the Municipality had to further downscale the project, which meant that the MCC's was removed from the scope of the project. The scope of the project now only covers the Refurbishment of Karos and Louisvale WTW plants.	The unit needs to prioritize that the tenders be compiled earlier in the FY so that expenditure deadlines of the funders are reached timeously. Appointment of contractors must be done in August/September to reach this objective.	95%	0%
TL63	Basic Service Delivery	Economy and Development	Spend 95% of the allocated budget for the Installation of Smart Water Meters by 30 June	New Capital project for 2024/2025	New Capital project for 2024/2025	Water Resources and Services	Smart Water Meters were budgeted as capital assets. However, due to changes to the SLA, the assets is now deemed as a finance lease and subsequently the assets will only be capitalised after it is repaid. Therefore, expenditure will now be operational and not capital	Smart Meters will now be budgeted under Operational Budget and not capital budget from 2025/2026 financial year.	95%	0%
TL64	Basic Service Delivery	Economy and Development	Spend 95% of budget allocated for the Disa Park Raw Water Network	New Capital project for 2024/2025	New Capital project for 2024/2025	Water Resources and Services	Connection was not made due to breakages on the line that required attention prior to extending the line to Disa Park	The breakages on the line should be assessed and necessary measures should be implemented to prepare the infrastructure for safe and effective extention to Disa Park.	95%	0%

Planning and Development

Ref	National KPA	NDP Objective	KPI Name	Past Year Performance	Baseline	Development Priority			Overall Performance	
							Performance Comment	Corrective Measures	Target	Actual
TL45	Local Economic Development	Economy and Development	The number of full time equivalent jobs (FTEs) created through municipality's capital projects	18,44	10	Economic Growth and Job Creation	18.08 FTE's created		10	18.08
TL46	Municipal Transformation and Institutional Development	Developing a capable and Development State	Quarterly reporting to COGHSTA and department of rural development of all land use planning applications in terms of SPLUMA.	4	4	Spatial Development, Town Planning and Land Use Management	Quarterly reporting to COGHSTA and department of rural development of all land use planning applications in terms of SPLUMA		4	4
TL60	Municipal Transformation and Institutional Development	Developing a capable and Development State	**Submit monthly report to the HAC and Council on housing activities**	New Key Performance Indicator	6	Human Settlements and Housing	Monthly reports submitted to HAC and Council		6	6
TL48	Basic Service Delivery	Economy and Development	**Spend 95% of the allocated budget for the Kalksloot Internal Streets by 30 June.**	100%	95%	Roads, Transport and Stormwater Drainage	99.85% of allocated budget spent		95%	99.85%
TL49	Basic Service Delivery	Economy and Development	**Spend 95% of the allocated budget for the Paving of Paballelo Internal Streets by 30 June.**	**New Capital project for 2024/2025**	**New Capital project for 2024/2025**	Roads, Transport and Stormwater Drainage	Due to an unforeseen delay in the appointment of the contractor, the planned construction start date for June was not met. This resulted in a shortfall in the projected project expenses. Therefore, only professional fees could be claimed.	Starting the SCM process earlier to provide a larger buffer for potential delays. Strict adherence to the Procurement Plan's scheduled dates. This will enable all committees, including the evaluation committee, to better allocate resources and plan their workflow, ensuring a more efficient and timely procurement cycle.	95%	41.28%
TL50	Basic Service Delivery	Economy and Development	**Spend 95% of the allocated budget for the Rehabilitaion of Road Infrastructure for various areas (RAMS) by 30 June.**	100%	95%	**Roads, Transport and Stormwater Drainage**	99.99% of allocated budget spent		95%	99.99%