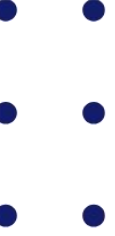




# LAINGSBURG MUNICIPALITY



# ANNUAL REPORT

2024/25



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## CHAPTER 1

### Component A: Executive Mayor's Foreword

It is with honour that I present the Laingsburg Municipality Annual Report for the 2024/25 financial year. This report has been compiled in accordance with the legislative provisions of the Municipal Systems Act (No. 32 of 2000) and the Municipal Finance Management Act (No. 56 of 2003), read together with their respective regulations. These laws oblige municipalities to promote Transparency, Accountability, and Good Governance through the monitoring and reporting of performance against planned objectives.

The report provides a clear and honest reflection on the progress made during the past year in implementing our Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP). It also outlines the actions taken to address issues identified in previous audit findings and annual reports. Our continued effort to strengthen internal systems and align strategic and operational planning is gradually resulting in improved performance monitoring, more efficient resource management, and better service delivery outcomes for our community.

Laingsburg Municipality continues to advance steadily toward achieving its strategic objectives — promoting good governance, improving access to basic services, stimulating local economic development, protecting municipal assets, and improving residents' quality of life. Tangible improvements were observed in areas such as water and sanitation infrastructure, waste management, local economic development, and staff capacity building.

During the 2024/25 year, tangible improvements were achieved in multiple service delivery areas — including:

- Completion of phase 1 new Bergsig Sport Field
- New stormwater infrastructure in Matjiesfontein
- Drilling and equipping of boreholes in Soutkloof

Increased number of households with access to basic services, including initiatives to support indigent households, Water and Sanitation Services, Waste Management, Infrastructure Maintenance, Public Safety, and Local Economic Development. These achievements demonstrate the Municipality's ongoing commitment to meeting its constitutional objectives and contributing to an improved quality of life for all residents of Laingsburg.

While we acknowledge ongoing challenges such as funding constraints, capacity limitations, and infrastructure backlogs, the Municipality remains confident in overcoming these obstacles. This will be achieved through collaboration and partnerships with the District Municipality, Provincial and National Government Departments, the Private Sector, and our Local Communities.

Looking ahead, emphasis will be placed on implementing the strategic programmes and priority projects identified through our IDP — including infrastructure renewal, job creation through LED and EPWP initiatives, financial sustainability measures, and community empowerment programmes. These interventions are key to achieving our vision of a desirable place to live, invest and visit, where all people enjoy a sustainable quality of life



On behalf of the Council, I wish to express my appreciation to our management team, employees, community structures, and partners for their dedication and support throughout the year. Through shared responsibility, sound governance, and transparent leadership, we will continue to build a stronger, more resilient Laingsburg.

**Councillor Alleta Theron**

**Executive Mayor of Laingsburg**



## Component B: Executive Summary

### 1.1 Municipal Manager's Overview

The Laingsburg Municipality prepared its Annual Report for the year under review in line with section 121 of the Local Government Municipal Finance Management Act (MFMA), Act 56 of 2003, read together with circulars, templates and guidelines and the Municipal Systems Act (32 of 2000).

The 2024/25 Annual Report is submitted and tabled before council in terms of Section 127 of the MFMA. The report provides an overview of the performance and progress made by the Municipality in fulfilling its strategic objectives and priorities, as aligned with the Integrated Development Plan (IDP), the budget, and Provincial and National strategic directives. Also highlighting all the programmes and projects that were embarked on during this period to enhance service delivery.



The 2024/25 financial year was a critical period of stabilisation and institutional reflection for Laingsburg Municipality. While the Auditor-General of South Africa (AGSA) issued an Adverse audit opinion, the audit outcome indicates that the municipality has accurately diagnosed its weaknesses and is decisively transitioning towards an improved Audit Opinion. The efforts of both our Political Leaders and the administration during the 2024/25 financial year audit mark a turning point, characterised by stronger leadership accountability, clearer governance arrangements, and a renewed commitment to financial discipline and performance integrity. This executive summary outlines the key achievements realised during 2024/25 and the targeted improvements to be implemented in the 2025/26 financial year. Legacy challenges, capacity constraints and weak internal controls characterised the 2024/25 financial year. However, it also marked a turning point in the Municipality's governance posture.

Key reflections include:

- A clearer understanding of the **root causes** underlying audit findings, including weak review processes, inadequate record keeping, insufficient skills capacity and ineffective consequence management.
- Recognition that prior audit action plans lacked ownership, measurable milestones and accountability.
- A renewed focus on strengthening governance structures, improving oversight, and restoring discipline in financial and performance reporting.

Despite the adverse outcome, the Municipality achieved meaningful progress in laying the foundation for recovery. The Municipality has taken decisive steps to stabilise its governance environment and to address the root causes of audit findings. As Accounting Officer, I am confident that the 2025/26 Financial year planning, implementation, reporting, monitoring, reviewing and auditing processes supported by Council and oversight structures, will result in:

- Reduced repeat audit findings,
- Closure of the Material Irregularity,
- Improved credibility of financial and performance information, and
- A measurably improved audit outcome in 2025/26.

The Municipality remains committed to transparent governance, sound financial management and improved service delivery to the community of Laingsburg. We extended our deepest gratitude to all the Political leaders for their cooperation and oversight role in the work done. The Administration's unwavering commitment to serving the community's interests is responsible for the council's accomplishments of the year.

Our existence as a Municipality depends on the community, and I would like to take this opportunity to express our sincere and profound appreciation for the constructive criticism from our community, which serves as a stepping stone to realise our objectives. The municipality's commitment to fiscal responsibility, community engagement and sustainable development has laid a strong foundation for the future. We remain dedicated to overcoming challenges, embracing opportunities and serving our community with diligence and transparency.

**J Booyesen**

**Municipal Manager**



## 1.2 Municipal Overview

This report addresses the performance of the Laingsburg Municipality in the Western Cape with respect to its core legislative obligations. Local government must create a participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the Council of the Municipality provides regular and predictable reporting on programme performance and the general situation in their locality.

The 2024/25 Annual Report reflects on the performance of the Laingsburg Municipality for the period 1 July 2024 to 30 June 2025. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial year.

### 1.2.1 Vision and Mission

## Vision

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*“A destination of choice where people come first”*

## Mission

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To function as a community focused and sustainable Municipality by:

- Rendering effective basic services
- Promoting local economic development
- Consulting communities in the processes of Council
- Creating a safe social environment where people can thrive

## 1.3 Municipal Functions, Population and Environmental Overview

### 1.3.1 Population

The Municipality is estimated to have a population of **11 802 in the 2024/25 financial year compared to 11 582 in the 2023/24 financial year**. This shows an **1.9% increase** in 2024/25.

#### a) Total Population

The table below indicates the total population within the municipal area:

Year	Number of Households	Total Population	African	Coloured	Indian	White	Other
2020/21	2 862	9 981	676	8 020	8	1 235	42
2021/22	2 862	10 160	692	8 172	5	1 249	42
2022/23	3 314	11 366	713	8 965	5	1 628	55
2023/24	3 314	11 582	715	9135	4	1677	51

Year	Number of Households	Total Population	African	Coloured	Indian	White	Other
2024/25	3 314	11 802	705	9 337	8	1 709	43

Source: Stats SA Census, 2022 and Future Projections

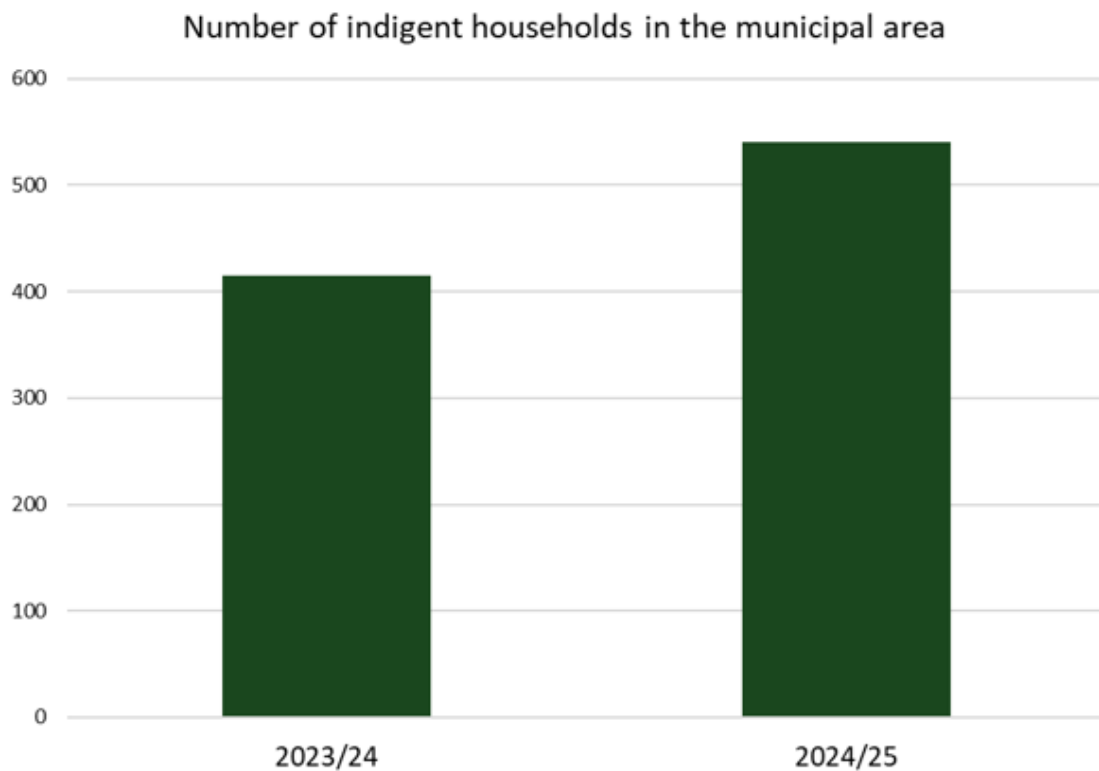
Table 1: Demographic Information of the Municipal Area – Total Population

### 1.3.2 Households

Households	2020/21	2021/22	2022/23	2023/24	2024/25
Number of households in the municipal area	2 862	2 862	3 314	3 314	3 314
Number of indigent households in the municipal area	653	546	572	415	541

Table 2: Total Number of Households

The graph below shows that the total number of indigent households increased from 415 households in the 2023/24 financial year to 541 households in the 2024/25 financial year:



### 1.3.3 Socio Economic Status

Financial Year	Housing Backlog	Unemployment Rate	Households with no Income	HIV/AIDS Prevalence 2010	Urban/rural household split
2022/23	914	20.2%	123 HH	1%	91%/9%
2023/24	944	20.3%	123 HH	1%	91%/9%
2024/25	950	20.5%	143 HH	1%	91%/9%

Table 3: Socio-Economic Status



### 1.3.4 Demographic Information

#### a) Municipal Geographical Information

Laingsburg Local Municipality (LLM) is in the Central Karoo region of the Western Cape. It is the smallest Municipality in South Africa with a total population estimate of 11 802 with 3 314 households. The Municipality’s main socio-economic challenges include the inability to attract investors to the town, high unemployment, and declining school enrolment. Agriculture has historically been the dominant sector in the region, but as finance, insurance, real estate, and business services have grown strongly, they are linked to various sectors within the Laingsburg Municipality environment, including wholesale and retail trade, catering, and accommodation.

The Municipality covers an area of approximately 8 800 square kilometres, and the town of Laingsburg, 276 km from Cape Town, is the main centre, straddling the N1 National Road.

Historically, a village was established along the banks of the Buffels River in 1880, first called Buffalo, then Nassau, and finally Laingsburg. Thirty years ago, on Sunday 25th of January 1981, a devastating flood that laid Laingsburg waste, secured for this Karoo town a permanent place on the map and in the history of South Africa. Within a few hours, the whole town was underwater (the water reached heights four times those of any previous flood over the previous two centuries). 104 Inhabitants lost their lives and 184 houses were destroyed.

#### b) Wards

The Municipality is structured into the following 4 wards:

Ward	Areas
1	Bergsig (Laingsburg)
2	Matjiesfontein and surrounding farms
3	Acacia Park, Central Town (Laingsburg) and New Town
4	Göldnerville (Laingsburg)

Table 4: Municipal Wards

Below is a map that indicates the municipal area in the Central Karoo District area:

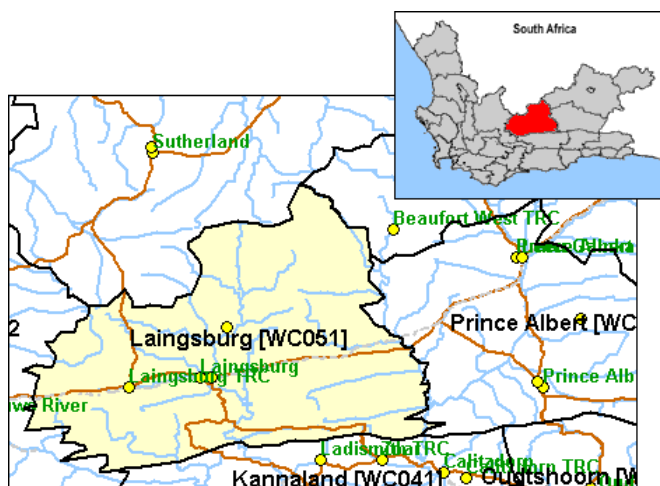


Figure 1.: Laingsburg Area Map

## Laingsburg

This friendly, modern Karoo village, only 280 km from Cape Town, was almost destroyed by a devastating flood only a century after its founding. The town lies in a geologically fascinating area, steeped in history and tradition. It's a worthwhile and hospitable stop on the busy N1 highway through the Great Karoo.

The warm welcome that awaits tourists in Laingsburg dates to the mid-1700s. In those years, farmers along the banks of the Buffels River offered hospitality to adventurers brave enough to cross the mountains and venture out onto the arid plains of the Great Karoo. In exchange for news of Cape Town and the civilised world, as well as gossip garnered from other farms along the way, these isolated farmers of the interior offered accommodation, sustenance and fodder.

Many early officials and explorers, such as Barrow, Lichtenstein, De Mist and Swellengrebel, wrote of the people they met in what was later to become the district of Laingsburg. They described the Karoo as "awesome, hot, dry, and dusty. An inhospitable land peppered with friendly outspans veritable jewels in the desert."

At tiny homesteads dotted about on the vast plains, travellers found fresh, drinking water, safe outspans, "a true welcome, homely hospitality and a nourishing meal." Many wrote that "such comforts were offered by God-fearing but brusque men, their shy women and hordes of children."

## Matjiesfontein

In 1884, young immigrant Scot James Logan purchased land at "a place called Matjiesfontein", an insignificant railway halt in the depths of the Karoo. The Cape Government Railways had, by then, reached the Kimberley diamond fields, and - following Cecil Rhodes' vision of the "road to the North", his dream of a Cape to Cairo line - was extending into the Zambezi hinterland. Logan, whose meteoric rise was based on an energetic and meticulous efficiency, had been awarded the government catering contract at Touws River, which lies within the vast spaces of the Karoo.

In those days, dining cars were unheard of, and - aware that travellers needed sustenance on those interminable journeys to the interior - Logan saw the potential of this remote Matjiesfontein halt. He had already found the Karoo air beneficial for his weak chest; and, entranced by the lunar majesty of the landscape, resigned his post and set about creating a village, seemingly in the depths of nowhere, which would make his fortune and become for many what John Buchan (remember "Prester John" and "The 39 Steps"?) would have recognised as a "Temenos" - a special place of the spirit.

Logan purchased the farm Matjiesfontein and, with his thoroughly commercial instincts, three others which possessed plentiful water. He created what an enthusiast describes as an "Oasis"; planted trees (inevitably including the ubiquitous pepper) and a garden; built his own still-surviving residence, Tweedside Lodge; and established the famous Hotel Milner, which was conveniently completed in 1899, and shortly thereafter served as the Headquarters of the Cape Western Command.

By early 1899, Matjiesfontein had become a fashionable watering place, attracting those who could afford to seek relief for chest complaints in the clear, bright air, entertaining distinguished visitors, some of whom were more parasite than patron. Lord Randolph Churchill is still remembered for "borrowing" a hunting dog which he never returned.

Olive Schreiner lived in her own cottage here for five years and published the book "Story of an African Farm", which brought her instant fame and an income to last her a lifetime. Olive later became one of the first voices of feminism in South Africa. Today her small three-roomed cottage is a landmark in the village; Logan, a cricket fanatic, entertained most of the famous early teams



visiting the Colony. Rudyard Kipling, on his first call at the Cape, made a special journey inland specifically to visit her. During the Boer War, Matjesfontein supported a base hospital, and Logan offered five of his villas as convalescent homes for soldiers.

Virtually all the British Army commanders - Lord Roberts, Douglas Haig, after his post as Commander-in-Chief of the BEF in France, and Edmund Ironside (Chief of the Imperial General Staff, 1940) - stayed or were entertained in the Village. Edgar Wallace - ex-trooper, war correspondent, thriller writer - sent his superb "Unofficial Despatches" from there.

All celebrated in their time, and even now, some are still remembered.

### Vleiland

There is a delightful short drive quite close to Laingsburg which offers some unbeatable mountain scenery. Follow the road past the railway bridge and drive to the small settlements of Vleiland and Rouxpos. Turn left and drive through the tiny, seemingly forgotten little village of Vleiland. It consists of little more than a post office and library which seem trapped in time. The road curves through this scenic historic spot and rejoins the main road. A little further along is a turnoff to the right that takes the tourist through the awe-inspiring scenery of the Rouxpos settlement area, with tiny historic thatched farms. Again, the road curves along and meets the main road back to Laingsburg. This drive is truly a worthwhile experience.

If the tourist continues along the road from Vleiland he or she will reach the entrance to Seweweeks Poort. On the left, the road goes down the Bosluiskloof Pass, which is in excellent condition and is a fine example of early roads in the Karoo. Breath-taking scenery causes one to climb out of the car to take it all in. Photographers will capture seemingly endless vistas of undulating valleys. Nature lovers will notice a variety of wildlife, including antelope and baboons, and birds such as Brown-hooded Kingfishers, which keep the dry areas of the thorn bush, and Rock Kestrels. This road ends at the Gamka Dam which is worth a visit.

If the traveller continues straight on with the gravel road into Seweweeks Poort he or she will be rewarded with 15 km of awe-inspiring mountain views. The level road winds on with high mountains towering over it, their slopes covered with indigenous trees and plants. Rock rabbits, dassies, and other small game scurry across the road that crosses the Seweweeks Poort stream many times. In winter the mountain peaks may be covered with snow. Where the traveller meets the asphalt road at the tiny village of Amalienstein, he or she may turn right towards Ladismith and Montague or left to the Huis River Pass into Calitzdorp and on to Oudtshoorn.

### c) Key Economic Activities

The Municipality is dependent upon the following economic activities according to the Western Cape Government Socio-economic Profile:

Key Economic Activities	Description
Services Sector (Community)	Community services, consisting mainly of government departments, made up 17.9% of Laingsburg economic sector
Construction	Although the construction industry only makes up 5.6% of the economic activities of Laingsburg, this sector is growing again
Finance	The finance sector consists mainly of private-sector businesses and services and is the biggest contributor to the GDP in Laingsburg. The sector makes up around 4.4% of the economic sector of Laingsburg



Key Economic Activities	Description
Wholesale and Retail	This sector contributes approximately 12% of the regional GDP. This sector includes catering and accommodation and has shown positive growth. The N1 national road running through the town is the main contributor to this growth
Agriculture	Agriculture is one of the main sectors providing employment opportunities in the Laingsburg region. Processing is seen as a major opportunity for employment creation, as raw materials are currently exported to neighbouring regions, such as the Cape Winelands Districts in the Western Cape and Port Elizabeth in the Eastern Cape. Agriculture is also one of the leading economic contributors, accounting for around 27.2% of economic activity in the area
Transport	This sector accounts for 10.8% of the regional GDP. This is attributed to traffic on the N1 between Cape Town and Johannesburg. There is, however, concern that only a small portion of the population benefits from the business driven by traffic on the N1. This is directly related to all the current economic opportunities being concentrated on the N1. This is perceived to limit economic development in other sections of the town and thus promote skewed development
General Government	This sector accounts for 12.5% of Laingsburg's economic activity
Electricity, gas and water	This sector contributes 9.3% to Laingsburg's economic activity

Table 5: Key Economic Activities

## 1.4 Service Delivery Overview

### 1.4.1 Basic Services Delivery Performance Highlights

Highlights	Description
All water infrastructure was refurbished	The water infrastructure from the raw source to the distribution network over the past 3 years, with the last year being the final project year, was refurbished
All waste water reticulation infrastructure was refurbished	The waste water reticulation system up to the waste water treatment works has been refurbished or upgraded over the past 4 years, and only the treatment works is scheduled for completion in the following two years
Electrical network was stable and had no municipal outages	The entire municipal electrical network remained stable throughout the year, and the municipality did not experience any outages other than Eskom-mandated outages

Table 6: Basic Services Delivery Highlights

### 1.4.2 Basic Services Delivery Challenges

Service Area	Challenge	Actions to address
Waste management	Landfill site depleted	The municipality has applied for additional funding to assist with combating its challenges
Waste management	Illegal dumping by the community	
Water management	Community is wasteful in their water use	

Table 7: Basic Services Delivery Challenges

### 1.4.3 Proportion of Households with Access to Basic Services

Description	2023/24	2024/25
	%	
Electricity service connections	3 312	3 325
Water - available within 200 m of the dwelling	3 312	3 312

Description	2023/24	2024/25
	%	
Sanitation - Households with at least VIP service	93	25
Waste collection - kerbside collection once a week	3 312	3 312

Table 8: Households with Minimum Level of Basic Services

## 1.5 Financial Health Overview

### 1.5.1 National Key Performance Indicators – Municipal Financial Viability and Management (Ratios)

The following table indicates the Municipality's performance in terms of the **National Key Performance Indicators** required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the MSA. These key performance indicators are linked to the **National Key Performance Area, namely Municipal Financial Viability and Management.**

KPA & Indicator	2023/24	2024/25
Financial viability measured in terms of the Municipality's ability to meet its service debt obligations at 30 June 2024 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) x 100]	0%	0.59
Financial viability measured in % in terms of the total amount of outstanding service debtors in comparison with total revenue received for services at 30 June 2024 [(Total outstanding service debtors/annual revenue received for services) x 100]	40.23%	19.32
Financial viability is measured in terms of the available cash to cover fixed operating expenditure at 30 June 2024 ((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))	1.58%	2.68

Table 9: National KPI's for Financial Viability and Management

## 1.6 Organisational Development Overview

### 1.6.1 Municipal Transformation and Organisational Development Highlights

The highlights for municipal transformation and organisational development are as follows:

Description	Actions to address
Human Resources Policies were reviewed and/or new policies adopted	Developing Staff (coaching skills) to overcome challenges in service delivery and Administration
Appointment of new Staff in the Finance Department namely: <ul style="list-style-type: none"> <li>Chief Financial Officer</li> <li>Manager Financial Services</li> <li>Accountant Budget, Assets &amp; Reporting</li> </ul>	Focusing on areas like Performance and Human Resources to build a more capable and responsive institution. To develop HR Strategies for Talent retention and attraction

Table 10: Municipal Transformation and Organisational Development Highlights

## 1.6.2 Municipal Transformation and Organisational Development Challenges

Description	Actions to address
Filling of Posts that are vacant for more than six months	Recruitment and Selection process to be finalised as soon as possible, as prescribed by the New Staff Regulations
Budget constraints make it difficult to send people on training	The budget and planning process needs to be prioritised

*Table 11: Municipal Transformation and Organisational Development Challenges*

## 1.7 Auditor-General Report

### 1.7.1 Audited Outcomes

Year	2020/21	2021/22	2022/23	2023/24	2024/25
Opinion received	Qualified	Adverse	Adverse	Adverse	Adverse

*Table 12: Audit Outcomes*

## 1.8 IDP/Budget Process 2024/25

The table below provides details of the key deadlines for the IDP/Budget process 2024/25:

Activity	Responsible person	Date
IDP Time Schedule	A. Abrahams	22 August 2024
Budget Process Plan	A Groenewald	22 August 2024
Approved Draft 2024/25 IDP	A. Abrahams	28 March 2024
Approved Draft Budget 2024/25	A. Groenewald	28 March 2024
Submission of IDP and Budget to MEC, Provincial and National Treasury	A. Abrahams and A. Groenewald	2 April 2024
21 Days Public Comments on IDP and Budget	A. Abrahams and A. Groenewald	28 March 2024 – 22 April 2024
IDP Roadshow	Mayor A. Kleinbooï	6 – 9 May 2024
Approved Final 2024/25 IDP	A. Abrahams	13 June 2024
Approved Final Budget 2024/25	A. Groenewald	13 June 2024
Submission of Final IDP and Budget to MEC, Provincial and National Treasury	A. Abrahams and A. Groenewald	13 June 2024
Service Delivery and Budget Implementation Plan (SDBIP) 2024/25	Mayor A. Kleinbooï	24 June 2024

*Table 13: IDP/Budget Process*

## Chapter 2

### Component A: Political and Administrative Governance

Good governance has 8 major characteristics. It is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are considered and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

#### 2.1 National Key Performance Indicators - Good Governance and Public Participation

The following table indicates the Municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations 796 of 2001 and Section 43 of the MSA. This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation.

KPA & Indicators	2023/24	2024/25
The percentage of the municipal capital budget actually spent on capital projects by 30 June [(Amount actually spent on capital projects/ Amount budgeted for capital projects) x100]	95%	80%

Table 14: National KPIs - Good Governance and Public Participation Performance

#### 2.2 Performance Highlights - Good Governance and Public Participation

Highlights	Description
Ward Committees and the IDP.	Ward Committees and CDWs assist Municipal Officials in the IDP and Budget by mobilising the community to attend meetings, Roadshows and Imbizo's
Ward Committee Meetings	Ward Operational Plans are developed to monitor the functionality of the committees, and meetings are still well attended by ward committee members
Performance Monitoring of Section 56/57 employees	Ward Committee members form part of the evaluation panel

Table 15: Good Governance and Public Participation Performance Highlights

#### 2.3 Challenges - Good Governance and Public Participation

Description	Actions to address
Ward Councillor Report back meetings	It is difficult to call Community meetings because of poor attendance, door to door campaigns with the assistance of CDWs and ward committee members were conducted. The municipality is also looking into other mechanisms to attract communities to attend meetings

Table 16: Good Governance and Public Participation Challenges

## 2.4 Governance Structure

### 2.4.1 Political Governance Structure

The Council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated their executive function to the Executive Mayor. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

#### a) Council

The Council comprise of 7 elected Councillors as of 30 June 2025, made up from 4 Ward Councillors and 3 Proportional Representation (PR) Councillors. The portfolio committees are made up of Councillors drawn from all political parties.

Below is a table that categorises the Councillors within their specific political parties and wards for the 2024/25 financial year:

Council Members	Capacity	Political Party
Councillor Amanda Kleinbooi	Executive Mayor	PA
Councillor Samuel Laban	Deputy Mayor	KDF
Councillor Mike Gouws	Speaker	ANC
Councillor Johanna Botha	Councillor	ANC
Councillor Aletta Theron	Councillor	DA
Councillor Lindi Potgieter	Councillor	DA
Councillor Juliet Pieterse	Councillor	DA

*Table 17: Council 2024/25*

Below is a table which indicates the Council meetings attendance for the 2024/25 financial year:

Meeting Dates	Council Meetings Attendance	Apologies for Non-Attendance
25 July 2024	General Council Meeting	0
26 August 2024	General Council Meeting	0
4 September 2024	Special Council Meeting	0
25 September 2024	General Council Meeting	0
8 October 2024	Special Council Meeting	0
24 October 2024	General Council Meeting	0
5 November 2024	General Council Meeting	0
5 December 2024	Special Council Meeting	0
27 January 2025	General Council Meeting	0
7 February 2025	Special Council Meeting	0
25 February 2025	Special Council Meeting	0
28 February 2025	Council Budget Meeting	0
26 March 2025	General Council Meeting	0
31 March 2025	Special Budget Council Meeting	0

Meeting Dates	Council Meetings Attendance	Apologies for Non-Attendance
8 May 2025	Special Council Meeting	0
19 May 2025	Special Council Meeting	0
25 May 2025	General Council Meeting	0
27 May 2025	Special Council Meeting	0
26 June 2025	General Council Meeting	0

*Table 18: Council Meetings*

**b) Executive Mayoral Committee**

Due to the size of the Municipality and its Council, there is no Mayoral Committee as it would not be practical.

**c) Portfolio Committees**

Below is a table which indicates the Portfolio Committee meetings attendance for the 2024/25 financial year

Portfolio Committee	Meeting dates	Apologies for Non-Attendance
MPAC meeting	18 September 2024	0
MPAC meeting	9 October 2024	0
MPAC meeting	20 November 2024	0

*Table 19: Portfolio Committee Meetings*

**2.4.2 Administrative Governance Structure**

The Municipal Manager is the Chief Accounting Officer of the Municipality. He/she is the head of the administration, and primarily must serve as chief custodian of service delivery and implementation of political priorities. He/She is assisted by his direct reporters, which constitutes the Management Team, whose structure is outlined in the table below:

Name of Official	Department	Performance agreement signed
		Yes/No
Alida Groenewald	Senior Manager, Finance and Compliance Services (1 July 2024 to 31 March 2025)	Yes
John Komanisi	Senior Manager Infrastructure	Yes
Noeline Gouws	Manager Corporate Services	Yes
Neil Hendrikse	Manager Community Services	Yes

*Table 20: Administrative Governance Structure*



## Component B: Intergovernmental Relations

### 2.5 Intergovernmental Relations

#### 2.5.1 Intergovernmental Structures

To adhere to the principles of the Constitution, as mentioned above, the Municipality participates in the following intergovernmental structures:

Name of Structure	Members	Outcomes of Engagements/Topics Discussed
Municipal Managers Forum	J. Booysen and A. Groenewald	Provincial planning, assistance and buy-in
CFO Forum	A. Groenewald and G. Bothma	Provincial planning, assistance and buy-in
Provincial Coordinating Forum	Mayor Kleinbooij, J. Booysen and A. Groenewald	Planning and developing of provincial programmes and projects
District Coordinating Forum	Mayor Kleinbooij, J. Booysen, A. Groenewald and J. Komanisi	District alignment, programmes and projects
District IDP Forums	A. Abrahams	District Planning
Provincial IDP Forums	A. Abrahams	Provincial Planning
IDP Indaba	J. Booysen, A. Groenewald, J. Komanisi, G. Bothma, N. Hendrikse, J. Mouton, A. Abrahams, W. Adams, and N Gouws	Joint Planning
District Public Participation Forum and Communication Forum	A. Abrahams, W. Adams, K. Mokgobo, S. Gouws, M. Walters, and R. Pedro	Public Participation and Communication
Provincial Public Participation and Communication Forum	A. Abrahams, W. Adams, K. Mokgobo, S. Gouws, M. Walters, and R. Pedro	Public Participation and Communication
District EPWP	J. Komanisi, J. Mouton, and L. Tshikhovi	Progress Reports, implementation, assistance and guidance
Provincial EPWP	J. Komanisi, and J. Mouton	Progress Reports, implementation, assistance and guidance
ICT Forums	R. Pedro	ICT Initiatives, assistance and programmes
District LED Forums	W. Adams and M. Walters	Local Economic Development
Provincial LED Forums	W. Adams and M. Walters	Local Economic Development
SDF Forum	N. Gouws, J. Willemse, and J. Lottering	SDF assistance and guidance

*Table 21: Intergovernmental Structures*

#### 2.5.2 Joint Projects and Functions with Sector Departments

All the functions of government are divided between the different spheres, namely national, provincial and local. The Municipality, therefore, shares its area and community with other spheres of government and their various sector departments, and must work closely with national and provincial departments to ensure the effective implementation of different projects and functions.

The table below provides details of such projects and functions:

Name of Project/ Function	Expected Outcome/s of the Project	Sector Department/s Involved	Contribution of the Sector Department
Improved Public Participation	Getting the community to participate and communicate in society and government programmes	DLG Laingsburg Municipality GCIS	Funding Technical Support
Review and Implementation of Community Safety Strategy	Functional Community Safety Forum. Alignment of strategy with NDP and PSP	DOCS SAPS Laingsburg Municipality	Technical Support Training Equipment

*Table 22: Joint Projects and Functions with Sector Departments*

## Component C: Public Accountability and Participation

Section 16 of the MSA refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose, it must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of:

- the preparation, implementation and review of the IDP;
- establishment, implementation and review of the performance management system;
- monitoring and review of the performance, including the outcomes and impact of such performance; and
- preparation of the municipal budget

### 2.6.1 Public Meetings

The table below indicates the number of public meetings that were held for the year under review:

Nature and purpose of the meeting	Date of events	Number of Community members attending
Ward 1 IDP Roadshow	7 May 2024	19
Ward 2 IDP Roadshow	6 May 2024	36
Ward 3 IDP Roadshow	8 May 2024	32
Ward 4 IDP Roadshow	9 May 2024	30

*Table 23: Public Meetings*

### 2.6.2 Ward Committees

The ward committees support the ward councillor who receives reports on development, participates in development planning processes, and facilitates wider community participation.

To this end, the Municipality constantly strives to ensure that all ward committees:

- function optimally with community information provision,
- convening of meetings,
- ward planning,
- service delivery and

- IDP formulation and performance feedback to communities

The Local Government Elections were held on 1 November 2022, and new Ward Committees were established in January 2023.

**a) Ward 1: Bergsig (Laingsburg), Bo Dorp**

Name of representative	Capacity representing	Dates of meetings held during the year
Councillor Juliet Pieterse	Chairperson	2 July 2024 6 August 2024 3 September 2024 8 October 2024 5 November 2024 3 December 2024 7 January 2025 4 February 2025 4 March 2025 1 April 2025 6 May 2025 3 June 2025
Jhaim Verrooi	Deputy Chair / Health	
Wilhelmina Lukas	Youth	
Emmerenthea Goliath	Elderly / Disabled	
Ronelda Jooste	Schools	
Celeste Nel	Women	
Burnadetto van As	Safety	
Lea Wagenstroom	Churches	
Mervyn Coakley	Merging Farmers	
Anna Maans	Secretary / Sport	
Gloria Coakley	Community Development Worker	

*Table 24: Ward 1 Committee Meetings (1 July 2024 to 30 June 2025)*

**b) Ward 2: Matjiesfontein and Surrounding Farms**

Name of representative	Capacity representing	Dates of meetings held during the year
Councillor Aletta Theron	Chairperson	25 July 2024 22 August 2024 18 September 2024 17 October 2024 14 November 2024 9 December 2024 28 January 2025 20 February 2025 21 March 2025 23 April 2025 20 May 2025 26 June 2025
Katriena Mckeet	Secretary	
Lilly Witbooi	Elderly	
Ebrahiem Adams	Sport	
Antoinette Bothma	Deputy Chairperson	
Jacobus Stadler	Safety	
Susanna Maritz	Churches	
Katriena Bandjies	Women	
Kerneels Solomons	Youth	
Chantelle Alexander	Agriculture	
Gloria Coakley	Community Development Worker	

*Table 25: Ward 2 Committee Meetings (1 June 2024 to 30 June 2025)*

**c) Ward 3: Bo Dorp, Nuwe Dorp and Acacia Park (Laingsburg)**

Name of representative	Capacity representing	Dates of meetings held during the year
Councillor Lindi Potgieter	Chairperson	18 July 2024 19 August 2024 17 September 2024 24 October 2024 13 November 2024 9 December 2024
Arthur Smith	Churches	
Tania Klansie	Youth	
Francis van Wyk	Disabled	
Rika Hendricks	Agriculture	



Name of representative	Capacity representing	Dates of meetings held during the year
Martha Jantjies	Women	23 January 2025
Helena Wall	Secretary	25 February 2025
Anthony Smith	Schools	21 March 2025
Elize Fisher	Sport	15 April 2025
Colleen Jantjies	Community Development Worker	21 May 2025
		18 June 2025

*Table 26: Ward 3 Committee Meetings (1 July 2024 to 30 June 2025)*

#### d) Ward 4: Göldnerville

Name of representative	Capacity representing	Dates of meetings held during the year
Councillor Mike Gouws	Chairperson / Speaker	17 July 2024
Christiaan van der Westhuizen	Schools	21 August 2024
Jaqueline Loggenberg	Women	12 September 2024
Wilfred van Niekerk	Sport / Secretary	17 October 2024
Lewonia Jantjies	Disabled / Elderly	12 November 2024
Tania Klansie	Taxes and Indigent Subsidy	12 December 2024
Sophia van Wyk	Churches	21 January 2025
Douglas Horn	Youth / Deputy Chair	19 February 2025
Dudley Grootboom	Safety	21 March 2025
Ricardo Louw	Labour	24 April 2025
Francina Hermanus	Community Development Worker	22 May 2025
		13 June 2025

*Table 27: Ward 4 Committee Meetings (1 July 2024 to 30 June 2025)*

### 2.6.3 Functionality of Ward Committees

The purpose of a ward committee is:

- to get better participation from the community to inform council decisions;
- to make sure that there is more effective communication between the Council and the community; and
- to assist the ward Councillor with consultation and report-backs to the community

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members, and women should be well represented. The ward Councillor serves on the ward committee and acts as the chairperson. Although ward committees have no formal powers, they advise the ward Councillor, who makes specific submissions directly to the administration. These committees play a vital role in the development and annual revision of the area's integrated development plan.

The table below provides information on the establishment of Ward Committees and their functionality:

Ward Number	Committee established	Number of meetings held during the year	Committee functioning effectively	Actions to address
1	Yes	12	Yes	Unemployment, Housing, Youth Facilities, Teenage Pregnancy, Early Childhood Development
2	Yes	12	Yes	Unemployment, Housing, Youth Facilities, Teenage Pregnancy, Early School Dropouts
3	Yes	12	Yes	Unemployment, Housing, Youth Facilities, Teenage Pregnancy, Early School Dropouts, Begging
4	Yes	12	Yes	Unemployment, Housing, Youth Facilities, Teenage Pregnancy, Skills Development, Substance Abuse

*Table 28: Functioning of Ward Committees*

## 2.6.4 Representative Forums

### a) IDP Forum

The table below specifies the members of the IDP Forum for the 2024/25 financial year:

Name of representative	Capacity	Meeting dates
Simphiwo Piti	IDP Central Karoo District Municipality	26 September 2024 5 December 2024 31 March 2025
Mike Gouws	Ward Councillor / Speaker	
Simamkele Kanyisa Mbina	Department of Justice	
Lindi Potgieter	Ward Councillor	
Juliet Pieterse	Ward Councillor	
Aletta Theron	Ward Councillor	
John Komanisi	Manager: Infrastructure	
Jafta Booysen	Municipal Manager	
Alida Groenewald	CFO	
Neil Hendrikse	Manager: Community Services	
Carmen Hendrikse	Department of Home Affairs	
Ilse Steenkamp	Department of Social Development	
Sgt. J. Rooi	South African Police Services	
Johanna Botha	Central Karoo District Mayor	
Sophia van Wyk	Churches	
Reymarc van der Westhuizen	Red Rocket	
Madre Walters	Laingsburg Municipality Tourism Official	

Name of representative	Capacity	Meeting dates
Willem Adams	Laingsburg Municipality: LED Official	
Amanda Kleinbooi	Laingsburg Municipality: Mayor	
Douglas Horn	LADAAG / Ward Committees	
Samuel Laban	Laingsburg Municipality Deputy Mayor	
Shireen Gouws	Thusong and NPOs	
Jerome Buys	Skicivil	

Table 29: IDP Forum

## Component D: Corporate Governance

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

### 2.7 Risk Management

In terms of Section 62 (1)(c)(i) of the MFMA states “the accounting officer of a municipality is responsible for managing the financial administration of the Municipality, and must for this purpose take all reasonable steps to ensure- that the Municipality has and maintains effective, efficient and transparent systems – of financial and risk management and internal control;”.

The table below includes the top risks of the Municipality:

Risk	Department	Division
No or Poor Arrears Recover measures	Financial & Compliance Services	Third Parties Performance
Landfill Capacity Constraints	Infrastructure Services	Service Delivery
Shortage of Skilled Staff	Financial & Compliance Services	Human Resources
Lack of Maintenance	Infrastructure Services	Service Delivery
Scattered/ Redundant & Old Infrastructure Services Assets in backyard	Financial & Compliance Services	Health and Safety
No Revenue Collections	Community Services	Financial
Ineffective Asset Management System	Financial & Compliance Services	Compliance/ Regulatory
Lack of a contingency plan	Infrastructure Services	Disaster Recovery/ Business Continuity
Budget Constraints	Community Services	Financial
Lack of Protective Clothing	Community Services	Human Resource
Theft of Cash	Community Services	Loss/ Theft of Assets
Vandalism	Community Services	Fraud and Corruption
Lack of a proper Telephone System	Office of the Municipal Manager	Human Resources
Lack of a skilled and qualified OHS Practitioner	Office of the Municipal Manager	Information Technology
Ineffective Collaborator System	Office of the Municipal Manager	Human Resources

Risk	Department	Division
Untimely fulfilment of duties	Office of the Municipal Manager	Information Technology
Lack of suitable equipment	Infrastructure Services	Third Party Performance

Table 30: Top Risks

## 2.8 Anti-Corruption and Anti-Fraud

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimise the possibility of fraud and corruption, and the Municipal Finance Management Act (MFMA), Section 112(1) (m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

### 2.8.1 Developed Strategies

Name of strategy	Developed Yes/No	Date Adopted
Anti-corruption Strategy	Yes	2011
Fraud Prevention Strategy	Yes	2017

Table 31: Anti-Corruption & Fraud Prevention Strategies

## 2.9 Audit Committee

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must –

- (a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the Municipality, on matters relating to –
- internal financial control;
  - risk management;
  - performance management; and
  - effective governance

The Audit Committee have the following main functions as prescribed in Section 166 (2) (a-e) of the MFMA and the Local Government Municipal and Performance Management Regulation.

### 2.9.1 Functions of the Audit Committee

- To advise the council on all matters related to compliance and effective governance
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the Municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation
- Respond to the Council on any issues raised by the Auditor-General in the Audit Report
- To review the quarterly reports submitted to it by the Internal Audit
- To evaluate Audit Reports pertaining to financial, administrative and technical systems

- The compilation of reports to the Council, at least twice during a financial year
- To review the performance management system and make recommendations in this regard to the Council
- To identify major risks to which the Council is exposed and determine the extent to which risks have been minimised
- To review the annual report of the Municipality
- Review the plans of the Internal Audit function and, in so doing, ensure that the plan addresses the high-risk areas and ensures that adequate resources are available
- Provide support to the Internal Audit function
- Ensure that no restrictions or limitations are placed on the Internal Audit section
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation

### 2.9.2 Members of the Audit Committee

Name of representative	Capacity	Meeting dates
Mr. Wayne Phillips	Chairman	05 November 2024 12 February 2025 8 April 2025
Mr. Simon Qwina	Member	
Mr. Marius Andrews	Member	
Mr. Sam Ngwevu	Resigned: September 2024	

*Table 32: Members of the Audit Committee*

### 2.10 Performance Audit Committee

The Municipal Planning and Performance Management Regulation requires that the performance audit committee be comprised of a minimum of three members, the majority of whom are external to the Municipality (neither a Councillor nor an employee). Section 14(2)(b) of the Municipal Planning and Performance Management Regulation further stipulates that the performance audit committee must include at least one person who has expertise in performance management. It is also a requirement of the Regulations in Section 14(2)(d) that the council of a municipality designate neither a member of the performance audit committee who is neither a councillor nor an employee of the Municipality as the chairperson of the committee.

In terms of Section 166(4)(a) of the MFMA, an audit committee must consist of at least three persons with appropriate experience, of whom the majority may not be in the employ of the Municipality.

Section 166(5) of the MFMA requires that the members of an audit committee must be appointed by the council of the Municipality. One member who is not in the employ of the Municipality must be appointed as the chairperson of the committee. No councillor may be a member of an audit committee.

Both the Regulations and the MFMA indicate that three members constitute the minimum number to comprise a performance audit committee. While the regulations preclude the appointment of a councillor as chairperson of the performance audit committee, the MFMA excludes the involvement of a councillor in the composition of a performance audit committee entirely.

In accordance with the requirements of Section 14(2)(e) of the Regulations, if the chairperson is absent from a specific meeting of the committee, the members present must elect a chairperson from those present to act as chairperson for that meeting.



Further, Section 14(2)(f) of the Regulations provides that, in the event of a vacancy occurring amongst the members of the performance audit committee, the Municipality concerned must fill that vacancy for the unexpired portion of the vacating member’s term of appointment.

Section 14(3)(a) of the Regulations requires that the performance audit committee of a municipality must meet at least twice during each financial year. However, additional special meetings of the performance audit committee may be called for by any member of the committee, where sufficient justification exists in terms of Section 14(3)(b) of the Regulations.

**a) Functions of the Performance Audit Committee**

In terms of Section 14(4) (a) of the Regulations, the performance audit committee has the responsibility to -

- i) review the quarterly reports produced and submitted by the internal audit process;
- ii) review the Municipality’s performance management system and make recommendations in this regard to the council of the Municipality; and
- iii) at least twice during each financial year, submit a performance audit report to the council of the Municipality.

**b) Members of the Performance Audit Committee**

Name of representative	Capacity	Meeting dates
Wayne Phillips	Chairman	05 November 2024 12 February 2025 08 April 2025
Simon Qwina	Member	
Marius Andrews	Member	
Sam Ngwevu	Member (Resigned: September 2024)	

*Table 33: Members of the Performance Audit Committee*

**2.11 Internal Auditing**

Section 165 (2)(a), (b)(iv) of the MFMA requires that:

The internal audit unit of a municipality must –

- (a) prepare a risk-based audit plan and an internal audit program for each financial year; and
- (b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
  - (i) internal audit;
  - (ii) internal controls;
  - (iii) accounting procedures and practices;
  - (iv) (iv) risk and risk management;
  - (v) performance management;
  - (vi) loss control; and
  - (vii) compliance with this Act, the annual DoRA and any other applicable legislation



(c) perform other duties as may be assigned to it by the accounting officer.

Below are the functions of the Internal Audit Unit that were performed during the financial year under review:

Function	Date/Number
Quarterly Performance Information Assessment – Quarter 3	08 April 2025
Division of Revenue Act (DORA) Audit	30 June 2025

*Table 34: Functions of the Internal Audit Unit*

## 2.12 By-Laws and Policies

Section 11 of the MSA gives a council the executive and legislative authority to pass and implement by-laws and policies. Below is a list of all the policies developed and reviewed during the financial year:

Policies developed/ revised	Date adopted	Public Participation was conducted prior to the adoption of the policy Yes/No
Disaster Management Policy	25 July 2025	No

*Table 35: By-laws and Policies 2024/25*

## 2.13 Communication

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution and other statutory enactments impose obligations on local government communicators and require high levels of transparency, accountability, openness, participatory democracy, and direct communication with communities to improve the lives of all.

The communities, on the other hand, have a right and a responsibility to participate in local government affairs and decision-making, and ample provision is made in the aforementioned legislation for them to exercise their rights in this respect. Our democratic government is committed to the principle of *Batho Pele*, which, in simple terms, means that those we elect to represent us (Councillors at Municipal level) and those who are employed to serve us (Municipal Officials at Municipal level) must always put people first in what they do.

The table below details the communication activities of the Municipality:

Communication activities	Yes/No
Communication Unit	Yes
Communication Strategy	Yes
Communication Policy	Yes
Customer satisfaction surveys	No
Functional complaint management systems	Yes
Newsletters	Yes (Bi -annually)

*Table 36: Communication Activities*

## 2.14 Website

Municipalities are required to develop and maintain a functional website that displays relevant information as per the requirements of Section 75 of the MFMA and Sections 21A and B of the MSA as amended.

The website should serve as a mechanism to promote accountability and transparency to communities, and therefore, information posted should be accurate and timely updated.

The municipal website is a key communication mechanism in terms of service offering, information sharing and public participation. It is a communication tool that should provide easy, convenient access to relevant information. The municipal website should serve as an integral part of the Municipality's communication strategy.

The table below gives an indication of the information and documents that are published on our website:

Description of information and/or document	Yes/No and/or Date Published
<b>Municipal contact details (Section 14 of the Promotion of Access to Information Act)</b>	
Contact details of the Municipal Manager	Yes
Contact details of the CFO	Yes
Physical address of the Municipality	Yes
Postal address of the Municipality	Yes
<b>Financial Information (Sections 53, 75, 79 and 81(1) of the Municipal Finance Management Act)</b>	
Draft Budget 2024/25	Yes
Adjusted Budget 2024/25	Yes
SDBIP 2024/25	Yes
Budget and Treasury Office Structure	No
Budget and Treasury Office delegations	No
<b>Integrated Development Plan and Public Participation (Section 25(4)(b) of the Municipal Systems Act and Section 21(1)(b) of the Municipal Finance Management Act)</b>	
Reviewed IDP for 2024/25	Yes
IDP Process Plan 2024/25	Yes
SCM contracts above R30 000	Yes
<b>Reports (Sections 52(d), 71, 72 &amp; 75(1)(c) and 129(3) of the Municipal Finance Management Act)</b>	
Annual Report of 2023/24	Yes
Mid-year budget and performance assessment	Yes
Quarterly Reports	Yes
Monthly Budget Statement	Yes
<b>Local Economic Development (Section 26(c) of the Municipal Systems Act)</b>	
Local Economic Development Strategy	No

Table 37: Website Checklist

## 2.15 Supply Chain Management

The Supply Chain Management Policy of the Laingsburg Municipality is deemed to be fair, equitable, transparent, competitive and cost-effective as required by Section 217 of the Constitution.

### 2.15.1 Competitive Bids in Excess of R200 000

#### a) Bid Committee Meetings

The following table details the number of bid committee meetings held for the 2024/25 financial year:

Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
11	5	7

*Table 38: Bid Committee Meetings*

The attendance figures of members of the Bid Specification Committee are as follows (whether or not a user department attends the Bid Specification Committee meeting depends on their need):

Member	Attendance %
Alida Groenewald	37.5
Anthonico Quinn	100
Elbenice Hermanus	12.5
Gert Bothma	25
Johan Mouton	50
John Komanisi	100
Keith Gertse	100
Lusani Tshikovhi	50
Neil Hendrikse	37.5
Noeline Gouws	12.5
Realdo Pedro	37.5

*Table 39: Attendance of Members of the Bid Specification Committee*

The attendance figures of members of the bid evaluation committee are as follows:

Member	Attendance %
Arthur Abrahams	80
Gaylord Pharo	40
Johan Mouton	100
Lusani Tshikovhi	60
Odette Noble	100

*Table 40: Attendance of Members of the Bid Evaluation Committee*

The attendance figures of members of the bid adjudication committee are as follows:

Member	Attendance %
Alida Groenewald	33

Member	Attendance %
Elbenice Hermanus	67
Gert Bothma	33
John Komanisi	83
Keith Gertse	100
Neil Hendrikse	67
Noeline Gouws	67

**Table 41: Attendance of Members of the Bid Adjudication Committee**

The percentages as indicated above include the attendance of those officials acting in the position of a bid committee member.

**b) Awards Made by the Bid Adjudication Committee**

The highest bids awarded by the bid adjudication committee are the following:

Bid Number	Date of award	Title of bid	Successful Bidder	Value of bid awarded
T16 – 2023/24	01 October 2024	Provision of short-term insurance services for a period of three (3) years	Opulentia Financial Services	Rates based
T01 - 2024/25	20 December 2024	Provision of banking services for a period of five (5) years	The Standard Bank of South Africa Limited	Rates based
T04 - 2024/25	22 April 2025	Provision of conveyancing services for the transfer of state subsidised housing units for a period up to 30 June 2027 for the title deeds registration programme (TRP) as and when required	Crawfords Attorneys	Rates based
T05 – 2024/25	20 June 2025	Consulting civil engineering services for a multi-year period ending 30 June 2028	Neil Lyners and Associates (Pty) Ltd	Rates based
T05 – 2024/25	20 June 2025	Consulting civil engineering services for a multi-year period ending 30 June 2028	Water and Wastewater Engineering (Pty) Ltd	Rates based
T07 – 2024/25	23 June 2025	Supply, delivery and installation of a modular building for a library at Vleiland	KIG Construction cc	R926 891.97

**Table 42: The Highest Bid Awarded by the Bid Adjudication Committee**

**c) Awards Made by the Accounting Officer**

The Accounting Officer did not make any awards during the 2024/2025 financial year.

**d) Appeals Lodged by Aggrieved Bidders**

Two (2) appeals were lodged during the 2024/25 financial year.



## 2.15.2 Deviation from Normal Procurement Processes

Reason for deviation	Number of deviations	Value of deviations	Percentage of total deviations value
Section 36(1)(a)(i)- In an emergency which is considered an unforeseeable and sudden event with materially harmful or potentially materially harmful consequences for the Municipality, which requires urgent action to address	1	R73 082.50	100
<b>Total</b>	<b>1</b>	<b>R73 082.50</b>	<b>100</b>

*Table 43: Details of Deviations for Procurement Services*

## 2.16 B-BBEE Compliance Performance Information

Section 121(3)(k) of the MFMA indicates that the annual report of a municipality should include any other information as may be prescribed. The Broad Based Black Economic Empowerment (B-BBEE) Act (Act 53 of 2003; as amended by Act 46 of 2013) read in conjunction with the B-BEE Regulations of 2016 states in Section 13G(1) that all spheres of government, public entities and organs of state must report on their compliance with broad-based black economic empowerment in their Annual Financial Statements and Annual Reports.

In accordance with the explanatory notice (Notice 1 of 2018) issued by the B-BBEE Commission, the Municipality does not have the required information to provide the details on the Municipality's compliance with regard to broad-based black economic empowerment. We are in discussions to possibly appoint a verification agency to conduct a thorough verification of the Municipality's B-BBEE status.

## Chapter 3: Service Delivery Performance

### 3.1 Overview of Performance Within the Organisation

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Performance management is a process which measures the implementation of the organisation’s strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the Municipality.

At the local government level, performance management is institutionalised through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

The Constitution of S.A. (1996), Section 152, dealing with the objectives of local government, paves the way for performance management with the requirements for an “accountable government”. The democratic values and principles in terms of Section 195 (1) are also linked with the concept of performance management, concerning the principles of inter alia:

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

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) require the Integrated Development Plan (IDP) to be aligned with the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that “A Municipality’s Performance Management System entails a framework that describes and represents how the Municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.” Performance management is not only relevant to the organisation but also to the individuals employed in the organisation, as well as the external service providers and the Municipal Entities. This framework, inter alia, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

The Municipality adopted a Performance Management and Development System Framework that was approved by Council in 2024.

#### 3.1.1 Legislative Requirements

In terms of Section 46(1)(a), a municipality must prepare for each financial year a performance report reflecting the Municipality’s and any service provider’s performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities, the performance targets set by the Municipality for the following financial year and measures that were or are to be taken to improve performance.

### 3.1.2 Organisation Performance

Strategic performance indicates how well the Municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for implementation. The implementation must be monitored on an ongoing basis, and the results must be reported on during the financial year to various role-players to enable them to timely implement corrective measures where required.

This report highlights the strategic performance in terms of the Municipality's Top Layer SDBIP, performance on the National Key Performance Indicators prescribed in terms of Section 43 of the MSA and an overall summary of performance on municipal services.

### 3.1.3 The Performance System Followed For 2024/25

#### a) The IDP and the Budget

The IDP and the budget for 2024/25 were approved by Council on **13 June 2024**. The IDP process and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management, in turn, fulfils the implementation, management, monitoring and evaluation of the IDP.

#### b) The Service Delivery Budget Implementation Plan

The organisational performance is evaluated using a municipal scorecard (Top Layer SDBIP) at the organisational level.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business processes of the Municipality are implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget. The Top Layer SDBIP was approved by the Executive Mayor on **24 June 2024**.

The Top Layer SDBIP was revised with the adjustments budget in terms of Section 26(2)(c) of the Municipal Budget and Reporting Regulations and approved by the Council on **28 February 2025**. The following were considered in the development of the amended Top Layer SDBIP:

- Areas to be addressed and root causes of the Auditor-General's management letter, as well as the risks identified during the 2023/24 audit
- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives
- Alignment with the Adjustments Budget
- Oversight Committee Report on the Annual Report of 2023/24
- The risks identified by the Internal Auditor during the municipal risk analysis

#### c) Adjustment SDBIP 2024/25

Section 26 (1) and (2)(c) of the Municipal Budget and Reporting Regulations, and in terms of the MFMA Section 54(1)(c), the Municipality may amend/adjust the SDBIP together with the Adjustment Budget. On 28 February 2025, Council approved the amended SDBIP.

The following amendments/adjustments were made as per the Adjustment Budget of 28 February 2025:

Top Layer Reference Number	Reason for Adjustment/ Amendment
TL4; TL5; TL6; TL7	KPI targets amended. Target changed to be in line with the latest billing figures
TL8; TL9; TL10; TL11	KPI targets amended. Targets to be amended to bring them in line with indigent applications received.
TL24; TL29	KPI removed. Projects in the Environmental Impact Assessment Phase.
TL25	KPI description amended to correct the budget project description

Table 44: SDBIP TL 2024/25 Adjustments/ Amendments

#### d) Actual Performance

The Municipality utilises an electronic web-based system on which KPI owners update actual performance monthly. KPI owners report on the results of the KPI by documenting the following information on the performance system:

- the actual result in terms of the target set;
- a performance comment;
- actions to improve the performance against the target set if the target was not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results.

## 3.2 Introduction to Strategic and Municipal Performance For 2024/25

### 3.2.1 Strategic Service Delivery Budget Implementation Plan (Top Layer)

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section provides an overview of the strategic achievement of the Municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The Top Layer (strategic) SDBIP is the Municipality's strategic plan and shows the strategic alignment between the different documents (IDP, budget and performance agreements).

In the paragraphs below, the performance achieved is illustrated against the Top Layer SDBIP according to the IDP (strategic) objectives.

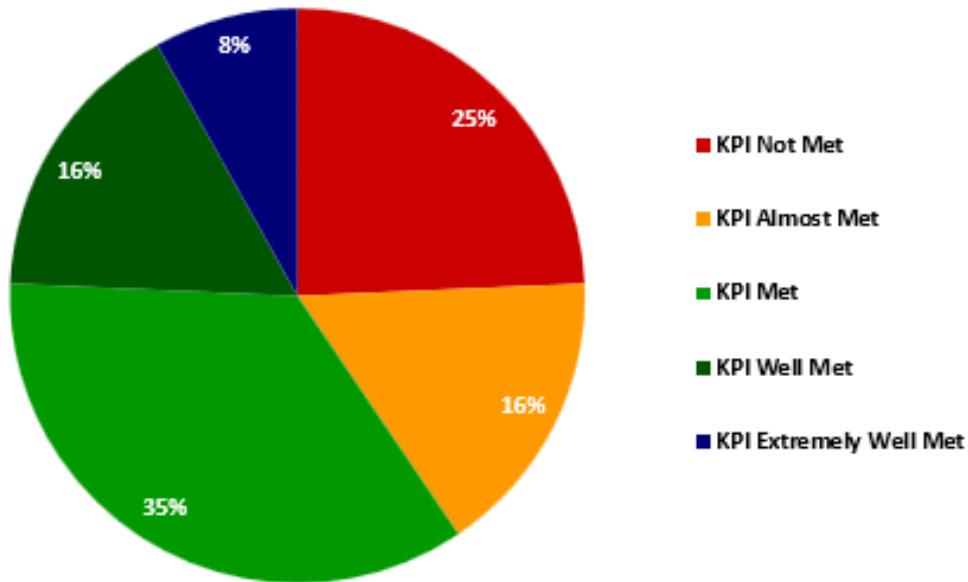
The following table explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (KPI's) of the SDBIP is measured:

Category	Colour	Explanation
KPI Not Yet Measured	N/A	KPI's with no targets or actuals in the selected period
KPI Not Met	R	0% > = Actual/Target < 75%
KPI Almost Met	O	75% > = Actual/Target < 100%
KPI Met	G	Actual/Target = 100%
KPI Well Met	G2	100% > Actual/Target < 150%
KPI Extremely Well Met	B	Actual/Target > = 150%

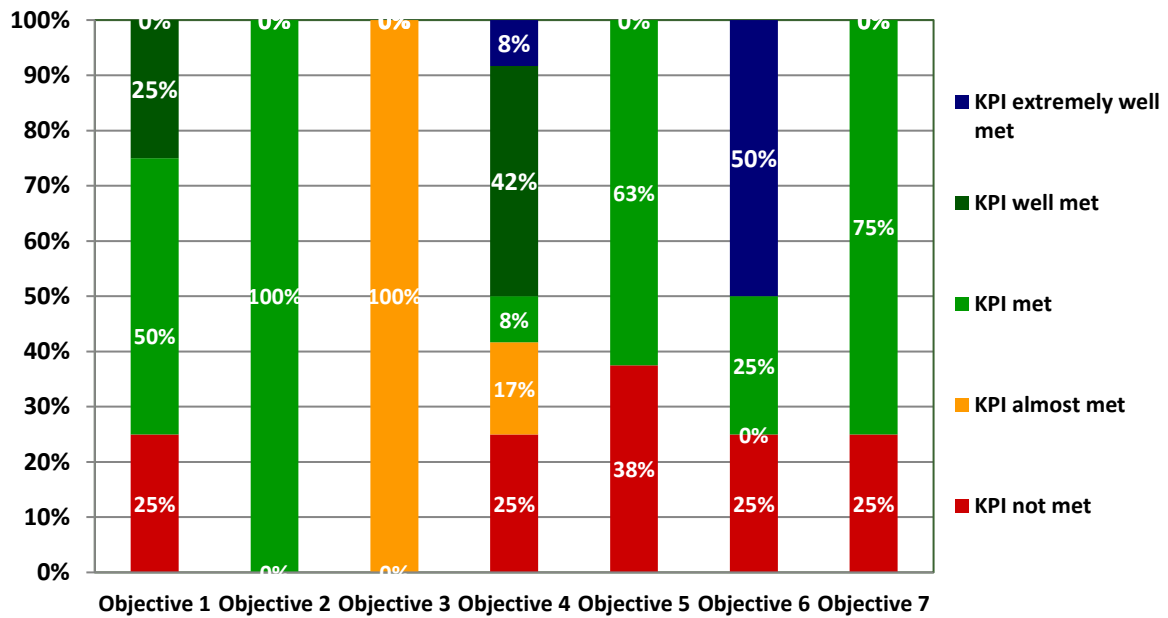
Figure 2.: SDBIP Measurement Categories

The graph below displays the overall performance per Strategic Objective for 2024/25:

## Overall Performance



## Performance per Objective



Graph 1.: Top Layer SDBIP per Strategic Objective

Measurement Category	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
	Developing a Safe, Clean, Healthy and Sustainable Environment for Communities	Promote Local Economic Development	Improve the Standards of Living of all People in Laingsburg	Provision of Infrastructure to Deliver Improved Services to all Residents and Business	To Create an Institution with Skilled Employees to Provide a Professional Service to its Clientele, Guided by Municipal Values	To Achieve Financial Viability in order to Render Affordable Services to Residents	Effective Maintenance and Management of Municipal Assets and Natural Resources
KPI Not Met	1	0	0	3	3	1	1
KPI Almost Met	0	0	4	2	0	0	0
KPI Met	2	1	0	1	5	1	3
KPI Well Met	1	0	0	5	0	0	0
KPI Extremely Well Met	0	0	0	1	0	2	0
<b>Total</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>12</b>	<b>8</b>	<b>4</b>	<b>4</b>

Table 45: Top Layer SDBIP per Strategic Objective

a) Developing a Safe, Clean, Healthy and Sustainable Environment for Communities

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL15	Review the Disaster Management Plan and submit to Council by 31 March 2025	Reviewed Disaster Management Plan submitted to Council by 31 March 2025	All	1	0	0	1	0	1	0	R
Corrective Measures			Manager: Community Services: Plan will be submitted to Council in April 2025 Council meeting (March 2025)								
TL16	Facilitate roadblocks on a quarterly basis	Number of roadblocks facilitated	All	New KPI for 2025/26	12	12	12	12	48	48	G
TL17	Spend 95% of the Library Grant [(Actual expenditure divided by the total approved grant received) x 100]	% grant spent	All	New KPI for 2025/26	0%	0%	0%	95%	95%	97.5%	G2
TL18	Facilitate the Thusong Outreach Programme on a bi-annual basis	Number of programmes facilitated	All	New KPI for 2025/26	0	1	0	1	2	2	G

Table 46: Top Layer SDBIP – Developing a Safe, Clean, Healthy and Sustainable Environment for Communities

**b) Promote Local Economic Development**

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL33	Create job opportunities through EPWP and LED projects by 30 June 2025	Number of job opportunities created by 30 June 2025	All	160	0	0	0	66	66	66	G

Table 47: Top Layer SDBIP – Promote Local Economic Development

**c) Improve the Standards of Living of All People in Laingsburg**

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL8	Provide free 50kWh electricity to indigent households as at 30 June 2025	Number of households receiving free basic electricity	All	334	391	391	391	391	391	355	O
<b>Corrective Measures</b>			The municipality planned to host an Indigent Roadshow in Goldnerville, Bergsig, and Matjiesfontein during the 2nd quarter of the 2025/26 financial year to invite households to apply for the Indigent subsidy and to provide residents with an opportunity to access free basic services. The aim of the roadshow was to assist the municipality in achieving the targeted number of indigent households accessing basic services.								
TL9	Provide free 6kl water to indigent households as at 30 June 2025	Number of households receiving free basic water	All	407	527	527	527	527	527	465	O
<b>Corrective Measures</b>			The municipality planned to host an Indigent Roadshow in Goldnerville, Bergsig, and Matjiesfontein during the 2nd quarter of the 2025/26 financial year to invite households to apply for the Indigent subsidy and to provide residents with an opportunity to access free basic services. The aim of the roadshow was to assist the municipality in achieving the targeted number of indigent households accessing basic services.								
TL10	Provide free basic sanitation to indigent households as at 30 June 2025	Number of households receiving free basic sanitation services	All	405	520	520	520	520	520	461	O
<b>Corrective Measures</b>			The municipality planned to host an Indigent Roadshow in Goldnerville, Bergsig, and Matjiesfontein during the 2nd quarter of the 2025/26 financial year to invite households to apply for the Indigent subsidy and to provide residents with an opportunity to access free basic services. The aim of the roadshow was to assist the municipality in achieving the targeted number of indigent households accessing basic services.								
TL11	Provide free basic refuse removal to indigent households as at 30 June 2025	Number of households receiving free basic refuse removal services	All	415	536	536	536	536	536	474	O
<b>Corrective Measures</b>			The municipality planned to host an Indigent Roadshow in Goldnerville, Bergsig, and Matjiesfontein during the 2nd quarter of the 2025/26 financial year to invite households to apply for the Indigent subsidy and to provide residents with an opportunity to access free basic services. The aim of the roadshow was to assist the municipality in achieving the targeted number of indigent households accessing basic services.								

Table 48: Top Layer SDBIP – Improve the Standards of Living of All People in Laingsburg



d) Provision of Infrastructure to Deliver Improved Services to all Residents and Business

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL2	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2025 [(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100]	% of capital budget spent on capital projects	All	96%	15%	40%	60%	95%	95%	80%	O
<b>Corrective Measures</b>			The municipality could not appoint a service provider for the Goldnerville Stormwater Bridge Crossings and the Construction of the Laingsburg South Raw Water Feed Phase 2 projects until the Environmental Impact Assessment process was completed. A service provider was subsequently appointed for the construction of the Goldnerville Stormwater Bridge Crossings in September 2025. The project will run across the current 2025/2026 financial year and into the next financial year, enabling the municipality to utilise the allocated budget in accordance with the planned spending timelines.								
TL4	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2025	Number of residential properties which are billed for electricity or have prepaid meters (Excluding Eskom areas) as at 30 June 2025	All	866	896	896	896	896	896	1841	B
TL5	Number of formal residential properties that receive piped water (credit and prepaid water metering) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2025	Number of residential properties which are billed for water	All	1 379	1 336	1 336	1 336	1 336	1 336	1 494	G2
TL6	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2025	Number of residential properties which are billed for sewerage	All	1 327	1 320	1 320	1 320	1 320	1 320	1 329	G2
TL7	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2025	Number of residential properties which are billed for refuse removal	All	1 373	1 370	1 370	1 370	1 370	1 370	1 398	G2

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL23	95% of the approved project budget spent on the new main pump station in Laingsburg by 30 June 2025 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2025	All	100.00%	15%	40%	60%	95%	95%	95%	G
TL24	95% of the approved project budget spent on new bridges in Göldnerville by 30 June 2025 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2025	All	30.00%	15%	40%	60%	95%	95%	15%	R
<b>Corrective Measures</b>			The municipality could not appoint a service provider for the Goldnerville Stormwater Bridge Crossings and the Construction of the Laingsburg South Raw Water Feed Phase 2 projects until the Environmental Impact Assessment process was completed. A service provider was subsequently appointed for the construction of the Goldnerville Stormwater Bridge Crossings in September 2025. The project will run across the current 2025/2026 financial year and into the next financial year, enabling the municipality to utilise the allocated budget in accordance with the planned spending timelines.								
TL25	95% of the approved project budget spent on the new stormwater infrastructure in Matjiesfontein by 30 June 2025 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2025	All	100.00%	15%	40%	60%	95%	95%	100%	G2
TL26	95% of the approved project budget spent on the new Bergsig Sport Field by 30 June 2025 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2025	All	100.00%	15%	40%	60%	95%	95%	100%	G2
TL27	Complete the Site G Development Planning Phase in Laingsburg by 30 June 2025	Development Planning Phase completed by 30 June 2025	All	New KPI for 2025/26	0	0	0	1	1	0	R
<b>Corrective Measures</b>			KPI has been moved to the 2025/26 financial year, as this is a multi-year housing project involving different milestones to achieve the final outcome								
TL28	95% of the approved project budget spent on Drilling and equipping of boreholes in Soutkloof by 30 June 2025 [(Actual expenditure divided by the total approved	% of budget spent by 30 June 2025	All	New KPI for 2025/26	15%	40%	60%	95%	95%	75%	O



Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25	
					Q1	Q2	Q3	Q4	Annual	Actual	R
	project budget) x 100]										
<b>Corrective Measures</b>			<p>Manager: Infrastructure Services: To recognise expenditure only after invoice has been paid and not when commitment is made.</p> <p>The funding was committed before yearend and the construction was done within the 1<sup>st</sup> 2 weeks of July but payment was made in the new financial year due to the submitted rollover</p>								
TL29	95% of the approved project budget spent on Water Supply Infrastructure (Bulk Mains) within the Municipal area by 30 June 2025 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2025	All	<b>New KPI for 2025/26</b>	15%	40%	60%	95%	<b>95%</b>	<b>10%</b>	<b>R</b>
<b>Corrective Measures</b>			<p>Manager: Infrastructure Services: will be adjusted in adjustment budget process (September 2024); Manager: Infrastructure Services: Construction to be done in the new FY (December 2024); Manager: Infrastructure Services: project will be done in the new financial year (March 2025)</p>								

**Table 49: Top Layer SDBIP – Provision of Infrastructure to Deliver Improved Services to all Residents and Business**

**e) To Create an Institution with Skilled Employees to Provide a Professional Service to its Clientele Guided by Municipal Values**

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL1	Develop a Risk Based Audit Plan for 2025/26 and submit to the Audit Committee for consideration by 30 June 2025	RBAP submitted to the Audit Committee by 30 June 2025	All	<b>New KPI for 2025/26</b>	0	0	0	1	<b>1</b>	<b>1</b>	<b>G</b>
TL30	Limit the vacancy rate to less than 5% of budgeted posts by 30 June 2025 [(Number of posts filled/Total number of budgeted posts) x 100]	% vacancy rate of budgeted posts by 30 June 2024	All	<b>5.00%</b>	0.00%	0.00%	0.00%	5.00%	<b>5.00%</b>	<b>5.00%</b>	<b>G</b>
TL31	The percentage of the Municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2025 [(Actual amount spent on training/total operational budget) x 100]	% of the Municipality's personnel budget on implementing its workplace skills plan by 30 June 2024	All	<b>0.40%</b>	0.00%	0.00%	0.00%	0.40%	<b>0.40%</b>	<b>0.40%</b>	<b>G</b>
TL32	The number of people from	Number of people employed (to be	All	<b>0</b>	0	0	0	0	<b>0</b>	<b>0</b>	<b>G</b>

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25		
					Q1	Q2	Q3	Q4	Annual	Actual	R	
	employment equity target groups employed (to be appointed) by 30 June 2025 in the three highest levels of management in compliance with the equity plan	appointed) by 30 June 2024										
TL34	Develop and distribute at least two municipal newsletters by 30 June 2025	Number of municipal newsletters developed and distributed	All	2	0	1	0	1	2	2		G
TL35	Review of the Leave Policy and submit to Council by 31 December 2025	Leave Policy reviewed and submitted to Council by 31 December 2024	All	New KPI for 2025/26	0	1	0	0	1	0		R
<b>Corrective Measures</b>			Manager: Corporate Services: Policy will be tabled to Council before March 2025 (December 2024)									
TL36	Submit the Occupational Health and Safety Policy to Council by 31 December 2025	Occupational Health and Safety Policy submitted to Council by 31 December 2024	All	New KPI for 2025/26	0	1	0	0	1	0		R
<b>Corrective Measures</b>			Manager: Corporate Services: Completed to be tabled in March (December 2024)									
TL37	Submit the Employee Assistance Programme (EAP) Policy by 31 December 2025	Employee Assistance Programme (EAP) submitted to Council by 31 December 2024	All	New KPI for 2025/26	0	1	0	0	1	0		R
<b>Corrective Measures</b>			Manager: Corporate Services: March Tabling (December 2024)									

Table 50: Top Layer SDBIP – To Create an Institution with Skilled Employees to Provide a Professional Service to its Clientele Guided by Municipal Values

f) To Achieve Financial Viability in order to Render Affordable Services to Residents

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25		
					Q1	Q2	Q3	Q4	Annual	Actual	R	
TL3	Achieve a debtor payment percentage of 75% by 30 June 2025 [(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100]	% debtor payment achieved	All	96.57%	75%	75%	75%	75%	75%	75%		G
TL12	Financial viability measured in terms of the municipality's ability to meet its service debt obligations at 30 June 2025 [(Short Term Borrowing +	Debt coverage ratio as at 30 June 2025	All	45.00%	0%	0%	0%	45%	45%	0%		B



Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25		
					Q1	Q2	Q3	Q4	Annual	Actual	R	
	Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue -Operating Conditional Grant) x 100]											
TL13	Financial viability measured in % in terms of the total amount of outstanding service debtors in comparison with total revenue received for services at 30 June 2025 [(Total outstanding service debtors/annual revenue received for services)x 100]	% outstanding service debtors at 30 June 2025	All	40.30%	0%	0%	0%	75%	75%	0%	B	
TL14	Financial viability measured in terms of the available cash to cover fixed operating expenditure at 30 June 2025 [(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)]	Cost coverage ratio as at 30 June 2025	All	1.58	0	0	0	0.3	0.3	0	R	
Corrective Measures			Financial Viability									

Table 51: Top Layer SDBIP – To Achieve Financial Viability in order to Render Affordable Services to Residents

**g) Effective Maintenance and Management of Municipal Assets and Natural Resources**

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL19	Limit the % electricity unaccounted for to less than 10% by 30 June 2025 [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of	% electricity unaccounted for by 30 June	All	12.00%	0%	0%	0%	10%	10%	10%	G



Ref	KPI	Unit of Measurement	Wards	Actual performance of 2023/24	Target					Overall performance for 2024/25	
					Q1	Q2	Q3	Q4	Annual	Actual	R
	Electricity Units Purchased ) × 100]										
TL20	Limit unaccounted for water to less than 30% by 30 June 2025 [(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100]	% of water unaccounted	All	23.00%	0%	0%	0%	30%	30%	40%	R
<b>Corrective Measures</b>			Management will ensure that meters already delivered are installed during the 2025/26 FY. Furthermore, management will implement the audit action plan to ensure that the root cause is addressed.								
TL21	95% of water samples comply with SANS241 [(Number of water samples that comply with SANS241 indicator (e-coli)/Number of water samples tested) x 100]	% of water samples compliant	All	90.00%	0%	0%	0%	95%	95%	95%	G
TL22	95% of effluent samples comply with permit values in terms of SANS 242 by 30 June 2025 [(Number of effluent samples that comply with permit values (suspended solids)/Number of effluent samples tested) x 100]	% of effluent samples compliant	All	90.00%	0%	0%	0%	95%	95%	95%	G

Table 52: Top Layer SDBIP – Effective Maintenance and Management of Municipal Assets and Natural Resources

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the Municipality has entered into a service delivery agreement.

Service provider means a person or institution, or any combination of persons and institutions, which provides a municipal service.

- External service provider means an external mechanism referred to in Section 76(b) which provides a municipal service for a municipality
- Service delivery agreement means an agreement between a municipality and an institution or person mentioned in Section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the Municipality

Section 121(b) of the MFMA and Section 46 of the MSA further state that a municipality should include the following related to service providers in its annual report:

- the performance of each service provider



- a comparison of the performance with targets set for and performances in the previous financial year; and
- measures taken to improve performance
- measures taken to improve performance

During the year under review, the Municipality did not appoint any service providers who provided municipal services to or for the benefit of the local community on behalf of the Municipality and therefore this report contains no such details. All other contract appointments are regularly monitored and ensure that the requirements of the contract are complied with.

### 3.2.2 Municipal Functions

#### a) Analysis of functions

The municipal functional areas are as indicated below:

Municipal Function	Municipal Function Yes / No
<b>Constitution Schedule 4, Part B functions:</b>	
Air pollution	Yes
Building regulations	Yes
Childcare facilities	No
Electricity and gas reticulation	Yes
Firefighting services	Yes
Local tourism	Yes
Municipal airports	Yes
Municipal planning	Yes
Municipal health services	Yes
Municipal public transport	Yes
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
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	Yes
<b>Constitution Schedule 5, Part B functions:</b>	
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

Municipal Function	Municipal Function Yes / No
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	No
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

*Table 53: Functional Areas*

## Component A: Basic Services

### 3.3 Water Services

#### a) Introduction to Water Services

Laingsburg's main water supply comes from the municipal farm Soutkloof Fountain, with additional water sources of Soutkloof pit, Soutkloof borehole, 2 boreholes at Buffels River and a borehole in town.

The Municipality is both the water services authority (compliance) and the water service provider (function) in the municipal area. This allows for proactive problem-solving. The Municipality generally meets its compliance targets set by the Water Act for portable water and has achieved a high compliance rate for the past financial year; this means that the water is safe for human consumption within our municipal area.

The Municipality also observed positive changes to weather patterns over the municipal catchment area, showing recovery from the long gripping drought that crippled water supply not just to the community but also to the agricultural economy.

## b) Highlights: Water Services

Highlights	Description
Additional water sources were added for both Laingsburg and Matjiesfontein, and the sources are both powered by solar and electricity	New boreholes were drilled and equipped with new borehole pumps, reticulation pipes and a power source

Table 54: Water Services Highlights

## c) Challenges: Water Services

Description	Actions to address
Our prepaid water meters have reached the end of their battery life. This increases the water demand on the water system, threatening the sustainability of the water, which is a scarce resource	The replacement of the failing meters in the current new financial year

Table 55: Water Services Challenges

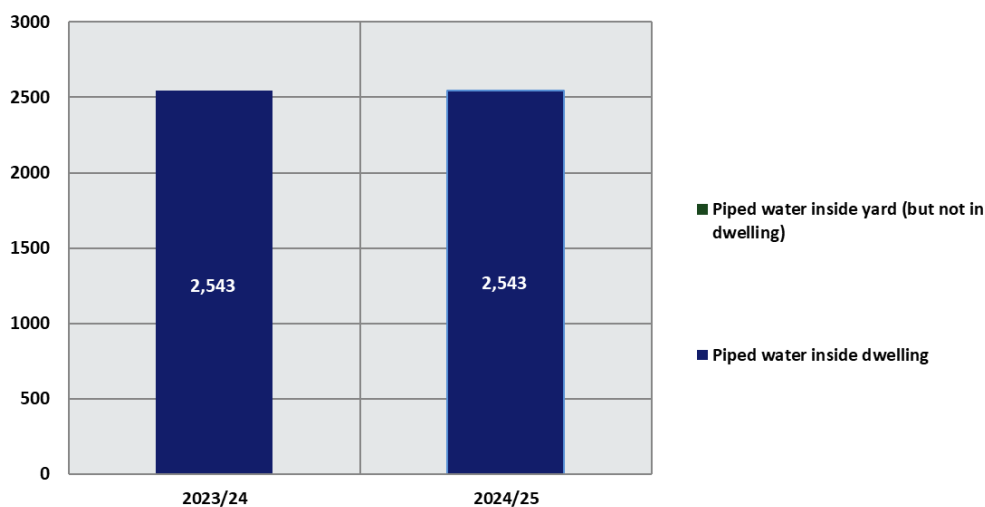
## d) Water Service Delivery Levels

The table below specifies the different water service delivery levels per household for the financial years 2023/24 and 2024/25 in the areas in which the Municipality is responsible for the delivery of the service:

Water Service Delivery Levels		
Households		
Description	2023/24	2024/25
	Actual	Actual
	No.	No.
<b><i>Water: (above min level)</i></b>		
Piped water inside the dwelling	2 543	2 543
Piped water inside yard (but not in dwelling)	0	0
Using a public tap (within 200m of the dwelling)	0	0
Other water supply (within 200m)	0	0
<b><i>Minimum Service Level and Above sub-total</i></b>	<b>2 543</b>	<b>2 543</b>
<b><i>Minimum Service Level and Above Percentage</i></b>	<b>100</b>	<b>100</b>
<b><i>Water: (below min level)</i></b>		
Using a public tap (more than 200m from the dwelling)	0	0
Other water supply (more than 200m from the dwelling)	0	0
No water supply	0	0
<b><i>Below Minimum Service Level sub-total</i></b>	<b>0</b>	<b>0</b>
<b><i>Below Minimum Service Level Percentage</i></b>	<b>0</b>	<b>0</b>
<b>Total number of households</b>	<b>2 543</b>	<b>2 543</b>
<b><i>Include informal settlements</i></b>		

Table 56: Water Service Delivery Levels: Households

## Water Service Delivery Levels



Graph 2.: Water Service Delivery Levels

### e) Employees: Water Services

Employees: Water Services					
Job Level	2023/24		2024/25		
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	3	3	3	0	0
4 - 6	1	1	1	0	0
7 - 9	3	3	3	0	0
10 - 12	0	1	1	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>

Table 57: Employees: Water Services

## 3.2 Wastewater (Sanitation) Provision

### a) Introduction to Wastewater (Sanitation) Provision

The basic functions of the Wastewater Section (Sanitation) are to upgrade existing sewerage infrastructure (as to meet future requirements), extend the network (provide a higher level of service to consumers) and maintain the existing network (ensure adequate rehabilitation and maintenance). The upgrade of existing reticulation is planned in terms of priorities as determined in the IDP, by Council and Civil Engineering Services.

With the regulated segregation of functions between WSA (Compliance) and WSP (Engineering). Wastewater Management function is divided into two main units, being the Sewage Collection and Conveyance (Sanitation Services), which reside with the WSP function (Engineering). This unit consists of:

- Outfall Sewer Operations and Maintenance
- Sewer Pump Stations and
- Sewer Collection System.

Wastewater Treatment, which is under the WSA management (Compliance). There are two (2) Wastewater treatment works (WWTW) in the Laingsburg municipal area:

- Laingsburg WWTW
- Matjiesfontein WWTW

Generally, the condition of wastewater management infrastructure is good to fair in some areas with old infrastructure. The Municipality has invested, and is still investing in the improvement of the infrastructure to realise its goals. The minimum requirements in terms of basic sanitation services delivery are generally met, but challenges still exist with the pump stations, and the Municipality is investing in the refurbishment and upgrade of all pump stations, with Matjiesfontein now boasting with a new pump station.

#### b) Highlight: Wastewater (Sanitation) Provision

Highlights	Description
Construction of a new School pump station	The construction of the new pump station is to address the failure at the old pump station, which had frequent pump failures and sewer spillage into the Buffels River
Refurbishment of Bergsig and Soutkloof street pump stations	The Refurbishment of the pump stations in Bergsig and Soutkloof Street to ensure compliance with OHS&A and extend the service life of the stations

*Table 58: Wastewater (Sanitation) Provision Highlight*

#### c) Challenge: Wastewater (Sanitation) Provision

Description	Actions to address
The illegal and foreign objects that the community throw into the sewer system are damaging the pumps	The municipality has an educational drive and has installed some level of protection before the pumps to filter out the objects

*Table 59: Wastewater (Sanitation) Provision Challenge*

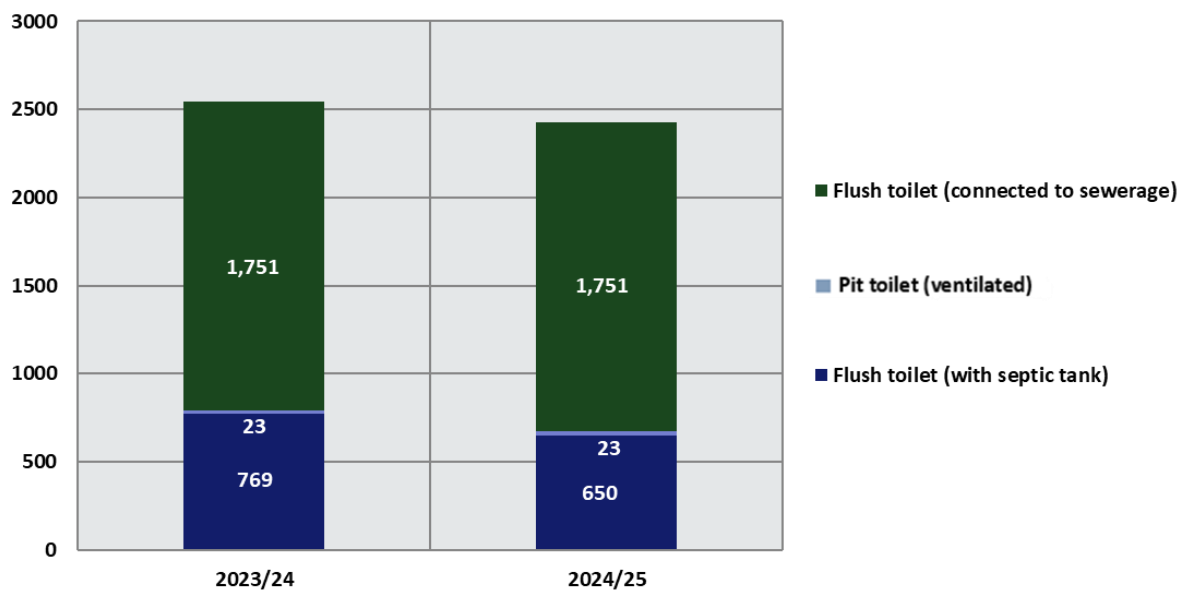
#### d) Wastewater (Sanitation) Provision Service Delivery Levels

The table below specifies the different sanitation service delivery levels per household for the financial years 2023/24 and 2024/25 in the areas in which the Municipality is responsible for the delivery of the service:

Wastewater (Sanitation) Service Delivery Levels		
Households		
Description	2023/24	2024/25
	Actual	Actual
	No.	No.
<b>Sanitation/sewerage: (above minimum level)</b>		
Flush toilet (connected to sewerage)	1 751	1 870
Flush toilet (with septic tank)	769	650
Chemical toilet	0	0
Pit toilet (ventilated)	23	23
Other toilet provisions (above minimum service level)	0	0
<b>Minimum Service Level and Above sub-total</b>	<b>2 543</b>	<b>2 543</b>
<b>Minimum Service Level and Above Percentage</b>	<b>100</b>	<b>100</b>
<b>Sanitation/sewerage: (below minimum level)</b>		
Bucket toilet	0	0
Other toilet provisions (below minimum service level)	0	0
No toilet provisions	0	0
<b>Below Minimum Service Level sub-total</b>	<b>0</b>	<b>0</b>
<b>Below Minimum Service Level Percentage</b>	<b>0</b>	<b>0</b>
<b>Total households</b>	<b>2 543</b>	<b>2 543</b>
<b>Including informal settlements</b>		

Table 60: Wastewater (Sanitation) Provision Service Delivery Levels

### Waste Water (Sanitation) Service Delivery Levels



Graph 3.: Wastewater (Sanitation) Provision Service Delivery Levels



### e) Employees: Wastewater (Sanitation) Provision

Employees: Sanitation Services					
Job Level	2023/24		2024/25		
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	1	1	0	0
4 – 6	2	2	2	0	0
7 – 9	0	0	0	0	0
10 - 12	0	1	0	1	100
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>15</b>

Table 61: Employees: Wastewater (Sanitation) Provision

### f) Capital Expenditure: Wastewater (Sanitation) Provision

Capital Expenditure 2024/25				
R'000				
Capital Project	Budget (R)	Adjustment Budget (R)	Actual Expenditure (R)	Variance from original budget (%)
Construction of the School pump station	21 715 755.44	1 800 000.00	23 515 755.44	8
Refurbishment of pump stations	8 300 000.00	8 300 000.00	8 300 000.00	0
<b>Totals</b>	<b>30 015 755.44</b>	<b>10 100 000.00</b>	<b>31 815 755.44</b>	<b>7</b>

Table 62: Capital Expenditure: Wastewater (Sanitation) Provision

## 3.4 Electricity Services

### a) Introduction to Electricity Services

The electricity section is tasked to maintain the existing electrical infrastructure through the replacement of outdated equipment and installation of new equipment to reduce losses and ensure compliance, and aims to reduce electricity backlogs by electrifying settlements as identified Council.

The section ensures access to reliable electricity and is responsible for all aspects of the distribution network of the Municipality – the planning, construction, maintenance and protection of the network, and the metering technologies that measure the consumption of customers are all part of the following:

- To provide electricity to the community, households and the business sector
- Provision of streetlights
- To develop the electrification programme and the section as an undertaking that maximises the value of its electricity supplies and makes effective use of all its resources

- The transmission and distribution of electricity to all customers

#### b) Highlights: Electricity Services

Highlights	Description
Agreement with Eskom for street lighting	The municipality has reached an agreement with Eskom to work on the street lights in the Eskom area of supply

Table 63: Electricity Services Highlights

#### c) Challenges: Electricity Services

Description	Actions to address
High demand	The municipality is paying a higher administration penalty than normal due to the increased demand as a result of the additional people that is attracted by the work opportunities in and around town. We are in the process of applying for an increased allowable allocation from Eskom (NMD)

Table 64: Electricity Services Challenges

#### d) Electricity Service Delivery Levels

The table below indicates the different service delivery level standards for electricity in the areas in which the Municipality is responsible for the delivery of the service:

Electricity Service Delivery Levels		
Households		
Description	2023/24	2024/25
	Actual	Actual
	No.	No.
<b>Energy: (above minimum level)</b>		
Electricity (at least minimum service level)	228	228
Electricity - prepaid (minimum service level)	472	483
<b>Minimum Service Level and Above sub-total</b>	<b>700</b>	<b>711</b>
<b>Minimum Service Level and Above Percentage</b>	<b>100</b>	<b>100</b>
<b>Energy: (below minimum level)</b>		
Electricity (< minimum service level)	0	0
Electricity - prepaid (< minimum service level)	0	0
Other energy sources	137	137
<b>Below Minimum Service Level sub-total</b>	<b>0</b>	<b>0</b>
<b>Below Minimum Service Level Percentage</b>	<b>0</b>	<b>0</b>
<b>Total number of households</b>	<b>837</b>	<b>1 422</b>

Table 65: Electricity Service Delivery Levels

## Electricity Service Delivery Levels

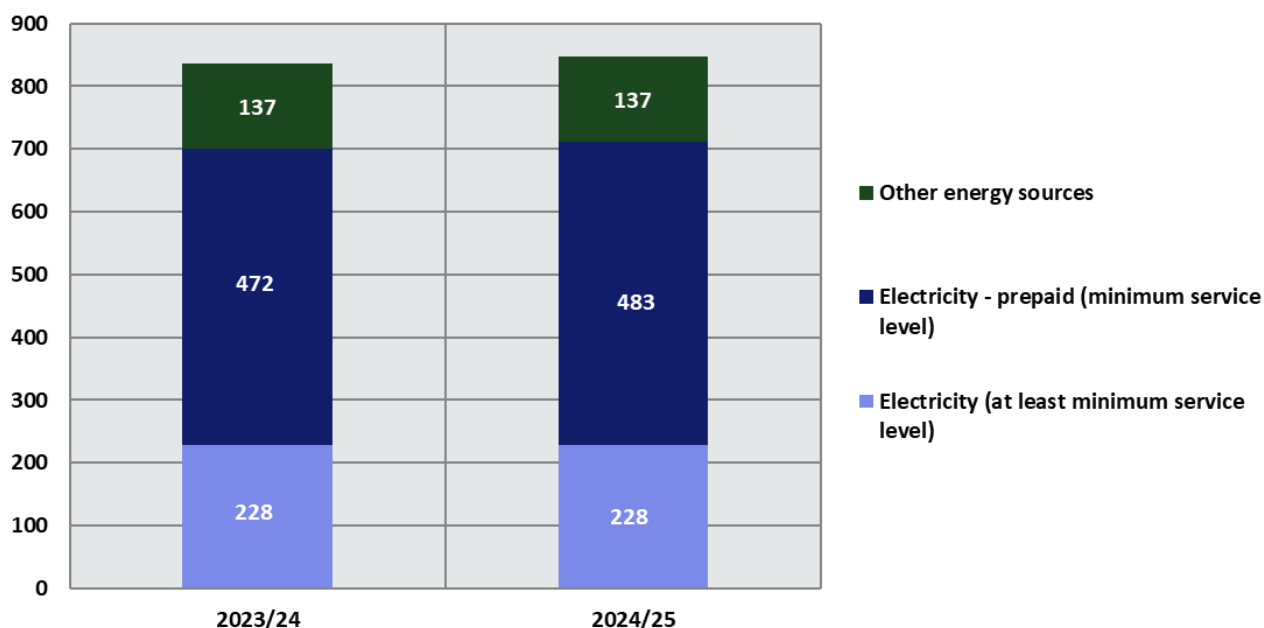


Table 66: Electricity Service Delivery Levels

### e) Employees: Electricity Services

Employees: Electricity Services					
Job Level	2023/24		2024/25		
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	1	1	0	0
7 - 9	0	1	0	1	100
10 - 12	1	1	1	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>30</b>

Table 67: Employees: Electricity Services

### 3.5 Waste Management (Refuse Collections, Waste Disposal, Street Cleaning and Recycling)

#### a) Introduction to Waste Management

Solid Waste Management Services are at the centre of environmental sustainability and are guided by the National Environmental Management Waste Act (NEM: WA). It is also guided by the Integrated Waste Management Plan.

Departmental functions:

- Street sweeping - Encompasses litter picking and gutter clearing.
- Refuse removal - Entails domestic and business refuse removal and clearing of drop-off points as per the refuse collection schedule. Refuse bag distribution to households is also done. The Municipality also deals with illegal waste hot spots.
- Landfills and transfer stations - Waste is disposed of at the Landfills, where it is covered on a daily basis. The garden transfer station is where all the garden refuse is dumped at no charge.
- Waste minimisation planning and education

Embraces the concepts of reduce, re-use, recycle and recover. It is responsible for the development of By-Laws and the development of a Waste Management Strategy. Communication, awareness and education are the responsibility of this unit. This unit ensures that the waste that goes to landfills is reduced, and all the inhabitants of Laingsburg Municipality are aware of the waste.

#### b) Integrated Waste Management Plan (IWMP)

##### i) Introduction to Waste Management

Waste management is an essential service for protecting public health, the environment, and promoting sustainable development in Laingsburg. Proper collection, disposal, and recycling of waste helps create cleaner communities, prevents pollution, and supports local job creation. By combining efficient service delivery, community awareness, and compliance with legislation, Laingsburg Municipality can ensure waste is managed responsibly and sustainably.

##### ii) Integrated Waste Management Plan Implementation

The table below indicates the Reporting on the Implementation of the Municipality's IWMP for the financial year 2024/25

Reporting on the Implementation of the Municipality's Integrated Waste Management Plan (IWMP): 2024/25								
IWMP Goal	Description of Activity for Implementation	Activity implementation score (yes = 1, n=0, partial =0,5)	Actions undertaken	If not implemented – indicate reasons	Planned budget ( R )	Actual expenditure ( R )	Person/s Responsible for Monitoring	Frequency of Monitoring (Annually, Biannually, Quarterly, Monthly, Weekly, Daily)
1	Improve waste collection services	1	Skips procured, acquired MIG funding for yellow fleet	Skips procured, MIG funding for 2025/26,	N/A	N/A	J Mouton	Annually

**Reporting on the Implementation of the Municipality's Integrated Waste Management Plan (IWMP): 2024/25**

<b>IWMP Goal</b>	<b>Description of Activity for Implementation</b>	<b>Activity implementation score (yes = 1, n=0, partial =0,5)</b>	<b>Actions undertaken</b>	<b>If not implemented – indicate reasons</b>	<b>Planned budget ( R )</b>	<b>Actual expenditure ( R )</b>	<b>Person/s Responsible for Monitoring</b>	<b>Frequency of Monitoring (Annually, Biannually, Quarterly, Monthly, Weekly, Daily)</b>	
				2026/27 & 2027/28 FY					
2	Improve waste minimisation and recycling	0	District collaboration initiated through PROs	Busy with the finalisation of MOUs	N/A	N/A	J Mouton	Quarterly	
3	Improve the management and compliance of waste facilities	0.5	Addressed non-compliances as per departmental audit; finalised Organic Waste Diversion Plan	Continuous	N/A	N/A	J Mouton	Quarterly	
4	Enhance waste education and awareness	0	None	To be conducted during 2025/26 FY	N/A	N/A	J Mouton	Quarterly	
5	Strengthen human & financial resource management	1	Appointment of Waste Management Officer	Continuous	N/A	N/A	J Mouton	Annually	
6	Improve waste management information	1	Ensure consistency on IPWIS reporting	N/A	N/A	N/A	J Mouton	Monthly	
7	Promote integrated waste management planning	1	Request for endorsement of the 3 <sup>rd</sup> Gen IWMP by the MEC has been approved through DEADP waste management. Implementation of waste by-laws	Done	N/A	N/A	J Mouton	N/A	
8	Improve hazardous and medical waste management	0	Collaborate with health facilities such as clinics and hospitals on appropriate disposal	To be initiated	N/A	N/A	J Mouton	Monthly	
<b>Total number of actual activities implemented</b>		3.5	<b>Actual budget expended on implementing the IWMP</b>			N/A			



Reporting on the Implementation of the Municipality's Integrated Waste Management Plan (IWMP): 2024/25								
IWMP Goal	Description of Activity for Implementation	Activity implementation score (yes = 1, n=0, partial =0,5)	Actions undertaken	If not implemented – indicate reasons	Planned budget ( R )	Actual expenditure ( R )	Person/s Responsible for Monitoring	Frequency of Monitoring (Annually, Biannually, Quarterly, Monthly, Weekly, Daily)
Total number of activities required to be implemented as per the IWMP		8						
Implementation Score		44%						

Table 68: Integrated Waste Management Plan Implementation

### iii) Measures – Waste Services

The following table indicates the measures taken to secure the efficient delivery of Waste Management Services:

Measures Taken to Secure the Efficient Delivery of Waste Management Services				
Description	Indicate (Yes/No)	Elaborate on Measures Undertaken/ Provide Reasons if not Undertaken	Indicate (Yes/No)	Elaborate on Measures Undertaken/ Provide Reasons if not Undertaken
	2023/24		2024/25	
Establishment of additional waste management infrastructure	No	Consultant to be appointed for the feasibility study	No	Consultant appointed for feasibility and future landfill site expansion
Upgrade of existing waste management infrastructure	No	Consultant to be appointed for the feasibility study	No	Consultant appointed for feasibility and future landfill site expansion
Addressing compliance issues at waste management facilities	Yes	Ensuring compliance documents are on site as per permit conditions	Yes	Ensuring compliance documents are on site as per permit conditions
Clean-up of illegal dumping	Yes	Illegal dumpings are cleaned up daily	Yes	Illegal dumpings are cleaned up daily
Additional equipment procured	No	N/A	No	Have to budget for additional funding
Additional vehicles procured	No	MIG funding acquired but earmarked for 2025/26 FY	No	Acquired funding through the Municipal Infrastructure Grant (MIG) for the procurement of yellow fleet
Additional waste management or collection staff employed	No	To be budgeted for	Yes	1 x permanently employed
Staff training undertaken	No	To form part of municipal skills development, and when applicable, training is available	No	To form part of municipal skills development, and when applicable, training is available
Improved waste collection route planning	Yes	Ongoing through daily routes	Yes	Ongoing through daily routes
Use of technology	No	To be investigated	No	To be investigated with the assistance of the PROs

Measures Taken to Secure the Efficient Delivery of Waste Management Services				
Description	Indicate (Yes/No)	Elaborate on Measures Undertaken/ Provide Reasons if not Undertaken	Indicate (Yes/No)	Elaborate on Measures Undertaken/ Provide Reasons if not Undertaken
	2023/24		2024/25	
Other measures undertaken, e.g. funding applications, shared services, secondments, etc.	Yes	Continuous funding applications for waste management improvements	Yes	Continuous funding applications for waste management improvements

Table 69: Measures – Waste Services

#### iv) Compliance with Waste Management Standards

The following table indicates the Municipality's compliance with Waste Management Standards:

Compliance with Waste Management Standards						
Applicable Standard (e.g. National Domestic Waste Collection Standards, 2013)	2023/24			2024/25		
	Compliance with Standard (Yes/No)	Provide details on Compliance/ Non-Compliance	Measures Undertaken to Secure Compliance with Standard	Compliance with Standard (Yes/No)	Provide Detail on Compliance/ Non-Compliance	Measures Undertaken to Secure Compliance with Standard
Standard – kerb side collection	Yes	N/A	N/A	Yes	N/A	N/A

Table 70: Compliance with Waste Management Standards

#### c) Highlights: Waste Management

Highlights	Description
The Municipality was approved to participate in the Yellow fleet procurement fund	The municipality got funding approval for the procurement of a yellow fleet to address the waste needs around town and including the Landfill site

Table 71: Waste Management Highlights

#### d) Challenges: Waste Management

Description	Actions to address
The Landfill has reached its capacity	The municipality has appointed an EAP to assist with the planning and application process for the expansion of the existing site.

Table 72: Waste Management Challenges

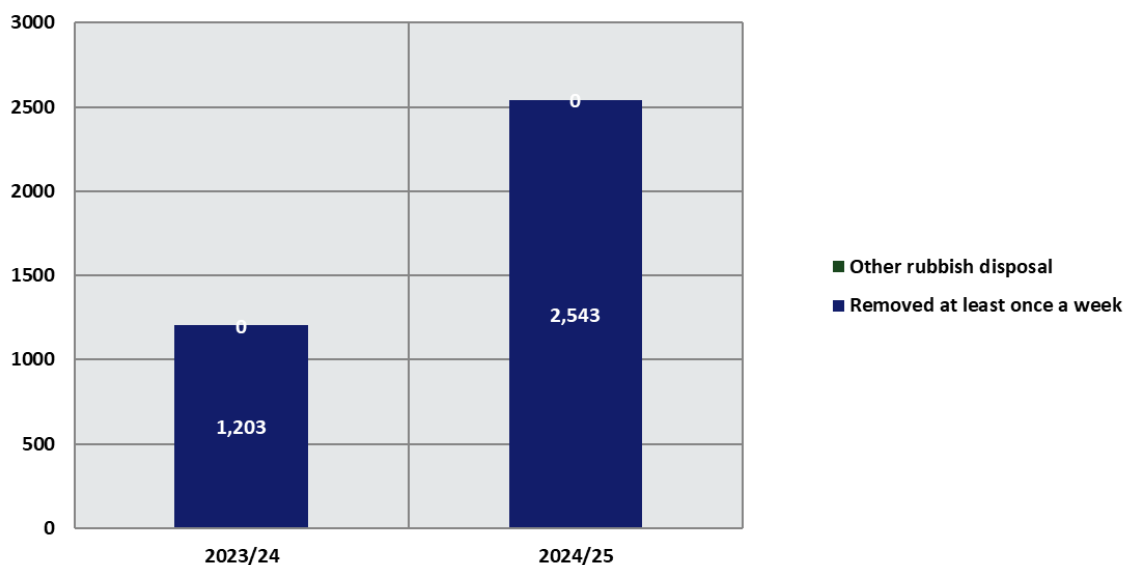
### e) Waste Management Service Delivery Levels

The table below specifies the different refuse removal service delivery levels per household for the financial years 2023/24 and 2024/25 in the areas in which the Municipality is responsible for the delivery of the service:

Waste Management Service Delivery Levels		
Description	Households	
	2023/24	2024/25
	Actual	Actual
	No.	No.
<b><i>Solid Waste Removal: (Minimum level)</i></b>		
Removed at least once a week	1 203	2 543
<b><i>Minimum Service Level and Above sub-total</i></b>	<b>1 203</b>	<b>2 543</b>
<b><i>Minimum Service Level and Above percentage</i></b>	<b>100</b>	<b>100</b>
<b><i>Solid Waste Removal: (Below minimum level)</i></b>		
Removed less frequently than once a week	0	0
Using a communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0
No rubbish disposal	0	0
<b><i>Below Minimum Service Level Sub-total</i></b>	<b>0</b>	<b>0</b>
<b><i>Below Minimum Service Level Percentage</i></b>	<b>100</b>	<b>100</b>
<b>Total number of households</b>	<b>1 203</b>	<b>2 543</b>

Table 73: Waste Management Service Delivery Levels

### Waste Management Service Delivery Levels



Graph 4.: Waste Management Service Delivery Levels

f) **Employees: Waste Management**

Employees: Waste Management					
Job Level	2023/24		2024/25		
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	4	0	0	0	0
4 – 6	4	4	3	1	30
7 – 9	0	1	1	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>8</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>25</b>

Table 74: Employees: Solid Waste Services

### 3.6 Housing

a) **Introduction to Housing**

Due to the high poverty level in the Laingsburg Municipal area, it is essential to provide the poor members of our community with Reconstruction and Development Programme (RDP) houses. It contributes to sustainable human settlements where families can live in a safe and hygienic environment.

The following table shows the number of people on the housing waiting list. There are currently approximately **1 235** housing units on the waiting list.

Financial year	Number of housing units on the waiting list	% Housing waiting list increase/(decrease)
2023/24	1 210	5
2024/25	1 235	25

Table 75: Housing Waiting List

b) **Highlights: Housing**

Highlight	Description
The low-cost housing development is approved	The municipality is acquiring developmental rights from the relevant departments after getting funding approval from the Department of Human Settlements

Table 76: Housing Highlights



### c) Challenges: Housing

Description	Actions to address
Backyard dwelling has increased due to immigration	The municipality is developing a new low-cost housing project

Table 77: Housing Challenges

## 3.7 Free Basic Services and Indigent Support

### a) Introduction to Free Basic Services and Indigent Support

The table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the Municipality, all households earning less than R4 160 per month will receive the free basic services as prescribed by national policy.

The table indicates the total number of indigent households and other households that received free basic services in the past two financial years:

Financial year	Number of households								
	Total no of HH	Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
		No. Access	%	No. Access	%	No. Access	%	No. Access	%
2023/24	1 379	304	30.1	407	29.5	405	29.4	415	30.1
2024/25	1 374	328	23.9	466	33.9	460	33.5	473	33.4

Figures as of 30 June 2025

Table 78: Free Basic Services to Indigent Households

Financial year	Electricity								
	Indigent Households			Non-indigent households			Households in Eskom areas		
	No. of HH	Unit per HH (kwh)	Value R'000	No. of HH	Unit per HH (kwh)	Value R'000	No. of HH	Unit per HH (kwh)	Value R'000
2023/24	304	50	421	475	0	0	513	50	190
2024/25	328	50	506	521	0	0	507	50	782

Figures as of 30 June 2025

Table 79: Free Basic Electricity Services to Indigent Households

Financial year	Water					
	Indigent Households			Non-indigent households		
	No. of HH	Unit per HH (kl)	Value R'000	No. of HH	Unit per HH (kl)	Value R'000
2023/24	407	6	1 010	972	0	0
2024/25	466	6	1 839	908	0	0

Figures as of 30 June 2025

Table 80: Free Basic Water Services to Indigent Households

Sanitation						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	R value per HH	Value	No. of HH	Unit per HH per month	Value
			R'000			R'000
2023/24	405	168	816	922	0	0
2024/25	460	193	1 065	865	0	0
<i>Figures as of 30 June 2025</i>						

**Table 81: Free Basic Sanitation Services to Indigent Households**

Refuse Removal						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	Service per HH per week	Value	No. of HH	Unit per HH per month	Value
			R'000			R'000
2023/24	415	1	722	958	0	0
2024/25	473	1	888	899	0	0
<i>Figures as of 30 June 2025</i>						

**Table 82: Free Basic Refuse Removal Services to Indigent Households Per Type of Service**

## COMPONENT B: ROAD TRANSPORT

The White Paper on National Transport Policy (1996) spells out the following vision for South African transport: “provide safe, reliable, effective, efficient and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers at improving levels of service and cost in a fashion which supports government strategies for economic and social development whilst being environmentally and economically sustainable.”

### 3.8 Roads

#### a) Introduction to Roads

To provide appropriate, cost-effective, safe, efficient and affordable Roads, Stormwater and Transportation Infrastructure in Laingsburg Municipality to improve the quality of life of our communities by stimulating economic growth and development.

#### ROAD AND STORMWATER INFRASTRUCTURE (OPERATIONS)

This Division deals with road maintenance (tarred and gravel), street verge maintenance, the surfacing of roads, reinstatement of service trenches, cleaning and rehabilitation of the stormwater system and culverts.

#### ROAD AND STORMWATER INFRASTRUCTURE (CAPITAL EXPENDITURE)

The division has implemented the upgrade of the internal road and stormwater system in Matjiesfontein and has up to date completed more than 1000 meters of new surfaced roads. We have also applied and have been granted the access road into Matjiesfontein, which was owned by the provincial roads department, and this will allow for the upgrade of this section of the road as well.

## MANAGEMENT SYSTEMS AND PLANNING

This Division is responsible for the development, implementation and management of various electronic management systems and master planning for all roads and stormwater infrastructure. This Division is also responsible for the implementation of capital projects, administration of the capital budget and approval of applications for new development.

For optimal performance, it is essential that roads are maintained to provide the road user with an acceptable level of service, to protect the structural layers of pavement from the abrasive forces of traffic, as well as from the effects of the environment

The tables below show the number of kilometres of new and upgraded roads (gravel and tarred) that have been built and maintained:

Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads	New gravel roads were constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2023/24	2.30	0	0	2.30
2024/25	2.30	0	0	2.30

Table 83: Gravel Road Infrastructure

Tarred Road Infrastructure: Kilometres					
Year	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
2023/24	27.8	0.9	0	0	28.7
2024/25	28.7	0	0	0	28.7

Table 84: Tarred Road Infrastructure

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	New & Replacements	Resealed	Maintained
	R'000		
2023/24	4 000	0	200
2024/25	0	0	200

*The cost for maintenance includes stormwater*

Table 85: Cost of Construction/Maintenance of Roads

### b) Employees: Roads

Employees: Roads					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	7	0	0	0	0
4 – 6	0	7	7	0	0
7 – 9	2	0	0	0	0

Employees: Roads					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
10 – 12	0	2	2	0	0
13 – 15	0	0	0	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0</b>

Table 86: Employees: Roads

### c) Capital Expenditure: Roads

Capital Expenditure				
R'000				
Capital Project	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget (%)
Goldnerville - New Stormwater Channel	3 200	0	0	100
New Paved Streets – Matjiesfontein Phase 2	0	0	0	0
<b>Total</b>	<b>3 200</b>	<b>0</b>	<b>0</b>	<b>100</b>

Table 87: Capital Expenditure: Roads

## 3.9 Wastewater (Stormwater Drainage)

### a) Introduction to Wastewater (Stormwater Drainage)

It is common practice to provide a formal drainage system of pipes or channels to convey stormwater away from erven and streets and to discharge this water into natural watercourses. The stormwater system must be cleaned and maintained on a regular basis to ensure a proper working drainage system.

### b) Wastewater (Stormwater Drainage) Maintained and Upgraded

The table below shows the total kilometres of stormwater maintained and upgraded, as well as the kilometres of new stormwater pipes installed:

Stormwater Infrastructure: Kilometres				
Year	Total Stormwater measures (km)	New stormwater measures (km)	Stormwater measures upgraded (km)	Stormwater measures maintained (km)
2023/24	8.40	0	0	8.40
2024/25	8.40	0	0	8.40

Table 88: Stormwater Infrastructure

The table below indicates the amount of money spent on stormwater projects:

Financial year	Stormwater Measures		
	New R'000	Upgraded R'000	Maintained R'000
2023/24	200	0	120
2024/25	0	0	60

Table 89: Cost of Construction/Maintenance of Stormwater Systems

## Component C: Planning and Local Economic Development (LED)

### 3.10 Planning

#### a) Introduction to Planning

The Municipality makes use of its Land Use Planning By-Law, National Building Regulations and Building Standards (Act 103 of 1977) to ensure that land use applications and building plan applications adhere to the required regulations and legislation. It is also a management tool to ensure compliance.

#### b) Service Delivery Statistics: Planning

Type of service	2023/24	2024/25
Building plans application processed	10	21
Total surface (m <sup>2</sup> )	1 500	2 860
Residential extensions	9	28
Rural applications	0	0
Land use applications processed	11	5

Table 90: Service Delivery Statistics: Planning

### 3.11 LED (Including Tourism and Marketplaces)

#### a) Introduction to LED

The vision of the LED strategy is to create sustainable communities in the central Karoo through local economic development.

#### b) Highlights: LED

The performance highlights regarding the implementation of the LED strategy are as follows:

Highlights	Description
Inclusive Stakeholder Engagement	<ul style="list-style-type: none"> <li>Active participation of small businesses, local entrepreneurs, and community members through the PACA (Participatory Appraisal of Competitive Advantage) process.</li> <li>Support and guidance from external partners such as SALGA and MISA, ensuring professional input and alignment with national priorities.</li> </ul>
Tourism Development & Marketing	<ul style="list-style-type: none"> <li>Strengthened promotion of Laingsburg as a gateway to the Karoo, enhancing its appeal as a stopover destination.</li> <li>Collaboration with local tourism operators to develop packages, events and experiences showcasing heritage, culture and natural landscapes.</li> </ul>

Table 91: LED Highlights

### c) Challenges: LED

The challenges regarding the implementation of the LED strategy are as follows:

Description	Actions to address
Limited Funding & Resources	<ul style="list-style-type: none"> <li>Constrained municipal budgets make it difficult to fully implement LED and tourism initiatives.</li> <li>Dependence on external funding and partnerships slows down project roll-outs.</li> </ul>
Capacity Constraints	<ul style="list-style-type: none"> <li>Shortage of skilled personnel within the municipality and local businesses to drive implementation effectively.</li> <li>Many SMMEs lack the technical, financial and marketing skills needed to compete and grow.</li> </ul>
Infrastructure Gaps	<ul style="list-style-type: none"> <li>Insufficient or outdated infrastructure, such as tourism signage, public facilities and limits visitor experiences.</li> <li>Poor maintenance of certain public spaces reduces the town's appeal as a tourism hub.</li> </ul>
Tourism Seasonality & Market Reach	<ul style="list-style-type: none"> <li>Tourism in the Karoo is highly seasonal, leading to fluctuating income for local businesses.</li> </ul>

*Table 92: Challenges LED*

### d) LED Strategy

LED includes all activities associated with economic development initiatives. The Municipality is mandated to provide strategic guidance to the Municipality's IDP and economic development matters and work in partnership with the relevant stakeholders on strategic economic issues. The LED strategy identifies various issues and strategic areas for intervention, such as:

Objective	Strategies
<b>Diversifying the economy</b>	
<ul style="list-style-type: none"> <li>Stimulating the economy through business development, the availability of land</li> </ul>	<ul style="list-style-type: none"> <li>Business Development Plan</li> <li>Investment Readiness Strategy</li> </ul>
<b>Transport and service sector</b>	
<ul style="list-style-type: none"> <li>Review of the transport plan</li> </ul>	<ul style="list-style-type: none"> <li>Transport Development Plan</li> </ul>
<b>Human resources development</b>	
<ul style="list-style-type: none"> <li>Skills development and training</li> </ul>	<ul style="list-style-type: none"> <li>Growth For Jobs Strategy 2035</li> </ul>
<b>Integrated human settlement</b>	
<ul style="list-style-type: none"> <li>Identify the need for GAP housing</li> </ul>	<ul style="list-style-type: none"> <li>Housing</li> </ul>

*Table 93: LED Objectives and Strategies*

### e) LED Initiatives

Within a limited budget for LED projects and one official to assist with LED implementation, the following programmes have been initiated in the municipal area:

Job creation through Extended Public Works Programme (EPWP) projects		
Details	EPWP Projects	Jobs created through EPWP projects
	No.	No.
2023/24	4	458
2024/25	4	370

*Table 94: Job Creation Through EPWP Projects*

## f) Additional Service Delivery Statistics: LED Initiatives

Type of service	2023/24	
Small businesses assisted	5	6
SMME's trained	20	42
Community members trained for tourism / PACA	0	0
Local artisans and crafters assisted	7	7
Recycling awareness programmes	0	0

Table 95: LED Initiatives

## Component D: Community and Social Services

### 3.12 Libraries

#### a) Introduction: Libraries

The Library Service of Laingsburg Municipality consists of one main library and three mini-libraries. The library function promotes a reading culture and the importance of reading from a young age.

#### b) Highlights: Libraries

Highlights	Description
The procurement process of a Modular library	Contractor has been appointed

Table 96: Libraries Highlights

#### c) Challenges: Libraries

Description	Actions to address
No Library for the Bergsig Community	Submit application for funding for a modular library at DCAS

Table 97: Libraries: Challenges

#### d) Service Statistics for Libraries

Type of service	2023/24	2024/25
Library members	1 514	2 038
Books circulated	8 587	12 898
Exhibitions held	12	24
Internet users	551	1 012
Children programmes	17	8
Book group meetings for adults	0	0

Table 98: Service Statistics for Libraries

### e) Employees: Libraries

Employees: Libraries					
Job Level	2023/24		2024/25		
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0
4 – 6	0	0	0	0	0
7 – 9	4	4	4	4	0
10 – 12	1	1	1	1	0
13 – 15	0	0	0	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

Table 99: Employees: Libraries

## 3.13 Cemeteries

### a) Introduction to Cemeteries

The Municipality has three cemeteries within the town of Laingsburg. The cemeteries located in Kambro Street and in Göldnerville are used for new burials, whereas the other one located in the town CBD was used to bury the victims and fatalities of the 1981 flood disaster.

### b) Service Statistics for Cemeteries

Type of service	2023/24	2024/25
Pauper burials	1	1

Table 100: Service Stats for Cemeteries

## 3.14 Childcare; Aged Care; and Social Programmes

### a) Introduction to Childcare; Aged Care; and Social Programmes

Childcare is to assist parents who cannot take care of their young children because of work or other reasons. The Social Welfare Department subsidises non-governmental organisations to provide a variety of childcare services to meet the different needs of the parents and their young children.

Aged care is the term for daily living and nursing care services provided to older citizens who either need some help at home or can no longer live independently. These services are generally divided into two categories, namely residential care and home-based care.

Social programmes are welfare subsidies designed to aid the needs of the population.

## b) Highlights: Childcare; Aged care; and Social programmes

Description	Actions to address
Care Bears programme in Bergsig	A new modular building for the crèche

Table 101: Childcare; Aged Care; and Social Programmes Highlights

## c) Challenges: Childcare; Aged care; and Social programmes

Description	Actions to address
Shortage of staff for the crèche	To budget for additional staff

Table 102: Childcare; Aged Care; and Social Programmes Challenges

## d) Service Statistics for Childcare; Aged Care; and Social Programmes

Description	2023/24	2024/25
Trees planted	0	500
Veggie gardens established or supported	1	0
Soup kitchens established or supported	2	2
Initiatives to increase awareness of child abuse	0	0
Youngsters are educated and empowered	0	0
Initiatives to increase awareness of disability	1 APD	1
Initiatives to increase awareness of women	0	0
Women Empowered	0	0
Initiatives to increase awareness of HIV/AIDS	0	0
Initiatives to increase awareness of Early Childhood Development (ECD)	0	0
Initiatives to increase awareness of substance abuse and high drug and alcohol-related crimes	0	0
Special events hosted (World Aids Day, Arbour Day, World Disability Day, Youth Day, 16 Days of Activism against Women Abuse)	1	1

Table 103: Service Statistics for Childcare, Aged Care, and Social Programmes

## Component E: Security and Safety

### 3.15 Public Safety

#### a) Introduction to Public Safety

**Neighbourhood Watch and Law Enforcement:** Attends to all complaints from the public related to Laingsburg Municipality's by-laws.

**Traffic:** Enforces all offences regarding the Road Traffic Act 93 of 1996, for example, disobeying stop signs, parking on the wrong side of the road and driving a motor vehicle without a driving license. Furthermore, monitor hotspots/ dangerous areas in town and manage parking bay outlays within the town.

**Fire and disaster management:** Attends to fire callouts within the jurisdiction of Laingsburg Municipality and the N1.

The Municipality has a Traffic Department which consists of five traffic officers, who are permanent. Recent recruits, thirteen of them, funded by the Department of Community Safety, completed a peace officer course. They are all employed on a contract basis between themselves and the Department of Community Safety.

**b) Highlights: Public Safety**

Highlights	Description
Appointment of thirteen law enforcement officers to keep our town safe	Appointed on a contractual basis from POCS

*Table 104: Public Safety Services Highlights*

**c) Challenges: Public safety**

Description	Actions to address
Limited Budget	To address all financial shortages within the Department
Limited Personnel	
Limited vehicles	
Limited overtime	

*Table 105: Public Safety Services Challenges*

**d) Service statistics for Public Safety**

Details	2023/24	2024/25
Motor vehicle licenses processed	1 476	1 697
Learner driver licenses processed	306	375
Driver licenses processed	381	429
Driver licenses issued	636	615
R-value of fines collected	5 815 624	7 315 886
Operational callouts	84	92
Roadblocks held	48	87
Complaints attended to by Traffic Officers	101	143
Special Functions – Escorts	0	0
Awareness initiatives on public safety	4	5
Operational callouts: Fire Services	46	52
Awareness initiatives on fire safety	1	1
Reservists and volunteers trained in firefighting	0	0

*Table 106: Service Statistics for Public Safety*



e) **Employees: Public Safety**

Employees: Public Safety					
Job Level	2023/24		2024/25		
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0
4 – 6	2	2	2	2	0
7 – 9	0	0	0	0	0
10 - 12	2	2	2	2	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>

Table 107: Employees: Public Safety

## Component F: Sport and Recreation

### 3.16 Introduction to Sport and Recreation

The Municipality consists of three sports fields, which are situated in Laingsburg, Matjiesfontein and Vleiland. Furthermore, it also has one “kickabout” mini sports field within the suburbs of Göldnerville. It also has a multi-sport field situated on the JJ Ellis sports ground.

a) **Highlights: Sport and Recreation**

Description	Actions to address
Starting with phase two of the Bergsig sports field	Starting in 2026 with phase 2

Table 108: Highlights: Sport and Recreation

b) **Challenges: Sport and Recreation**

Description	Actions to address
Vandalism at sports grounds	Need to increase security on the sports grounds

Table 109: Challenges: Sport and Recreation

c) **Service Statistics for Sport and Recreation**

Type of service	2023/24	2024/25
<b>Community Parks</b>		
Number of parks with play park equipment	5	5
Number of wards with community parks	4	4
<b>Sports fields</b>		
Number of wards with sports fields	2	2

Type of service	2023/24	2024/25
Number of sports associations utilising sports fields	5	5
R-value collected from the utilisation of sports fields	0	0
<b>Sports halls</b>		
Number of wards with sports halls	2	2
Number of sport associations utilising sports halls	5	5
R-value collected from the rental of sports halls (R)	75 404.89	77 499.68

Table 110: Additional Performance Information for Sport and Recreation

#### d) Employees: Sport and Recreation

Employees: Public Safety					
Job Level	2023/24		2024/25		
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	2	2	2	0	0
4 – 6	0	0	0	0	0
7 – 9	0	0	0	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>

Table 111: Employees: Sport and Recreation

## Component G: Corporate Policy Offices and Other Services

### 3.17 Financial Services

#### a) Highlights: Financial Services

Description	Actions to address
Budget Control	Management must see this as a focus area and priority
Lack of capacity in BTO	Train and capacitate personnel
Unfunded Budget	Purposeful control in budget spending

Table 112: Highlights: Sport and Recreation

## b) Employees: Financial Services

Employees: Financial Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0
4 – 6	1	3	2	1	0
7 – 9	6	6	6	0	0
10 – 12	4	4	3	1	0
13 – 15	0	1	1	0	0
16 – 18	2	1	0	1	0
19 – 20	0	0	0	0	0
<b>Total</b>	<b>13</b>	<b>15</b>	<b>12</b>	<b>3</b>	<b>0</b>

Table 113: Employees: Financial Services

## 3.18 Human Resources (HR)

### a) Introduction to HR

The Laingsburg Municipality's Mission and Vision provide direction to achieve the goals and objectives of the Municipality, and the Human Resources division must drive business excellence and contribute towards the Municipality's business strategy through strategic human resource management.

### b) Highlights: HR

Highlights	Description
Organogram Review	Organogram were reviewed for 2024/25
HR Intern	Appointed an HR Intern on 1 Nov 2024 to assist with HR Duties
HR Policies	Approval of new policies

Table 114: Highlights: HR

### c) Challenges: HR

Description	Actions to address
Lack of office Space (HR and Records in one room)	Redesign layout to improve space usage/ Get additional office space

Table 115: Challenges: HR

d) **Employees: HR**

Employees: Human Resources					
Job Level	2023/24		2024/25		
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0
4 – 6	3	3	3	0	0
7 – 9	2	2	2	0	0
10 - 12	3	3	3	0	0
13 - 15	0	0	0	0	0
16 - 18	1	1	1	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0</b>

Table 116: Employees: HR

### 3.19 Information and Communication Technology (ICT) Services

a) **Introduction to ICT Services**

Laingsburg Municipality is one of the smallest municipalities in the Western Cape and is still in the beginning phases of developing its ICT infrastructure. Before 2015, the Municipality had no proper ICT infrastructure or a fixed ICT official dedicated to handling its daily tasks.

The Municipality only appointed a qualified official in May 2015, and thereafter, the ICT environment started to become more stable. Even though an ICT official is in place, budgetary constraints are still a problem for Laingsburg Municipality, and for that reason, growth in the ICT environment is substantially slow.

b) **Highlights: ICT Services**

Highlights	Description
ICT Intern	Advertise for an intern in 2024/25 and appoint Intern 1 July 2025

Table 117: Highlights: ICT Services

b) **Challenges: ICT Services**

Description	Actions to address
Lack of Space for Equipment	Get a suitable office space for software

Table 118: Challenges: ICT Services



### c) Employees: ICT Services

Employees: ICT Services					
Job Level	2023/24		2024/25		
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0
4 – 6	0	0	0	0	0
7 – 9	0	0	0	0	0
10 - 12	1	1	1	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>

Table 119: Employees: ICT Services

## 3.20 Procurement Services

### a) Introduction to Procurement Services

Supply chain management (SCM) is a vital function in Laingsburg Local Municipality, ensuring the efficient and timely procurement of goods and services necessary for effective service delivery. By optimising the procurement process, the municipality can reduce costs, improve quality, and enhance transparency.

SCM plays a crucial role in supporting the municipality's constitutional mandate of providing essential services to its residents. This includes ensuring that capital spending targets are met through the efficient allocation of resources for infrastructure projects. Moreover, all divisions and departments within the municipality rely on SCM to achieve their objectives, from procuring materials for road repairs to acquiring supplies for social services programs.

In essence, SCM is a cornerstone of effective governance in Laingsburg Local Municipality, enabling the municipality to deliver quality services to its community while managing resources efficiently.

Despite the capacity constraints of the supply chain management unit, which currently consists of only three employees, we are committed to optimising processes and improving systems. This approach enables us to enhance service delivery while maintaining strict adherence to all relevant legislation.

### b) Challenges: Procurement Services

Description	Actions to address
The lack of cooperation and collaboration has hindered the effective planning and implementation of the procurement plan	The procurement plan will be monitored by the Accountant SCM on a monthly basis.. The Accountant SCM will report to the Chief Financial Officer (CFO), who will, in turn, report to the Accounting Officer

Description	Actions to address
Appointment of a fourth member to the Bid Adjudication Committee (BAC), as per Municipal SCM Regulation 29	The fourth member for the Bid Adjudication Committee (BAC) will be appointed from a neighbouring municipality within the Central Karoo District through the exemption process
Addressing the matter of historical Unauthorised, Irregular, Fruitless, and Wasteful Expenditure (UIFWE)	The procurement plan for the 2025/26 financial year addresses all identified irregular contracts. These contracts will be subject to a vigorous tender process to ensure their replacement with proper, legally compliant contracts
Ineffective Contract Management	To enhance governance and oversight, a Contract Management Policy and Framework will be introduced. This is accompanied by a complete review of the contract register. The register will be updated on a monthly basis, and specifically whenever payments are processed

Table 120: Challenges: Procurement Services

### c) Service Statistics: Procurement Services

Description	Total No	Monthly Average
Orders processed	1 846	153.83
Extensions	1	0.08
Bids received (number of documents)	29	2.42
Bids awarded	5	0.42
Bids awarded ≤ R200 000	51	4.25
Appeals registered	2	0.17
Successful appeals	0	0

Table 121: Service Statistics: Procurement Services

### e) Details of Deviations for Procurement Services

Reason for Deviation	Number of Applications Considered and Approved	Value of Applications Approved (R)
Section 36(1)(a)(i)- In an emergency which is considered an unforeseeable and sudden event with materially harmful or potentially materially harmful consequences for the Municipality, which requires urgent action to address	1	R73 082.50
Section 36(1)(a)(ii)- Where it can be demonstrated that goods or services are produced or available from a single provider only	0	N/A
Section 36(1)(a)(iii)- For the acquisition of special works of art or historical objects where specifications are difficult to compile	0	N/A
Section 36(1)(a)(v)- Exceptional case, and it is impractical or impossible to follow the official procurement processes	0	N/A
<b>Total</b>	<b>1</b>	<b>R73 082.50</b>

Table 122: Details of Deviations for Procurement Services

## Component H: Service Delivery Priorities For 2025/26

### 3.21 Service Delivery Priorities For 2025/26

The main development and service delivery priorities for 2025/26 form part of the Municipality's Top Layer SDBIP for 2025/26 and are indicated in the table below:

#### 3.21.1 Developing a Safe, Clean, Healthy and Sustainable Environment for Communities

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL15	Review the Disaster Management Plan and submit to Council by 31 March 2026	Reviewed Disaster Management Plan submitted to Council by 31 March 2026	All	1
TL16	Facilitate roadblocks on a quarterly basis	Number of roadblocks facilitated	All	48
TL17	Spend 95% of the Library Grant [(Actual expenditure divided by the total approved grant received) x 100]	% grant spent	All	95%
TL18	Facilitate the Thusong Outreach Programme on a bi-annual basis	Number of programmes facilitated	All	2

Table 123: Service Delivery Priorities for 2025/26– Developing a Safe, Clean, Healthy and Sustainable Environment for Communities

#### 3.21.2 Promote Local Economic Development

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL33	Create job opportunities through EPWP and LED projects by 30 June 2026	Number of job opportunities created by 30 June 2026	All	66

Table 124: Services Delivery Priorities for 2025/26– Promote Local Economic Development

#### 3.21.3 Improve the Standards of Living of all People in Laingsburg

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL8	Provide free 50kWh electricity to indigent households as at 30 June 2026	Number of households receiving free basic electricity	All	370
TL9	Provide free 6kl water to indigent households as at 30 June 2026	Number of households receiving free basic water	All	480
TL10	Provide free basic sanitation to indigent households as at 30 June 2026	Number of households receiving free basic sanitation services	All	480
TL11	Provide free basic refuse removal to indigent households as at 30 June 2026	Number of households receiving free basic refuse removal services	All	480

Table 125: Services Delivery Priorities for 2025/26– Improve the Standards of Living of all People in Laingsburg

#### 3.21.4 Provision of Infrastructure to Deliver Improved Services to all Residents and Business

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL2	The percentage of the municipal capital budget actually spent on capital projects	% of capital budget spent on capital projects	All	95%

Ref	KPI	Unit of Measurement	Wards	Annual Target
	by 30 June 2026 [(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100]			
TL4	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2026	Number of residential properties which are billed for electricity or have prepaid meters (Excluding Eskom areas) as at 30 June 2026	All	<b>896</b>
TL5	Number of formal residential properties that receive piped water (credit and prepaid water metering) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2026	Number of residential properties which are billed for water	All	<b>1 336</b>
TL6	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2026	Number of residential properties which are billed for sewerage	All	<b>1 320</b>
TL7	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2026	Number of residential properties which are billed for refuse removal	All	<b>1 370</b>
TL23	95% of the approved project budget spent on the new Bergsig Sport Field by 30 June 2026 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2026	All	<b>95%</b>
TL24	Complete the Site G Development Planning Phase in Laingsburg by 30 June 2026	Development Planning Phase completed by 30 June 2026	All	<b>1</b>
TL25	95% of the approved project budget spent on New Machinery and Equipment by 30 June 2026 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2026	All	<b>95%</b>
TL26	95% of the approved project budget spent on New Storm Water Conveyance in Göldnerville by 30 June 2026 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2026	All	<b>95%</b>
TL27	95% of the approved project budget spent on New Waste Water Treatment Works in Bergsig by 30 June 2026 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2026	All	<b>95%</b>
TL28	95% of the approved project budget spent on New Reclaimed Water	% of budget spent by 30 June 2026	All	<b>95%</b>

Ref	KPI	Unit of Measurement	Wards	Annual Target
	Reticulation in Laingsburg Municipal Area by 30 June 2026 [(Actual expenditure divided by the total approved project budget) x 100]			
TL29	95% of the approved project budget spent on the procurement of vehicles for Infrastructure Services by 30 June 2026 [(Actual expenditure divided by the total approved project budget) x 100]	% of budget spent by 30 June 2026	All	95%

Table 126: Services Delivery Priorities for 2025/26– Provision of Infrastructure to Deliver Improved Services to all Residents and Business

### 3.21.5 To Create an Institution with Skilled Employees to Provide a Professional Service to its Clientele Guided by Municipal Values

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL1	Develop a Risk Based Audit Plan for 2026/26 and submit to the Audit Committee for consideration by 30 June 2026	RBAP submitted to the Audit Committee by 30 June 2026	All	1
TL30	Limit the vacancy rate to less than 5% of budgeted posts by 30 June 2026 [(Number of posts filled/Total number of budgeted posts) x 100]	% vacancy rate of budgeted posts by 30 June 2026	All	5%
TL31	The percentage of the Municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2026 [(Actual amount spent on training/total operational budget) x 100]	% of the Municipality's personnel budget on implementing its workplace skills plan by 30 June 2026	All	1%
TL32	The number of people from employment equity target groups employed (to be appointed) by 30 June 2026 in the three highest levels of management in compliance with the equity plan	Number of people employed (to be appointed) by 30 June 2026	All	0
TL34	Develop and distribute at least two municipal newsletters by 30 June 2026	Number of municipal newsletters developed and distributed	All	2
TL35	Establish a Municipal Moderation Committee by 31 December 2025	Municipal Moderation Committee established by 31 December 2025	All	1
TL36	Establish a Departmental Moderation Committee 31 October 2025	Departmental Moderation Committee established by 31 October 2025	All	1

Table 127: Service Delivery Priorities for 2025/26 - To Create an Institution with Skilled Employees to Provide a Professional Service to its Clientele Guided by Municipal Values

### 3.21.6 To Achieve Financial Viability in order to Render Affordable Services to Residents

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL3	Achieve a debtor payment percentage of 85% by 30 June 2026 [(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100]	% debtor payment achieved	All	85%
TL12	Financial viability measured in terms of the municipality's ability to meet its service debt obligations at 30 June 2026 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) x 100]	Debt coverage ratio as at 30 June 2026	All	45%
TL13	Financial viability measured in % in terms of the total amount of outstanding service debtors in comparison with total revenue received for services at 30 June 2026 [(Total outstanding service debtors/annual revenue received for services)x 100]	% outstanding service debtors at 30 June 2026	All	75%
TL14	Financial viability measured in terms of the available cash to cover fixed operating expenditure at 30 June 2026 [(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)]	Cost coverage ratio as at 30 June 2026	All	0.5

Table 128: Services Delivery Priorities for 2025/26– To Achieve Financial Viability in Order to Render Affordable Services to Residents

### 3.21.7 Effective Maintenance and Management of Municipal Assets and Natural Resources

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL19	Limit the % electricity unaccounted for to less than 10% by 30 June 2026 [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased ) x 100]	% electricity unaccounted for by 30 June	All	10%
TL20	Limit unaccounted for water to less than 30% by 30 June 2026 [(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100]	% of water unaccounted	All	30%

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL21	95% of water samples comply with SANS241 [(Number of water samples that comply with SANS241 indicator (e-coli)/Number of water samples tested) x 100]	% of water samples compliant	All	95%
TL22	95% of effluent samples comply with permit values in terms of SANS 242 by 30 June 2026 [(Number of effluent samples that comply with permit values (suspended solids)/Number of effluent samples tested) x 100]	% of effluent samples compliant	All	95%

*Table 129: Services Delivery Priorities for 2025/26– Effective Maintenance and Management of Municipal Assets and Natural Resources*

## Chapter 4: Organisational Development Performance

### 4.1 National KPI – Municipal Transformation And Organisational Development

The following table indicates the Municipality’s performance in terms of the National KPI required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the MSA. These KPI’s are linked to the National Key Performance Area – Municipal Transformation and Organisational Development.

KPA & Indicators	Municipal Achievement	Municipal Achievement
	2023/24	2024/25
People employed from employment equity target groups in the three highest levels of management in compliance with a municipality's approved employment equity plan	0	0
Percentage of municipality's personnel budget actually spent on training by 30 June ((Total Actual Training Expenditure/ Total personnel Budget)x100)	1	1

*Table 130: National KPIs– Municipal Transformation and Organisational Development*

### 4.2 Component A: Introduction to The Municipal Workforce

The Laingsburg Municipality currently employs **69** (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of the Municipality’s objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and administrative function.

#### 4.2.1 Employment Equity

The Employment Equity Act (1998), Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to the “Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality’s approved employment equity plan”

a) **Employment Equity Targets/Actual**

African		Coloured		Indian		White	
Target June	Actual June	Target June	Actual June	Target June	Actual June	Target June	Actual June
1	1	1	1	0	0	1	1

Table 131: 2024/25 EE Targets/Actual by Racial Classification

Male		Female			Disability			
Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach
1	1	1	2	1	1	1	0	0

Table 132: 2024/25 EE Targets/Actual by Gender Classification

b) **Specific Occupational Categories - Race**

The table below indicates the number of employees by race within the specific occupational categories:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	1	0	0	0	0	0	0	1
Senior management	1	1	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	1	1	0	0	0	2	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	2	15	0	0	2	18	0	0	37
Semi-skilled and discretionary decision-making	0	7	0	0	0	0	0	0	7
Unskilled and defined decision-making	0	13	0	0	0	5	0	0	18
<b>Total permanent</b>	<b>4</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>69</b>
Non-permanent employees	0	0	0	0	0	4	0	0	4
<b>Grand Total</b>	<b>4</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>73</b>

Table 133: Occupational Categories

c) **Departments - Race**

The following table categorises the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Office of the Municipal Manager	1	1	0	0	1	0	0	0	3
Finance	1	5	0	0	0	6	0	0	12
Corporate Services	0	3	0	0	0	6	0	0	9
Community Services	1	4	0	0	0	11	0	0	16
Infrastructure Services	2	24	0	0	1	2	0	0	29



Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
<b>Total permanent</b>	5	37	0	0	2	25	0	0	69
Non-permanent	0	0	0	0	0	4	0	0	4
<b>Grand Total</b>	5	37	0	0	2	29	0	0	73

*Table 134: Department – Race*

#### 4.2.2 Vacancy Rate

The approved organogram for the Municipality had **69** posts for the 2024/25 financial year. The actual positions filled are indicated in the table below by functional level. **11** posts were vacant at the end of 2024/25, resulting in a vacancy rate of **15.94%**.

Below is a table that indicates the vacancies within the Municipality:

Per Functional Level		
Post level	Filled	Vacant
MM & MSA section 57 & 56	1	0
Middle management (T14-T19)	5	1
Admin Officers (T4-T13)	45	6
General Workers (T3)	18	4
<b>Total</b>	<b>69</b>	<b>11</b>
Functional area	Filled	Vacant
Office of the Municipal Manager	3	0
Finance	12	3
Corporate Services	9	0
Community Services	16	1
Infrastructure Services	29	7
<b>Total</b>	<b>69</b>	<b>11</b>

*Table 135: Vacancy Rate Per Post*

The table below indicates the number of critical vacancies per salary level:

Salary Level	Number of current critical vacancies	Total posts as per the organogram	Vacancy job title
Municipal Manager	0	0	0
Chief Financial Officer	1	0	Senior Manager, Finance and Compliance Services
Other Section 57 Managers	0	0	0
Senior management (T14-T19)	0	0	0
Highly skilled supervision (T4-T13)	3	0	Superintendent, Accountant, Revenue, Electrician
<b>Total</b>	<b>4</b>	<b>0</b>	<b>N/A</b>

*Table 136: Critical Vacancies Per Salary Level*

### 4.2.3 Staff Turnover Rate

A high staff turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organisational knowledge. Below is a table that shows the staff turnover rate within the Municipality.

The table below indicates the turnover rate over the last two years:

Financial year	Total employees at the end of the financial year	New appointments	No Terminations during the year	Turn-over Rate
2023/24	77	9	7	9.03%
2024/25	69	4	6	8.22%

*Table 137: Staff Turnover Rate*

## 4.3 Component B: Managing the Municipal Workforce

### 4.3.1 Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man-hours and, therefore, financial and productivity performance.

The table below indicates the total number of injuries within the different directorates:

Directorates	2023/24	2024/25
Office of the Municipal Manager	0	0
Finance	0	0
Corporate Services	0	1
Community Services	0	0
Infrastructure Services	0	1
<b>Total</b>	<b>0</b>	<b>2</b>

*Table 138: Injuries*

### 4.3.2 Sick Leave

The number of sick leave days taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken. The total number of employees who have taken sick leave during the 2023/24 financial year shows a decrease when compared with the 2024/25 financial year.

The table below indicates the total number of sick leave days taken within the year:

Year	Total number of sick leave days taken within the year
2023/24	509
2024/25	483

*Table 139: Sick Leave*

### 4.3.3 HR Policies and Plans

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the management of staff.

The table below shows the HR policies and plans that are approved:

Approved policies	
Name of policy	Date approved/ revised
Human Resource Management Strategy and Implementation Plan 2022-2026	30 June 2025
Recruitment and Selection Policy	30 June 2025
Induction and Onboarding Policy	30 June 2025
Probation Policy	30 June 2025
Placement Policy	30 June 2025
T.A.S.K Job Evaluation Policy	30 June 2025
Employment Equity Policy	30 June 2025
Acting Policy	30 June 2025
Scarce Skills and Retention Policy	30 June 2025
Education, Training and Development Policy	30 June 2025
Exit Management Policy	30 June 2025
Occupational Health and Safety Policy	30 June 2025
Leave of Absence	30 June 2025
Overtime Policy	30 June 2025
Private Work Policy	30 June 2025
Employee Assistance Programme Policy	30 June 2025
<b>Policies still to be Approved</b>	

Table 140: HR Policies and Plans

## 4.4 Component C: Capacitating the Municipal Workforce

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose, the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

### 4.4.1 Skills Matrix

The table below indicates the number of employees who received training in the year under review:

Management level	Gender	Number of employees identified for training at the start of the year (2024/25)	Number of Employees that received training (2024/25)
MM and S57	Female	0	0
	Male	1	1
	Female	1	1

Management level	Gender	Number of employees identified for training at the start of the year (2024/25)	Number of Employees that received training (2024/25)
Legislators, Senior Officials and Managers	Male	2	2
Associate Professionals and Technicians	Female	0	0
	Male	2	2
Professionals	Female	0	0
	Male	1	1
Clerks	Female	8	3
	Male	5	4
Service and Sales Workers	Female	0	0
	Male	2	1
Craft and Related Trade Workers	Female	0	0
	Male	0	0
Plant and Machine Operators and Assemblers	Female	1	1
	Male	5	2
Elementary Occupations	Female	4	1
	Male	10	3
<b>Subtotal</b>	<b>Female</b>	<b>14</b>	<b>6</b>
	<b>Male</b>	<b>28</b>	<b>16</b>
<b>Total</b>		<b>42</b>	<b>22</b>

Table 141: Skills Matrix

#### 4.4.2 Skills Development – Training Provided

The Skills Development Act (1998) and the MSA require employers to supply employees with the necessary training to develop their human resource capacity. Section 55(1)(f) states that as head of administration, the Municipal Manager is responsible for the management, utilisation and training of staff.

Training provided within the reporting period 2024/25			
Management level	Gender	Total	
		Actual	Target
MM and S57	Female	0	0
	Male	1	1
Legislators, Senior Officials and Managers	Female	1	2
	Male	2	2
Associate Professionals and Technicians	Female	0	0
	Male	2	2
Professionals	Female	0	0
	Male	1	1
Clerks	Female	3	10

Training provided within the reporting period 2024/25			
Management level	Gender	Total	
		Actual	Target
	Male	5	6
Service and Sales Workers	Female	0	0
	Male	2	1
Craft and Related Trade Workers	Female	0	0
	Male	0	0
Plant and Machine Operators and Assemblers	Female	1	1
	Male	2	5
Elementary Occupations	Female	1	4
	Male	2	10
Subtotal	Female	6	17
	Male	17	28
Total		23	45

Table 142: Skills Development

#### 4.4.3 Skills Development - Budget Allocation

The table below indicates that a total amount of R50 000 was allocated to the workplace skills plan and that 100% of the total amount was spent in the 2024/25 financial year:

Year	Total personnel budget	Total Allocated	Total Spend	% Spent
2023/24	33 125 095	82 464	39 536	47.95
2024/25	36 325 947	50 000	50 000	100

Table 143: Budget Allocated and Spent for Skills Development

#### 4.4.4 MFMA Competencies

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers, and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials in acquiring the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcome-based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 as per Government Notice No. 179 of 14 March 2014), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

The table below provides details of the financial competency development progress as required by the regulation:

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	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))
<b>Financial Officials</b>				
Accounting officer	1	1	1	1
Chief Financial Officer	0	0	0	0
Senior Managers	1	1	1	1
Any other Financial Officials	1	1	0	1
<b>Supply Chain Management Officials</b>				
Heads of Supply Chain Management units	1	1	0	1
Supply Chain Management Senior Managers	0	0	0	0
<b>Total</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>5</b>

Table 144: MFMA Competencies

## 4.5 Component D: Managing the Municipal Workforce Expenditure

Section 66 of the MSA states that the accounting officer of a Municipality must report to the Council on all expenditures incurred by the Municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

### 4.5.1 Personnel Expenditure

The percentage of personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowances for the past two financial years, and that the Municipality is well within the national norm of between 35 to 40%:

Financial year	Total Expenditure: Salary and Allowances	Total Operating Expenditure	Percentage
	R'000	R'000	
2023/24	36 799	87 371	42.23
2024/25	40 147	39 132	97.47

Table 145: Personnel Expenditure

Below is a summary of Councillor and staff benefits for the year under review:

Financial year	2023/24	2024/25		
Description	Actual	Original Budget	Adjusted Budget	Actual
	R'000			
<b><u>Councillors (Political Office Bearers plus Others)</u></b>				
Basic salaries and wages	3 206	3 535	3 450	3 450
Motor vehicle allowance	53	0	0	54
Other allowances	298	324	358	314
<b>Sub Total</b>	<b>3 557</b>	<b>3 859</b>	<b>3 808</b>	<b>3 818</b>
<b>% increase/ (decrease)</b>	<b>12.13</b>	<b>8.49</b>	<b>7.06</b>	<b>7.34</b>
<b><u>Senior Managers of the Municipality</u></b>				
Salary	4 040	4 158	3 966	3 837
Contributions	616	864	923	773
Allowances	748	559	763	668
Other benefits	421	0	0	0
Performance bonus	0	0	0	124
<b>Sub Total</b>	<b>5 826</b>	<b>5 581</b>	<b>5 652</b>	<b>7 425</b>
<b>% increase/ (decrease)</b>	<b>14.4</b>	<b>-4.21</b>	<b>-2.97</b>	<b>27.45</b>
<b><u>Other Municipal Staff</u></b>				
Basic Salaries and Wages	19 297	17 321	18 881	15 899
Contributions	4 219	3 776	3 779	3 461
Allowances	2 079	1 073	1 419	1 243
Housing allowance	66	0	0	0
Overtime	1 320	725	1 023	987
Other benefits or allowances	535	0	0	0
<b>Sub Total</b>	<b>27 516</b>	<b>22 895</b>	<b>25 102</b>	<b>21 590</b>
<b>% increase</b>	<b>11.2</b>	<b>-16.79</b>	<b>-8.77</b>	<b>-21.54</b>
<b>Total Municipality</b>	<b>36 899</b>	<b>32 335</b>	<b>34 562</b>	<b>32 833</b>
<b>% increase/ (decrease)</b>	<b>11.78</b>	<b>-12.37</b>	<b>-6.33</b>	<b>-11.02</b>

Table 146: Personnel Expenditure

## Chapter 5

This chapter provides details regarding the financial performance of the Municipality for the 2024/25 financial year.

### EXECUTIVE SUMMARY

During the 2024/25 financial year, the Municipality continues to demonstrate sound financial governance and strong balance sheet stability, despite revenue constraints and rising operational costs.

Key achievements in 2025 include:

- A notable increase in cash liquidity, ensuring short-term financial resilience.
- Maintenance of a healthy net asset base with minimal debt exposure.
- Effective credit control, leading to improved debtor recovery rates.

The following are the areas of focus moving forward:

- Maintaining expenditure discipline to protect future surpluses.
- Diversifying revenue streams to reduce dependency on government transfers.
- Sustaining capital investment to support long-term service delivery.

The 2024/25 **Financial Position** of Laingsburg Municipality shows a moderate improvement from 2024 to 2025, despite some fluctuations in asset and liability components.

- Total assets increased from R358.34 million (2024) to R375.27 million (2025) — a growth of about 4.7%.
- Net assets also improved from R291.57 million to R309.63 million, showing a stronger equity position.

The municipality has improved liquidity, maintained a healthy surplus of assets over liabilities, and shows prudent fiscal management.

2024/25 **Financial Performance** of the municipality recorded a net surplus of R18.06 million for 2025, down from R23.61 million in 2024. While the municipality remained in a positive financial position, the results show a decline in total revenue and a sharp rise in expenditure, which significantly reduced the annual surplus.

The 2024/25 Cash Flow Statement showed significant improvement in the cash position during 2025.

- Net increase in cash and cash equivalents: R18.03 million (vs R4.23 million in 2024).
- Closing cash balance: R24.74 million (up from R6.71 million in 2024).

This reflects better liquidity and stronger cash management compared to the previous year. Operating activities remain the primary cash source, while restrained capital investment and limited borrowing strengthened liquidity. The closing balance of R24.74 million indicates a robust and improving cash position, providing a healthy buffer for future operations.

## Component A: Statements Of Financial Performance

The Statement of Financial Performance provides an overview of the Municipality's financial performance and focuses on its financial health.

### 5.1 Financial Summary

#### Statement of Financial Performance

For the 2025 financial year, total revenue decreased to R130.2 million from R145.3 million in 2024 — a decline of R15.1 million (10%). This drop was driven mainly by lower government transfers and a reduction in fines and penalties income.

Total expenditure increased to R102.4 million (2024: R88.8 million), reflecting rising costs in employee compensation, bulk purchases, contracted services, and finance costs. Depreciation and amortisation also continued to place pressure on overall expenditure levels.

As a result, the operating surplus declined from R56.5 million to R27.9 million, and the net surplus for the year fell to R5.9 million (2024: R24.1 million). Despite this contraction, the Municipality maintained a positive operating result, indicating continued financial sustainability.

Key Performance Highlights (2025):

- Total Revenue: R130.2 million (↓ 10%)
- Total Expenditure: R102.4 million (↑ 15%)
- Net Surplus: R5.9 million (↓ 76%)
- Surplus Margin: 4.5% of total revenue

The Municipality demonstrated ongoing fiscal discipline and managed to deliver a surplus in a year characterised by reduced grant income and higher operating costs.

#### 5.1.1 Overall Financial Summary

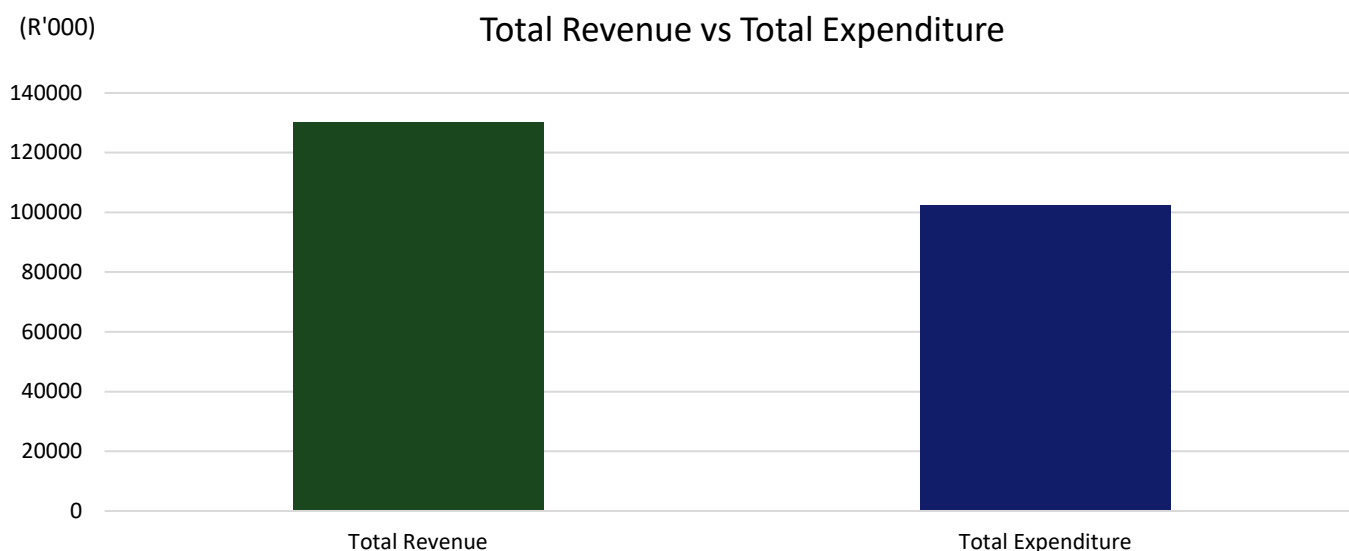
The table below indicates the summary of the financial performance for the 2024/25 financial year:

Revenue	2023/24 (R)	2024/25 (R)
Revenue from Non-exchange Transactions	111 751 665	89 909 273
Taxation Revenue	5 320 209	5 657 213
Property Rates	5 024 646	5 657 213
Surcharges and Taxes	295 563	-
Transfer Revenue	105 720 624	83 467 494
Grants and Subsidies	66 997 475	-
Contributed Property, Plant and Equipment	1 210 000	-
Fines, Penalties and Forfeits	33 765 412	28 860 283
Service-in-kind	3 747 737	-
Other Revenue	710 832	784 567

Revenue	2023/24 (R)	2024/25 (R)
Availability Charges	287 668	318 218
Fines, Penalties and Forfeits	-	-
Interest Earned - Non-exchange Transactions	423 163	466 349
Revenue from Exchange Transactions	33 588 405	40 328 944
Licences and Permits	256 397	226 882
Service Charges	27 390 132	33 537 232
Sales of Goods and Rendering of Services	294 883	341 288
Rent on Land	102 655	26 650
Rental from Fixed Assets	1 643 719	1 639 656
Interest Earned - External Investments	1 264 711	1 617 323
Interest Earned - Exchange Transactions	777 982	1 188 705
Operational Revenue	1 661 285	1 536 424
Agency Services	196 641	214 784
<b>Total Revenue</b>	<b>145 340 070</b>	<b>130 238 217</b>
Expenditure		
Employee related costs	33 350 274	35 455 753
Remuneration of Councillors	3 606 532	3 676 673
Bad Debts Written Off	-	1 115 945
Contracted Services	5 205 268	10 020 964
Depreciation and Amortisation	14 114 000	12 678 621
Finance Costs	2 649 005	4 530 439
Bulk Purchases	11 873 369	14 818 560
Inventory Consumed	2 240 071	775 203
Operating Leases	744 852	463 355
Transfers and Subsidies	-	97 621
Operational Costs	15 009 018	18 754 727
<b>Total Expenditure</b>	<b>88 792 389</b>	<b>102 387 861</b>
Operating Surplus/(Deficit) for the Year	56 547 681	27 850 357
Reversal of Impairment Loss/(Impairment Loss) on Receivables	(33 069 872)	(21 326 220)
Gains/(Loss) on Sale of Fixed Assets	(248 845)	(422 363)
Reversal of Impairment Loss/(Impairment Loss) on Fixed Assets	10 934	-
Actuarial gain/(loss)	862 129	(216 995)
<b>Net surplus/(deficit) for the year</b>	<b>24 102 027</b>	<b>5 884 778</b>

Table 147: Financial Performance 2024/25

The following graphs indicate the total revenue vs total expenditure in the municipal budget for 2024/25:



Graph 5.: Total Revenue vs Total Expenditure

### 5.1.2 Revenue Collection by Vote

The table below indicates the revenue collection performance by vote in the 2023/24 Financial year:

Segment Revenue	Executive and Council	Corporate Services	Financial Services	Community Services and Public Safety	Technical Services	Total
	R					
External revenue from exchange transactions	-	4 028 190	286 782	1 898 014	27 375 419	33 588 405
Service Charges - Electricity	-	-	-	-	18 028 447	18 028 447
Service Charges - Water	-	-	-	-	3 867 405	3 867 405
Service Charges - Waste water management	-	62 628	-	-	2 664 580	2 727 208
Service Charges - Waste management	-	-	-	-	2 767 072	2 767 072
Sales of Goods and Rendering of Services	-	158 350	70 170	18 882	47 481	294 883
Agency Services	-	-	196 641	-	-	196 641
Interest	-	184 298	-	-	-	184 298
Interest Earned - Receivables - Exchange Transactions	-	593 685	-	-	-	593 685
Interest Earned - External Investments	-	1 264 711	-	-	-	1 264 711
Rent on land	-	102 655	-	-	-	102 655
Rental of Facilities and Equipment	-	1 639 681	-	3 604	435	1 643 719
Licences and Permits	-	-	-	256 397	-	256 397
Operational Revenue	-	22 183	19 972	1 619 130	-	1 661 285

Segment Revenue	Executive and Council	Corporate Services	Financial Services	Community Services and Public Safety	Technical Services	Total
	R					
External revenue from non-exchange transactions	-	22 489	29 739 905	33 757 112	7 335 819	70 855 324
Property rates	-	-	5 024 646	-	-	5 024 646
Surcharges and taxes	-	-	295 563	-	-	295 563
Fines, Penalties and Forfeits	-	8 300	-	33 757 112	-	33 765 412
Transfers Recognised - Operational	-	263 033	23 134 404	-	7 048 150	30 445 587
Interest Earned - Non-exchange Transactions	-	-	423 163	-	-	423 163
Operational Revenue	-	-	-	-	287 668	287 668
Gains on disposal of Assets	-	(248 845)	-	-	-	(248 845)
Other Gains	-	-	862 129	-	-	862 129
<b>Total Segment Revenue (excluding capital transfers and contributions)</b>	<b>-</b>	<b>4 050 679</b>	<b>30 026 687</b>	<b>35 655 126</b>	<b>34 711 238</b>	<b>104 443 729</b>

Table 148: Revenue by Vote: 2023/24

The table below indicates the revenue collection performance by vote in the 2024/25 Financial year:

Segment Revenue	Executive and Council	Corporate Services	Financial Services	Community Services and Public Safety	Technical Services	Total
	R					
External revenue from exchange transactions	-	4 736 066	301 992	1 715 768	33 575 118	40 328 944
Service Charges - Electricity	-	-	-	-	21 757 564	21 757 564
Service Charges - Water	-	-	-	-	4 407 259	4 407 259
Service Charges - Waste water management	-	29 771	-	-	3 563 207	3 592 978
Service Charges - Waste management	-	-	-	-	3 779 431	3 779 431
Sales of Goods and Rendering of Services	-	186 506	65 598	21 527	67 657	341 288
Agency Services	-	-	214 784	-	-	214 784
Interest	-	292 514	-	-	-	292 514
Interest Earned - Receivables - Exchange Transactions	-	896 191	-	-	-	896 191
Interest Earned - External Investments	-	1 617 323	-	-	-	1 617 323
Rent on land	-	26 650	-	-	-	26 650
Rental of Facilities and Equipment	-	1 639 253	-	403	-	1 639 656
Licences and Permits	-	-	-	226 882	-	226 882
Operational Revenue	-	47 857	21 610	1 466 957	-	1 536 424
External revenue from non-exchange transactions	-	(182 469)	30 579 523	28 767 983	1 975 092	61 140 129

Property rates	-	-	5 657 213	-	-	5 657 213
Surcharges and taxes	-	-	-	28 767 983	92 300	28 860 283
Fines, Penalties and Forfeits	-	122 174	24 672 957	-	1 564 574	26 359 705
Transfers Recognised - Operational	-	-	466 349	-	-	466 349
Interest Earned - Non-exchange Transactions	-	-	-	-	318 218	318 218
Operational Revenue	-	(304 643)	-	-	-	(304 643)
Gains on disposal of Assets	-	-	(216 995)	-	-	(216 995)
Other Gains						
<b>Total Segment Revenue (excluding capital transfers and contributions)</b>	<b>-</b>	<b>4 553 597</b>	<b>30 881 515</b>	<b>30 483 751</b>	<b>35 550 210</b>	<b>101 469 073</b>

Table 149: Revenue by Vote: 2024/25

### 5.1.3 Revenue Collection by Source

The table below indicates the revenue collection performance by source for the 2024/25 financial year:

Revenue	2024 R	2025 R
Revenue from Non-exchange Transactions	111 751 665	89 909 273
Taxation Revenue	5 320 209	5 657 213
Property Rates	5 024 646	5 657 213
Surcharges and Taxes	295 563	-
Transfer Revenue	105 720 624	83 467 494
Government Grants and Subsidies	66 997 475	54 607 211
Contributed Property, Plant and Equipment	1 210 000	-
Fines, Penalties and Forfeits	33 765 412	28 860 283
Service-in-kind	3 747 737	-
Other Revenue	710 832	784 567
Availability Charges	287 668	318 218
Fines, Penalties and Forfeits	-	-
Interest Earned - Non-exchange Transactions	423 163	466 349
Revenue from Exchange Transactions	33 588 405	40 328 944
Licences and Permits	256 397	226 882
Service Charges	27 390 132	33 537 232
Sales of Goods and Rendering of Services	294 883	341 288
Rent on Land	102 655	26 650
Rental from Fixed Assets	1 643 719	1 639 656
Interest Earned - External Investments	1 264 711	1 617 323
Interest Earned - Exchange Transactions	777 982	1 188 705
Operational Revenue	1 661 285	1 536 424

Agency Services	196 641	214 784
<b>Total Revenue</b>	<b>145 340 070</b>	<b>130 238 217</b>

Table 150: Revenue by Source

### 5.1.4 Operational Services Performance

The table below indicates the operational services performance for the 2024/25 financial year:

Segment Expenditure	Governance and Administration	Community and Public Safety	Economic and Environmental Services	Trading Services				Other	Total
				Energy Sources	Water Management	Waste water management	Waste management services		
R									
Employee Related Costs	14 425 059	4 908 499	11 118 701	465 824	1 937 952	1 281 272	938 207	380 237	35 455 753
Remuneration of Councillors	3 676 673	-	-	-	-	-	-	-	3 676 673
Bulk Purchases - Electricity	-	-	-	14 818 560	-	-	-	-	14 818 560
Inventory consumed	234 025	45 265	197 496	27 011	89 750	12 312	153 799	15 545	775 203
Debt Impairment	699 765	18 701 320	-	134 690	680 667	571 390	538 386	-	21 326 220
Depreciation and Amortisation	1 418 707	958 294	3 854 723	669 793	2 559 759	2 416 531	779 680	21 134	12 678 621
Interest	1 539 807	-	-	-	-	-	2 990 632	-	4 530 439
Contracted Services	8 201 081	374 917	471 615	233 825	200 796	263 695	273 455	1 581	10 020 964
Transfer and subsidies	97 621	-	-	-	-	-	-	-	97 621
Irrecoverable debt written off	-	238	-	170 422	382 090	282 558	280 637	-	1 115 945
Operational cost	15 601 046	541 909	1 047 558	315 488	1 253 814	226 278	221 964	10 025	19 218 082
Losses on disposal of Assets	117 720	-	-	-	-	-	-	-	117 720
<b>Total Segment Expenditure</b>	<b>46 011 505</b>	<b>25 530 442</b>	<b>16 690 093</b>	<b>16 835 612</b>	<b>7 104 828</b>	<b>5 054 037</b>	<b>6 176 761</b>	<b>428 522</b>	<b>123 831 800</b>
Surplus/(Deficit)	(10 587 156)	4 964 072	(15 135 961)	5 148 010	(2 601 881)	(1 350 322)	(2 370 967)	(428 522)	(22 362 727)
Transfers and subsidies - capital (monetary allocations)	26 899 993	-	-	-	1 347 512	-	-	-	28 247 505
<b>Surplus/(Deficit) for the year</b>	<b>16 312 837</b>	<b>4 964 072</b>	<b>(15 135 961)</b>	<b>5 148 010</b>	<b>(1 254 369)</b>	<b>(1 350 322)</b>	<b>(2 370 967)</b>	<b>(428 522)</b>	<b>5 884 778</b>

Table 151: Operational Services Performance

## 5.2 Grants

### 5.2.1 Grant Performance

The Municipality received grants from the National and Provincial Governments during the 2024/25 financial year.

The performance in the spending of these grants is summarised as follows:

Grant Performance					
R'000					
Description	2023/24	2024/25			2024/25 % Variance
	Actual	Budget	Adjusted Budget	Actual	
<b>Capital Transfers and Grants</b>					
<b>National Government:</b>	<b>51 925</b>				
Equitable Share	21 520	22 685	22 685	22 685	100%
Expanded Public Works Programme Integrated Grant (EPWP)	1 173	1 209	1 209	1 209	100%
Finance Management Grant (FMG)	6 870	1 800	1 800	1 800	100%
Municipal Infrastructure Grant (MIG) – PMU	1 074	345	345	345	100%
Municipal Infrastructure Grant (MIG)	–	6 570	6 570	6 570	100%
Water Services Infrastructure Grant (WSIG)	4 471	16 044	16 044	16 044	100%
<b>Provincial Government:</b>	<b>1 734</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Community Development Workers (CDW)	27	76	76	76	100%
Human Settlements Acceleration Grant	43	142	142	142	100%
Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure	95	198	198	76	-61%
Western Cape Municipal Interventions Grant	-	-	-	-	-
WC - Financial Management Support Grant	–	1 000	1 000	147	85%
WC - Water Resilience Grant (WCWRG)	–	652	652	652	100%
WC - FIRE SERV CAP BUILD	–	557	557	322	42%
Human Settlements Development Grant (Beneficiaries)	–	404	404	404	100%
Community Library Services Grant	–	1 000	1 000	1 000	100%
<b>District Municipality:</b>	<b>–</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CKDM DLG Funding for HR Internship	100	100	100	100	100%
CKDM WOSA Safety Funding	20	-	-	-	-
<b>Other grant providers:</b>	<b>53</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Seta	53	-	-	-	-
<b>Total Operating Transfers and Grants</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

*Variations are calculated by dividing the difference between actual and original/adjustments budget by the actual.*

Table 152: Grant Performance for 2024/25

## 5.2.2 Level of Reliance on Grants & Subsidies

Financial year	Total grants	Total	Percentage
	and subsidies received	Operating Revenue	
	R'000	R'000	%
2023/24	66 997	141 592	111.33%
2024/25	54 607	130 251	138.50

Table 153: Reliance on Grants

## 5.2.3 Three Largest Assets

The following table indicates the details of the three largest assets within the Municipality:

Asset 1	
Name	Farm Portion
Description	Land
Asset Type	Land
Key Staff Involved	CFO
Staff Responsibilities	Verification
Asset 2	
Name	Land
Description	Land
Asset Type	Investment Property
Key Staff Involved	CFO
Staff Responsibilities	Verification
Asset 3	
Name	Thusong
Description	Thusong Centre Building
Asset Type	Building
Key Staff Involved	CFO
Staff Responsibilities	Maintenance and Verification

Table 154: Three Largest Assets

## 5.2.4 Grants made by the Municipality

The following table indicates the grants made by the Municipality during the financial year:

All organisations or person in receipt of grants provided by the Municipality	Nature of Project	Conditions attached to funding	Value 2024/25 (R'000)	Total Amount committed over previous and future years
–	–	–	–	–

Table 155: Grants Made by the Municipality

## 5.3 Asset Management

### 5.3.1 Repairs and Maintenance

Description	2023/24	2024/25			
	Actual (Audited Outcome)	Original Budget	Adjustment Budget	Actual	Budget variance
		R'000			
Repairs and Maintenance Expenditure	1 290	1 829	1 651	1 339	-18%

Table 156: Repairs & Maintenance

## 5.4 Financial Ratios Based on Key Performance Indicators

### 5.4.1 Liquidity Ratio

Description	Basis of calculation	2023/24	2024/25
		Audited outcome	Pre-Audited outcome
Current Ratio	Current assets/current liabilities	0.80	1.07
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.69	1.01
Liquidity Ratio	Cash and equivalents/Trade creditors and short-term borrowings	0.12	0.72

Table 157: Liquidity Financial Ratio

### 5.4.2 IDP Regulation Financial Viability Indicators

Description	Basis of calculation	2023/24	2024/25
		Audited outcome	Pre-Audited outcome
Cost Coverage	((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)).	0.76%	2.68%
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	20.41%	19.32%

Description	Basis of calculation	2023/24	2024/25
		Audited outcome	Pre-Audited outcome
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	0.00%	0.59%

Table 158: Financial Viability National KPAs

### 5.4.3 Employee Costs

Description	Basis of calculation	2023/24	2024/25
		Audited outcome	Pre-Audited outcome
Employee costs	Employee costs/ (Total Revenue - capital revenue)	27.31%	28.51%

Table 159: Employee Costs

### 5.4.4 Repairs and Maintenance

Description	Basis of calculation	2023/24	2024/25
		Audited outcome	Pre-Audited outcome
Repairs and maintenance (R&M) as a percentage of total revenue excluding capital revenue	R&M/ (total revenue excluding capital revenue)	1.00%	1.40%

Table 160: Repairs and Maintenance Ratio



## Component B: Cash Flow Management and Investments

Cash flow management is critical to the Municipality as it enables the organisation to assess whether enough cash is available at any point in time to cover the council's commitments. Cash flow is rigorously managed and monitored on a regular basis.

### 5.5 Cash Flow

Cash Flow from Operating Activities	2023/24 R	2024/25 R
Cash receipts		
Taxation	5 857 062	5 286 445
Service Charges	26 655 869	109 785 972
Other Revenue	7 332 435	(67 419 397)
Government - Operating and Capital	68 033 905	57 534 555
Interest	1 264 711	1 617 323
Cash payments		
Suppliers of goods and services	(32 637 111)	(32 877 497)
Employee related cost	(35 718 422)	(37 656 539)
Finance Charges	-	(32 076)
Transfers and Grants	-	(97 621)
<b>Net Cash from Operating Activities</b>	<b>40 788 449</b>	<b>36 141 166</b>
Cash Flow from Investing Activities		
Purchase of Property, Plant and Equipment	(37 222 382)	(20 206 414)
Proceeds on Disposal of Fixed Assets Purchase of Investment Properties	630 000	2 180 000-
<b>Net Cash from Investing Activities</b>	<b>(36 592 382)</b>	<b>(18 026 414)</b>
Cash Flow from Financing Activities		
Short term Loans	-	-
Borrowing - Long term/Refinancing	-	-
Repayment of Borrowing Repayment of Finance leases	-	(208 340)
Decrease / (Increase) in Long-term Receivables	(38 222)	(121 325)
<b>Net Cash from Financing Activities</b>	<b>38 222</b>	<b>(87 015)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>4 234 289</b>	<b>18 027 736</b>
Cash and Cash Equivalents at the beginning of the year	2 479 086	6 713 375
Cash and Cash Equivalents at the end of the year	6 713 375	24 741 111
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>4 234 289</b>	<b>18 027 736</b>

Table 161: Cash Flow

## 5.6 Gross Outstanding Debtors Per Service

Receivables from Non-Exchange Transactions	2023/24 R	2024/25 R
Property rates by usage	4 016 106	4 853 223
Availability Charges - Electricity	442 481	545 874
Availability Charges - Water	390 162	467 608
Availability Charges - Waste Water	658 944	781 440
Fines	101 676 938	122 495 214
Deposits	-	-
Balance previously reported	2 436 835	-
Less: Transferred to receivables from exchange transactions	(2 436 835)	-
Other Receivables	174 998	808 838
Balance previously reported	164 418	-
Plus: Corrections of error prior year	10 580	-
	107 359 629	129 952 196
Less: Provision for Debt Impairment	(104 359 766)	(123 840 182)
<b>Total Receivables from non-exchange transactions</b>	<b>2 999 863</b>	<b>6 112 015</b>

The fair value of other receivables approximates their carrying value. Rates are payable within 30 days. This credit period granted is considered to be consistent with the terms used in the public sector, through established practices and legislation. Discounting of rates debtors are not performed in terms of GRAP 104 on initial recognition.

(Rates): Ageing	2023/24 R	2024/25 R
Current (0 - 30 days)	33 938	39 519
31 - 60 Days	64 024	25 318
61 - 90 Days	52 515	20 037
+ 90 Days	3 869 597	4 769 705
Total	4 020 074	4 854 580
Less: Non-current portion transferred to non-current receivables	(3 968)	(1 357)
Plus: Prior period adjustments	4 016 106	4 853 223

(Availability Charges): Electricity - Ageing	2023/24 R	2024/25 R
Current (0 - 30 days)	11 598	14 794
31 - 60 Days	7 224	5 467
61 - 90 Days	7 063	5 467
+ 90 Days	416 596	520 146
Total	442 481	545 874

(Availability Charges): Water - Ageing	2023/24 R	2024/25 R
Current (0 - 30 days)	8 626	10 355
31 - 60 Days	5 742	4 001
61 - 90 Days	5 668	3 889
+ 90 Days	370 127	449 362
Total	390 162	467 608

(Availability Charges): Waste Water - Ageing	2023/24 R	2024/25 R
Current (0 - 30 days)	13 569	16 747
31 - 60 Days	9 653	6 509
61 - 90 Days	9 110	6 164
+ 90 Days	626 613	752 019
Total	658 944	781 440

Table 162: Gross Outstanding Debtors per Service

## 5.7 Total Debtors Age Analysis

Summary of Debtors by Customer Classification					
30 June 2025	Residential	Industrial/ Commercial	National and Provincial Government	Other	Total
Current (0 - 30 days)	1 482 495	1 033 074	323 819	53 164	2 892 551
31 - 60 Days	411 425	34 727	57 773	245	504 170
61 - 90 Days	328 476	11 087	34 961	106	374 630
+ 90 Days	6 235 289	501 179	419 535	1 341	7 157 344
Sub-total	8 457 686	1 580 066	836 087	54 856	10 928 695
Plus: Accrued revenue not included in age analysis	344 889	268 300	73 524	10 792	697 505
Less: Non-current portion transferred to non-current receivables	(157 622)	(22 821)	(184 091)	-	(364 534)
Plus: Not included in debtors' sub-system	-	-	-	5 483	5 483
Plus: Pre-payments and advances	-	-	-	2 832 736	2 832 736
	<b>8 644 953</b>	<b>1 825 545</b>	<b>725 520</b>	<b>2 903 868</b>	<b>14 099 885</b>
Less: Provision for debt impairment	(7 058 157)	(557 230)	-	(5 995)	(7 621 382)
<b>Total debtors by customer classification</b>	<b>1 586 797</b>	<b>1 268 314</b>	<b>725 520</b>	<b>2 897 873</b>	<b>6 478 503</b>

Table 163: Outstanding Debtor Age Analysis

## 5.8 Borrowing and Investments

### 5.8.1 Municipal Investments

Actual Investments		
R'000		
Investment type	2023/24	2024/25
	Actual	Actual
Deposits – Bank	511	545
<b>Total</b>	<b>511</b>	<b>545</b>

*Table 164: Municipal Investments*

### 5.8.1 Municipal Borrowing

Actual Investments		
R'000		
Investment type	2023/24	2024/25
	Actual	Actual
Financial Leases	-	-
<b>Total</b>	<b>-</b>	<b>-</b>

*Table 165: Municipal Borrowing*

## Chapter 6

### Component A: Auditor-General Opinion 2023/24

#### 6.1 Auditor-General Report 2023/24

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
<p><b>Property, plant and equipment</b></p> <p>The AG was unable to obtain sufficient appropriate audit evidence for property, plant, and equipment, due to inadequate information presented in the fixed assets register. I was unable to confirm the physical assets by alternative means. Consequently, the AG was unable to determine whether any adjustments relating to Property, plant, and equipment of R302 810 358 (2023: R265 804 648) as disclosed in note 2 to the financial statements, were necessary.</p> <p>The municipality did not recognise expenditure incurred on infrastructure assets, in accordance with GRAP 17, Property, plant and equipment. This is due to there being no project plans in place which supported the capitalisation determinations. Consequently, property, plant and equipment is overstated by R1 503 552, and contracted services are understated by R1 503 552.</p> <p>Contrary to the requirements of GRAP 17, Property, plant and equipment, the municipality's assets were not disclosed appropriately in note 2 of the financial statements, due to multiple errors made therein. The AG has not included the omitted information in this auditor's report as it was impracticable to do so.</p> <p>The municipality did not disclose all projects under construction, in accordance with GRAP 17, Property, plant and equipment. This was due to the municipality including projects that were under construction as part of completed assets. Consequently, property, plant and equipment, which is in the process of being constructed or developed, is understated by R7 757 885 (2023: R7 757 885) as disclosed in note 2.3 to the financial statements. In addition, the municipality did not disclose construction projects taking a significantly longer period to complete.</p> <p>Consequently, property, plant and equipment that is taking a significantly longer period of time to complete than expected is understated by R7 757 885 (2023: R7 757 885) as disclosed in note 2.4 to the financial statements.</p> <p>The municipality did not recognise land in accordance with GRAP 18, Recognition and derecognition of land. This was due to the land being under the control of other governmental entities. Consequently, property, plant and equipment as disclosed in note 2 to the financial statements was overstated by R2 214 406 (2023: R2 214 406) and accumulated surplus understated by R2 214 406 (2023: R2 214 406) in the financial statements.</p> <p>The municipality did not account for properties in accordance with the requirements of GRAP 17, Property, plant and equipment. This was due to the properties being held for capital appreciation and/or to earn rental income, and not for held for use in the production or supply of goods or services, for rental to others, or for administrative purposes. Consequently, property, plant and equipment as disclosed in note 2 to the financial statements was overstated by R1 681 847 (2023: R1 681 847) and investment property as disclosed in note 3 to the financial statements was understated by R1 681 847 (2023: R1 681 847).</p>	<ul style="list-style-type: none"> <li>• Adjust the financial Statements with the misstatements identified.</li> <li>• Implement audit action plan to address prior year findings on Property, Plant and Equipment in order to prevent repeat findings.</li> <li>• Update the asset register with all details required to account for each asset. Reviews the asset register to confirm that all pertinent details relating to each asset are recorded.</li> <li>• Ensure to unbundle all assets recorded on the fixed assets register. Perform reviews on the assets register to confirm each individual asset is separately recorded.</li> <li>• Perform any infrastructure asset verifications to confirm all assets under the municipality's control are recorded in the fixed assets register.</li> <li>• Correctly interpret and applied the financial reporting framework as it relates to the classification of buildings based on their nature and use.</li> <li>• Develop and monitor the implementation of action plans to address internal control deficiencies</li> <li>• Implemented management controls were deficient to ensure all assets recorded in the asset register can be verified to confirm their existence.</li> <li>• Implement control over daily and monthly processing and reconciling of transactions.</li> <li>• Recommended that management attend GRAP training to enhance their understanding for the financial reporting framework requirements as it relates to the accounting and disclosure of PPE in the annual financial statements.</li> </ul>

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
<p>The municipality did not recognise all additions made to infrastructure assets in accordance with GRAP 17, Property, plant and equipment. This was due to management not maintaining adequate record-keeping per the capital project to ensure the all the additions to work-in-progress were included. Consequently, property, plant and equipment as disclosed in note 2 to the financial statements was understated by R1 709 567 and accumulated surplus was understated by R1 709 567.</p>	
<p><b>Investment property</b></p> <p>Properties for which there was a use change were not transferred to inventory, as required by GRAP 16, Investment property. This was due to council resolutions to sell these properties and for which purchase agreements had been concluded. Consequently, investment property was overstated by R2 959 370 and inventory was understated by R2 959 370, respectively.</p> <p>The municipality did not appropriately disclose rentals earned from investment property, and from property, plant and equipment, as misstatements were made in attributing the amounts earned from both the underlying categories of assets in notes 3.2 and 30 of the financial statements. Consequently, revenue from rental of investment property (note 3.2) is understated by R1 558 993 (2023: R11 190), rentals from investment property (note 30) were understated by R1 566 440 (2023: R1 649 204), and rentals from property, plant and equipment (note 30) were overstated by R1 566 440 (2023: R1 649 204), respectively.</p>	<ul style="list-style-type: none"> <li>• Adjust the financial Statements with the misstatements identified.</li> <li>• Review the investments fixed asset register to confirm assets are correctly classified based on their nature and use.</li> </ul>
<p><b>Inventory</b></p> <p>The AG was unable to obtain sufficient and appropriate audit evidence for water inventory, as the municipality did not have an adequate system of records management to account for inventory consumed due to bulk water meters not working effectively during the financial year. The AG was unable to confirm the inventory by alternative means. Consequently, the AG was unable to determine whether adjustments relating to inventory of R61 151 (2023: R73 274) and inventory consumed disclosed in note 9, and the material water losses of R2 200 009 (2023: R569 993) disclosed in note 59.8 of the financial statements, were necessary.</p>	<ul style="list-style-type: none"> <li>• Investigate the entire population of inventory consumed to determine the full extent of items incorrectly classified as inventory.</li> <li>• Implement the audit action plan to address prior year findings on inventory consumed in order to prevent repeat findings.</li> <li>• Implemented inventory management controls were deficient in ensuring that all inventory is accounted for.</li> <li>• Adjust the financial Statements with the misstatements identified.</li> <li>• Review the water inventory cost calculations to ensure that all the information is complete and correctly used.</li> <li>• Ensure timely replacement and installation of the meter to completely measure all water abstracted for the year.</li> </ul>
<p><b>Receivables from exchange transactions</b></p> <p>Receivables were not classified as exchange receivables where the municipality will receive services of approximate equal value for those given up in exchange, in accordance with GRAP 9, Revenue from exchange transactions. The municipality was party to a number of agreements that arose from exchange transactions, which were accounted for as arising from non-exchange transactions. Consequently, receivables from exchange transactions were understated by R2 436 835 (2023: R2 252 540), and receivables from non-exchange transactions were overstated by R2 436 835 (2023: R2 252 540), respectively.</p> <p>Receivables (prepayments) for the acquisition of site materials were inappropriately capitalised as additions of property, plant and equipment, which is not in accordance with GRAP 1, Presentation of financial statements. Consequently, receivables from exchange transactions were understated by, and property, plant and equipment was overstated by R9 342 103, respectively.</p>	<ul style="list-style-type: none"> <li>• Adjust the financial Statements with the misstatements identified.</li> <li>• Review the annual financial statements before submission for audit.</li> </ul>

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
<p>The municipality did not disclose receivables from exchange transactions appropriately in note 10 of the financial statements, as misstatements were made in attributing the amounts between Residential, Industrial/Commercial, National and Provincial Government, and Other for both the current and comparative periods, impacting the overall disclosure note. Furthermore, misstatements were made in the disclosure of the ageing of the amounts due but not impaired, which was not in accordance with GRAP 104, Financial instruments. I have not included the omitted information in this auditor's report as it was impracticable to do so.</p>	
<p><b>Receivables from non-exchange transactions</b></p> <p>The AG was unable to obtain sufficient and appropriate audit evidence for fines receivables, as the municipality did not have an adequate system of records management. The AG was unable to confirm these receivables by alternative means. Consequently, the AG was unable to determine whether adjustments relating to fines receivables disclosed in note 11 of R2 626 503 (2023: R4 036 013) were necessary.</p> <p>The municipality did not disclose all receivables from non-exchange transactions appropriately, as required by GRAP 108, Statutory receivables. This was due to fines and other receivables being excluded from the ageing of these receivables in note 11. Furthermore, misstatements were made in the disclosure of the ageing of the amounts due but not impaired. This also resulted in a number of misstatements in the disclosure of these receivables in note 62 of the financial statements, as a result of multiple errors.</p>	<ul style="list-style-type: none"> <li>• Ensure that sufficient and appropriate audit evidence is accessible and available to support the prior year error corrections processed.</li> <li>• Review the annual financial statements before submission for audit</li> </ul>
<p><b>VAT receivable</b></p> <p>The AG was unable to obtain sufficient and appropriate audit evidence that value-added tax (VAT) receivable had been properly accounted-for, due to the status of the accounting records. The AG was unable to confirm the balance by alternative means. Consequently, the AG was unable to determine if any adjustment was necessary to the VAT receivable stated at R9 182 600 (2023: R6 445 428) in the financial statements.</p>	<ul style="list-style-type: none"> <li>• Adjust the financial Statements with the misstatements identified.</li> <li>• Review and Monitor Compliance with the VAT Act.</li> <li>• Implement the audit action plan as it relates to addressing repeat findings on VAT Receivable and that adequate oversight is provided over its action plan implementation by leadership and those charged with governance.</li> <li>• Leadership must implement their audit action plan to address prior year findings on VAT Receivables in order to prevent repeat findings</li> </ul>
<p><b>Non-current provisions - landfill sites</b></p> <p>The municipality did not value the rehabilitation of landfill sites provision as required by GRAP 19, Provisions, contingent liabilities and contingent assets as the municipality did not adhere to the operating licence of the landfill site to rehabilitate once the site is fully utilised.</p> <p>Consequently, provisions as disclosed in note 13 were understated by R2 088 761 (2023: R2 823 428), property, plant and equipment as disclosed in note 2 is understated by R539 549 (2023: R904 495), and finance costs as disclosed in note 34 is understated by R1 549 212 (2023: R2 084 840). Additionally, there was an impact on the estimated licensing and rehabilitation costs disclosed in note 13.1, which the AG was unable to determine the full extent thereof as it was impracticable to do so.</p>	<ul style="list-style-type: none"> <li>• Adjust the financial Statements with the misstatements identified.</li> </ul>
<p><b>Trade and other payables from exchange transactions</b></p> <p>The municipality did not derecognise fines receivables for rights to cash flows which had been settled, as required by GRAP 108, Statutory receivables. This is due to the municipality not having allocated settlement receipts against the associated receivables. Consequently, trade and other payables from exchange transactions are overstated by R6 588 212 (2023: R4 380 645), and receivables</p>	<ul style="list-style-type: none"> <li>• Adjust the financial Statements with the misstatements identified.</li> <li>• Implement audit action plan to address prior year findings on Trade and Other Payables form Exchange Transactions in order to prevent repeat findings</li> </ul>

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
from non-exchange transactions are overstated by R6 588 212 (2023: R4 380 645).	<ul style="list-style-type: none"> <li>Ensure that sufficient and appropriate audit evidence is accessible and available to support the recorded trade creditors.</li> </ul>
<p><b>Unspent transfers and subsidies</b></p> <p>The municipality did not record transfer revenue for grant funding received in accordance with GRAP 23, Revenue from non-exchange transactions. This was due to the municipality not having satisfied the conditions of the obligations from these monies. Consequently, government grants and subsidies were overstated by R5 237 912, and unspent transfers and subsidies were understated by R5 237 912, respectively.</p> <p>The municipality received grant funding from various government entities. Contrary to the requirements of GRAP 23, Revenue from non-exchange transactions, these grant funding arrangements were not disclosed appropriately in note 23 of the financial statements due to multiple errors therein including omitted information. The AG has not included the omitted information in this auditor's report as it was impracticable to do so.</p>	<ul style="list-style-type: none"> <li>Ensure that management understood and applied the financial reporting framework requirements as it relates to the accounting of the Human Settlements Acceleration Grant.</li> </ul>
<p><b>Revenue from non- exchange transactions</b></p> <p><b>Fines, penalties and forfeits</b></p> <p>The municipality did not record revenue from traffic offences in accordance with GRAP 23, Revenue from non-exchange transactions, as these fines were not recorded at the full amount as per the supporting documentation and/or were not recorded at all. The AG was unable to determine the full extent of such fines as disclosed in note M2 that were earned during the financial year as it was impracticable to do so.</p>	<ul style="list-style-type: none"> <li>Adjust the financial Statements with the misstatements identified.</li> <li>Consider adjusting the financial statements to correct the above amounts disclosed including considering the effects on other financial statement line items and disclosures.</li> <li>Implement their audit action plan to address prior year findings on Revenue from non-exchange transactions (fines, penalties and forfeits) in order to prevent repeat findings.</li> <li>Ensure that sufficient and appropriate audit evidence is accessible and available to support the revenue recorded traffic fines.</li> <li>Ensure to provide supporting documentation to the auditors on request.</li> <li>Attend GRAP training to enhance the understanding of the financial reporting framework requirements as it relates prior period error corrections.</li> </ul>
<p><b>Revenue from exchange transactions</b></p> <p><b>Service charges</b></p> <p>Service charges revenue was not recognised as required by GRAP 9, Revenue from exchange transactions. Properties were identified for which service charges were not billed and recorded.</p> <p>The AG was unable to determine the full extent of the understatement of service charges, stated at R27 390 132 (2023: R22 017 848) as disclosed in note 27 to the financial statements, and related receivables from exchange transactions, stated at R3 165 425 (2023: R2 801 567) in note 10 to the financial statements, as it was impracticable to do so.</p>	<ul style="list-style-type: none"> <li>Review the annual financial statements before being submitted for audit</li> <li>Ensure that sufficient and appropriate audit evidence is accessible and available to support prior-year corrections recorded in the financial statements.</li> <li>Implemented monthly reconciliations between the total revenue charged per the billing reports and the amounts recorded in the revenue general ledger accounts.</li> <li>Implement the audit action plan to address prior year findings on Revenue from Exchange Transactions in order to prevent repeat findings.</li> <li>Ensure formal agreements are established for arrangements established before the implementation of the MFMA.</li> <li>Adequately review the accounting policy to ensure that accounting policy is consistent with the critical judgments, estimations and assumptions disclosed in the financial statements and that the accounting policy is in line with the requirements of the applicable financial reporting framework related to estimates (including the recognition criteria, measurement bases, and the related presentation and disclosure requirements).</li> <li>Investigate the entire population and adjust the financial statements with the misstatement identified.</li> </ul>

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
	<ul style="list-style-type: none"> <li>Implement adequate steps to ensure that the revenue due to the municipality was calculated on a monthly basis and that customers were billed for the services consumed.</li> <li>Implement adequate internal controls to properly account for VAT on rental income to ensure that the VAT portion of rental transactions is correctly allocated to the VAT control account and that the correct output VAT amount is declared to SARS.</li> </ul>
<p><b>Aggregated revenue misstatements</b> Total revenue was materially misstated by R1 613 406 due to the cumulative effect of individually immaterial uncorrected misstatements in the following items:</p> <ul style="list-style-type: none"> <li>Interest Earned - Non-exchange transactions for which reliable balances could not be obtained as stated at R423 163; Rental from Fixed assets for which contracts could not be obtained of R87 213 as stated at R1 643 719;</li> <li>Interest Earned - Exchange transactions for which reliable balances could not be obtained as stated at R777 982; and Licences and Permits (Exchange transactions) for which application forms could not be obtained as stated at R256 397.</li> </ul> <p>Consequently, I was unable to determine whether any further adjustment was necessary to total revenue.</p>	<ul style="list-style-type: none"> <li>Adjust the financial Statements with the misstatements identified.</li> <li>Implement audit action plan to address prior year findings on Revenue from non-exchange transactions in order to prevent repeat findings.</li> </ul>
<p><b>Employee related costs</b> The amounts stated for employee related costs in the financial statements could not be reconciled to the underlying accounting records as required by GRAP 1, Presentation of financial statements. Consequently, employee related costs as stated in note 34 were overstated by R3 573 963 and accumulated surplus understated by the same amount.</p>	<ul style="list-style-type: none"> <li>Adjust the financial statements with the misstatements identified.</li> <li>Provide supporting documentation to the auditors on request.</li> <li>Implement appropriate record keeping controls to ensure that bonuses recorded are supported by reliable information which is readily accessible.</li> </ul>
<p><b>Statement of comparison of budget and actual amounts</b> The municipality did not appropriately present the statement of comparison of budget and actual amounts as required by GRAP 24, Presentation of budget information in financial statements. This was due to multiple presentation errors which resulted in the actual amounts not being presented on a comparable basis as the approved budget. The AG was unable to determine the full extent of the omitted presentation as it was impracticable to do so.</p>	<ul style="list-style-type: none"> <li>Adjust the financial statements with the misstatements identified.</li> </ul>
<p><b>Cash flow statement</b> The municipality did not prepare the cash flow statement, and the associated disclosure notes 54 and 56 in accordance with GRAP 2, Cash flow statements. This was due to multiple errors made in determining the cash flows from operating activities, cash flows from investing activities, and cash flows from financing activities. The AG was not able to determine the full extent of the errors in the cash flow statement as it was impracticable to do so.</p>	<ul style="list-style-type: none"> <li>Adjust the financial statements with the misstatements identified.</li> <li>Ensure that Bank reconciliations are properly prepared and cash book reconciling items are timeously followed up and cleared to prevent differences between the cash book balance and the amounts per bank statements.</li> <li>Management must ensure that they correctly interpreted and applied the financial reporting framework requirements as it relates to the preparation and disclosure of the Cash Flow Statement in the annual financial statements.</li> </ul>
<p><b>Segment reporting</b> The municipality did not appropriately present the segment information as required by GRAP 18, Segment reporting. This was due to multiple presentation errors made in presenting the performance of the municipality's various segments. The AG has not included the omitted information in this auditor's report as it was impracticable to do so.</p>	<ul style="list-style-type: none"> <li>Adjust the financial statements with the misstatements identified.</li> </ul>

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
<p><b>Contractual commitments acquisition of property, plant and equipment</b> Amounts of contractual commitments for the acquisition of property, plant and equipment were not appropriately disclosed in note 2.9 in accordance with GRAP 17, Property, plant and equipment. This is due to management not having determined these amounts by taking into account the accrual invoices, retentions and reduced final contract amounts. Consequently, the note disclosure is overstated by R10 309 189 (2023: R4 209 819).</p>	<ul style="list-style-type: none"> <li>• Implement audit action plan to address prior year findings on Commitments in order to prevent repeat findings.</li> <li>• Adjust the financial statements with the misstatements identified.</li> <li>• Drive a process of determining the detailed root cause, action required to address the audit finding as well as identifying the responsible person. Ensure responsible staff are followed up with and held accountable for addressing audit findings and the implementation of consequence management where required.</li> <li>• Ensured that there are clear and documented roles and responsibilities for the implementation of the audit action plan.</li> </ul>
<p><b>Key management personnel</b> Contrary to the requirements of GRAP 20, Related party disclosures, transactions and balances with key management personnel were not disclosed appropriately in note 34 of the financial statements, due to multiple errors made therein. The AG has not included the omitted information in this auditor's report as it was impracticable to do so.</p>	<ul style="list-style-type: none"> <li>• Adjust the financial statements with the misstatements identified.</li> </ul>
<p><b>Reversal of impairment loss/(Impairment loss) on receivables</b> The 2022/23 corresponding figures amounts disclosed in note 48 for impairment losses on receivables did not correspond with the underlying amounts disclosed in notes 10 and 11, as required by GRAP 1, Presentation of financial statements. Consequently, the reversal of impairment loss/impairment loss on receivables is understated by R6 009 495 and the accumulated surplus overstated by the same amount.</p>	<ul style="list-style-type: none"> <li>• Adjust the financial statements with the misstatements identified.</li> </ul>
<p><b>Correction of error</b> The AG was unable to obtain sufficient appropriate audit evidence that retrospective restatements had been properly accounted for, due to the status of the accounting records. The AG was unable to confirm whether all retrospective restatements were recorded by alternative means. Consequently, the AG was unable to determine whether any adjustment was necessary to disclosure note 53 of the financial statements.</p>	<ul style="list-style-type: none"> <li>• Adjust the financial statements with the misstatements identified.</li> </ul>
<p><b>Unauthorised expenditure</b> The municipality did not include all unauthorised expenditure in note 58.1 to the financial statements, as required by section 125(2)(d) of the MFMA, as the municipality made material omissions in the information disclosed, including making no disclosures for the 2022-23 year. Consequently, disclosure note 58.1 is understated by R36 337 515 (2023: R38 099 732).</p>	<ul style="list-style-type: none"> <li>• Adjust the financial statements with the misstatements identified.</li> <li>• Implement audit action plan to address prior year findings on Unauthorised Expenditure in order to prevent repeat findings.</li> <li>• Drive a process of determining the detailed root cause, action required to address the audit finding as well as identifying the responsible person. Ensure responsible staff are followed up with and held accountable for addressing audit findings and the implementation of consequence management where required.</li> <li>• Ensured that there are clear and documented roles and responsibilities for the implementation of the audit action plan.</li> </ul>
<p><b>Irregular expenditure</b> The irregular expenditure incurred during the current financial year under audit and related information on irregular expenditure was not included in the notes to the financial statements, as required by section 125(2)(d) of the MFMA. Expenditure was incurred in contravention of the supply chain management requirements, resulting in irregular expenditure. The AG was unable to determine the full extent of the irregular expenditure that occurred during the financial year as it was impracticable to do so.</p>	<ul style="list-style-type: none"> <li>• Adjust the financial statements with the misstatements identified.</li> <li>• Investigate the entire population of irregular expenditure as disclosed for the 2023/24 financial year to ensure that only valid irregular expenditure as defined in the MFMA is disclosed.</li> </ul>

Table 166: AG Report 2023/24

## Component B: Auditor-General Opinion 2024/25

### 6.2 Auditor-General Report 2024/25

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
<b>REPORT OF THE AUDIT ON THE ANNUAL FINANCIAL STATEMENTS</b>	
<b>PROPERTY, PLANT AND EQUIPMENT</b>	
<ul style="list-style-type: none"> <li>I was unable to obtain sufficient appropriate audit evidence that management had properly accounted for Infrastructure Assets in accordance with GRAP 17, Property, plant and equipment, due to inadequate information presented in the fixed asset register, poor status of accounting records and lack of evidence that conditional assessment was performed in accordance with GRAP 21, impairment of non-cash generating assets. Consequently, I was unable to determine whether any adjustments were necessary to Property, Plant and Equipment: Infrastructure Assets stated at R246 118 821 (2024: R250 831 720) in note 2, and whether any further adjustments were necessary to accumulated depreciation and impairment loss stated at R213 190 217 (2024: R203 277 666) in note 2, to the financial statements. Additionally, there was a resultant impact on the surplus for the period and the accumulated surplus.</li> <li>The municipality did not record all Community assets in contravention with GRAP 17, Property, plant and equipment, due to the status of records and lack of reconciliations. Consequently, this had an effect on the completeness of community assets as disclosed in the note 2 to the financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding for complete infrastructure verification - Perform a comprehensive clean-up and verification of the fixed asset register, including segregation of asset classes and correction of historical errors</li> <li>Conduct a complete conditional assessment of infrastructure assets and document impairment indicators and impairment calculations in line with GRAP 21</li> <li>Review and recalculate depreciation and impairment losses based on verified asset data and condition assessments</li> <li>Process all approved prior-period adjustments and corrections through the General Ledger with full audit trail and disclosures</li> <li>Identify, verify, and record all community assets in accordance with GRAP 17, including initial recognition and valuation</li> <li>Implement monthly reconciliations between the FAR, General Ledger, and supporting schedules</li> <li>Develop and implement an Asset Management Policy, procedures, and standard operating controls aligned to GRAP and MFMA</li> <li>Provide targeted training to finance and asset management official(s) on GRAP 17 and GRAP 21</li> </ul>
<b>VAT RECEIVABLE</b>	
<ul style="list-style-type: none"> <li>I was unable to obtain sufficient and appropriate audit evidence for the VAT receivable due to the status of accounting records. I was unable to confirm the VAT receivable by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the VAT receivable of R8 887 747 (2024: R9 182 600) as disclosed in note 20 of the financial statements were necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Perform a complete reconstruction of the VAT receivable balance by compiling detailed VAT schedules per tax period</li> <li>Reconcile VAT control account to SARS VAT201 returns and General Ledger for all outstanding periods</li> <li>Retrieve and file all supporting VAT documentation (tax invoices, credit notes, journals, payments) per VAT period</li> <li>Submit all outstanding VAT returns and formally follow up with SARS for confirmation of assessed balances</li> <li>Process all identified corrections and prior-period adjustments with appropriate disclosures in the AFS</li> <li>Perform an age analysis of VAT receivables and write off irrecoverable amounts in line with accounting policy</li> <li>Implement monthly VAT reconciliations and review controls, including sign-off by senior finance officials</li> <li>Provide VAT and SARS compliance training to finance officials responsible for VAT processing</li> </ul>
<b>RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS</b>	
<ul style="list-style-type: none"> <li>I was unable to obtain sufficient and appropriate audit evidence for the fines receivables from non-exchange transactions disclosed in note 11 to the financial statements. I was unable to confirm the balance by alternative means. Consequently, I was unable to determine whether any further adjustments were necessary to the fine's receivables stated at R122 495 214 (2024: R101 676 938) in note 11 to the financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>Reconstruct the fines receivable register from source systems, ensuring completeness and accuracy</li> <li>Reconcile the fines system to the billing system and General Ledger for all outstanding periods</li> <li>Perform detailed sample testing of fines issued, collections, and cancellations to support balances</li> <li>Conduct a complete age analysis and impairment assessment in accordance with GRAP 23</li> <li>Identify irrecoverable and prescribed fines and process write-offs in line with council-approved policies</li> </ul>

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
	<ul style="list-style-type: none"> <li>Process all approved adjustments and prior-period corrections with full disclosure in the AFS</li> <li>Formalise roles, responsibilities, and SOPs between Traffic Services and Finance</li> <li>Implement monthly reconciliations between fines registers and the General Ledger</li> </ul>
<b>TRADE AND OTHER PAYABLES FROM EXCHANGE TRANSACTIONS</b>	
<ul style="list-style-type: none"> <li>The municipality did not recognise fines receivables for rights to cash flows which had been settled, as required by GRAP 108, Statutory receivables due to the status of accounting records and lack of evidence to allocate settlement receipts against associated receivables. Consequently, unallocated deposits as disclosed in note 18 are overstated by R6 642 342 (2024: R6 558 212) and receivables from non-exchange transactions are overstated by R6 642 342 (2024: R6 558 212).</li> <li>I was unable to obtain sufficient appropriate audit evidence for trade payables included in trade and other payables from exchange transactions due to a lack of proper record keeping and reconciliation of control accounts. I was unable to confirm these trade payables by alternative means. Consequently, I was unable to determine whether any further adjustments to trade payables stated at R4 933 687 in note 18 to the financial statements were necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Perform a detailed analysis of all unallocated deposits and allocate settlement receipts to corresponding fines receivables in line with GRAP 108</li> <li>Adjust fines receivable balances for settlements already received and process correcting journals with a complete audit trail</li> <li>Reconstruct settlement histories using bank statements, receipt numbers, and fines system reports</li> <li>Develop and implement procedures for daily and monthly clearing of unallocated deposits</li> <li>Reconstruct trade payable subsidiary ledgers and reconcile to the General Ledger</li> <li>Obtain supplier statements and perform creditor reconciliations for all material balances</li> <li>Identify long-outstanding or invalid payables and process write-backs or corrections in line with accounting policy</li> <li>Implement document management controls for invoices, GRNs, and payment vouchers</li> <li>Implement monthly reconciliations for trade payables and unallocated deposits with management sign-off</li> </ul>
<b>REVENUE FROM NON-EXCHANGE TRANSACTIONS</b>	
<p>Fines, Penalties and Forfeits</p> <ul style="list-style-type: none"> <li>I was unable to obtain sufficient and appropriate audit evidence for fines, as it was not recognised in accordance with IGRAP 1- Applying the probability test on initial recognition of revenue. I was unable to confirm the revenue from fines by alternative means. Consequently, I was unable to determine whether any adjustments to revenue from fines stated at R28 860 283 (2024: R33 765 412) in note 33 to the financial statements, were necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Review fines revenue recognition methodology and apply the probability test before recognising revenue</li> <li>Reconstruct fines revenue schedules from source systems and reconcile to receivables and General Ledger</li> <li>Perform an age analysis and impairment assessment to determine the recoverable portion of fines revenue</li> <li>Process correcting journals and prior-period adjustments with appropriate disclosure</li> </ul>
<p>Government Grants and Subsidies</p> <ul style="list-style-type: none"> <li>I was unable to obtain sufficient and appropriate audit evidence for revenue from non-exchange transactions relating to the water services infrastructure grant as disclosed in note 22 to the financial statements due to the status of accounting records and lack of adequate evidence in support of revenue from non-exchange transactions. I was unable to confirm a water services infrastructure grant stated at R16 044 000 by alternative means. Consequently, I was unable to determine whether any adjustments were necessary. Additionally, there was a resultant impact on the surplus for the period.</li> </ul>	<ul style="list-style-type: none"> <li>Obtain and review the signed grant framework, DORA allocation letters, and payment confirmations</li> <li>Reconcile grant receipts to bank statements, project expenditure, and the General Ledger</li> <li>Assess compliance with grant conditions and recognise revenue only to the extent that conditions have been fulfilled</li> <li>Process all grant revenue adjustments and disclose the impact on surplus in the AFS</li> <li>Develop and implement SOPs for non-exchange revenue recognition and monthly reconciliations</li> </ul>
<b>INVENTORY CONSUMED</b>	



Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
<ul style="list-style-type: none"> <li>The municipality did not correctly recognise inventory consumed in accordance with GRAP 12, Inventories. The inventory consumed recognised inappropriately excluded abstracted water from Buffelsriver and the associated costs. Consequently, inventory consumed was understated by R2 651 250 (2024: R2 240 071) in note 9 to the financial statements and operational costs are overstated by R2 651 250 (2024: R2 240 071). This also has an impact on the material water losses disclosed in note 50.8 to the financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and approve a methodology for recognising abstracted raw water as inventory consumed in line with GRAP 12</li> <li>Install, calibrate, and maintain abstraction and bulk water meters at Buffelsriver abstraction points</li> <li>Recalculate inventory consumed, including abstracted water and associated costs</li> <li>Process correcting journals to reclassify costs between inventory consumed and operational expenditure</li> <li>Update non-revenue water and material water losses calculations and disclosures in the AFS</li> <li>Implement monthly reconciliations between abstraction volumes, treatment losses, billed water, and inventory consumption</li> <li>Update Inventory Management Policy and SOPs to include water as inventory</li> <li>Provide training to Finance and Technical officials on GRAP 12 and water inventory accounting</li> </ul>
<b>CORRECTION OF ERRORS</b>	
<ul style="list-style-type: none"> <li>The municipality did not disclose all prior period errors in note 45 to the financial statements, as required by GRAP 3, Accounting policies, estimates and errors. The nature and the amount of the correction for some financial statement items affected, and the amount of the correction at the beginning of the earliest previous period were not disclosed.</li> <li>In addition, I was unable to obtain sufficient appropriate audit evidence for those prior period errors disclosed in note 45 to the financial statements, as the supporting information was not provided. I was unable to confirm these disclosures by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the prior period errors disclosed in the financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>Perform a comprehensive review of all prior period adjustments to ensure full compliance with GRAP 3 disclosure requirements</li> <li>Prepare detailed disclosure schedules indicating the nature, amount, and financial statement line items affected</li> <li>Calculate and disclose the impact of corrections on opening balances of the earliest comparative period</li> <li>Reconstruct supporting documentation and working papers for all prior period errors</li> <li>Subject prior period error schedules to Internal Audit review before finalisation</li> <li>Process any additional correcting journals and prior period adjustments with appropriate approvals and disclosures</li> <li>Establish and maintain a Prior Period Error Register</li> <li>Implement a technical review process for AFS disclosures before submission</li> </ul>
<b>UNAUTHORISED EXPENDITURE</b>	
<ul style="list-style-type: none"> <li>I was unable to obtain sufficient appropriate audit evidence that unauthorised expenditure disclosed in note 49.1 to the financial statements was complete, as the municipality did not have adequate systems to maintain records. I was unable to confirm the unauthorised expenditure by alternative means. Consequently, I was unable to determine whether any further adjustments were necessary to the unauthorised expenditure stated at R101 800 500 (2024: R94 882 019) in note 49.1 to the financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>Reconstruct unauthorised expenditure records by performing a detailed budget-to-actual analysis per vote</li> <li>Develop and implement an unauthorised expenditure register in line with MFMA requirements</li> <li>Compile supporting schedules and documentation for all identified unauthorised expenditure</li> <li>Subject reconstructed unauthorised expenditure schedules to Internal Audit review</li> <li>Process correcting journals and update disclosures in the AFS, where applicable</li> <li>Investigate all unauthorised expenditure and submit reports to Council for condonation or recovery</li> <li>Strengthen monthly budget monitoring and Section 71 reporting</li> <li>Provide training to senior management and finance officials on unauthorised expenditure management</li> </ul>
<b>IRREGULAR EXPENDITURE</b>	
<ul style="list-style-type: none"> <li>I was unable to obtain sufficient appropriate audit evidence to confirm the irregular expenditure disclosed in note 49.3 to the financial statements as sufficient appropriate audit evidence was</li> </ul>	<ul style="list-style-type: none"> <li>Reconstruct irregular expenditure records by reviewing Reconstruct irregular expenditure records by reviewing SCM processes, contracts, and payments</li> </ul>

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
<p>not provided. I was unable to confirm this by alternative means. Consequently, I was unable to determine whether any further adjustments were necessary to the irregular expenditure stated at R135 572 039 (2024: R118 382 588) in the financial statements.</p>	<ul style="list-style-type: none"> <li>Retrieve and file all SCM supporting documents for identified irregular expenditure</li> <li>Establish and maintain a comprehensive irregular expenditure register in line with MFMA and Treasury guidance</li> <li>Subject reconstructed irregular expenditure schedules to Internal Audit verification</li> <li>Process correcting journals and update disclosures in the AFS where required</li> <li>Report all irregular expenditure and submit reports to MPAC, Mayor, MEC for Local Government and AGSA</li> <li>Strengthen SCM compliance checklists and pre-award and post-award reviews</li> <li>Provide SCM and MFMA compliance training to relevant officials</li> </ul>
<b>CHANGE IN ACCOUNTING ESTIMATE</b>	
<ul style="list-style-type: none"> <li>The municipality did not disclose the material effects of the changes in accounting estimates of accumulated depreciation and carrying values of property, plant and equipment, in accordance with GRAP 3, Accounting policies, changes in accounting estimates and errors. Consequently, effects of changes in accounting estimates amounting to R10 253 263 was not disclosed in the notes to the financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and quantify all changes in accounting estimates</li> <li>Identify and quantify all changes in accounting estimates relating to PPE for the period</li> <li>Prepare detailed schedules showing the effect of estimate changes on depreciation expense, accumulated depreciation, and carrying values</li> <li>Update note disclosures to include the nature and financial effect of changes in accounting estimates</li> <li>Compile and retain working papers supporting management's judgement and assumptions</li> <li>Subject estimate change calculations and disclosures to Internal Audit and technical review</li> <li>Establish a formal approval and documentation process for changes in accounting estimates</li> <li>Provide targeted training on GRAP 3 and GRAP 17 to finance and asset management officials</li> </ul>
<b>FINANCIAL INSTRUMENTS</b>	
<ul style="list-style-type: none"> <li>The municipality did not disclose financial instruments in accordance with GRAP 104, Financial instruments. The amounts disclosed in capital risk, credit risk and liquidity risk management did not agree to other information in the financial statements and the underlying supporting schedules. Consequently, various misstatements were identified in financial instruments disclosed in note 51 to the financial statements, the misstatement also occurred in the prior year.</li> </ul>	<ul style="list-style-type: none"> <li>Perform a comprehensive review of all financial instruments and applicable disclosure requirements</li> <li>Reconcile financial instruments risk disclosures to General Ledger balances and supporting schedules</li> <li>Correct all identified misstatements and update disclosures in the AFS</li> <li>Prepare detailed supporting schedules for all financial instruments' categories</li> <li>Perform a root cause review of prior-year financial instruments findings and address systemic weaknesses</li> <li>Implement a technical review and sign-off process for GRAP 104 disclosures</li> <li>Provide specialized training on GRAP 104 to finance officials</li> </ul>
<b>CASH FLOW STATEMENT</b>	
<ul style="list-style-type: none"> <li>During 2024 the municipality did not prepare the cash flow statement and associated disclosure notes in note 46 to the financial statements in accordance with GRAP 2, Cash flow statements. This was due to multiple errors made in determining cash flows from operating activities, cash flows from investment activities, and cash flows from financing activities. My audit opinion on the financial statements for the period ended 30 June 2024 was modified accordingly. My opinion on the current year financial statements is also modified because of the possible</li> </ul>	<ul style="list-style-type: none"> <li>Perform a complete reconstruction of the cash flow statement using reconciled General Ledger data</li> <li>Review and correctly classify cash flows into operating, investing, and financing activities</li> <li>Prepare comprehensive cash flow working papers and reconciliation schedules</li> <li>Correct prior-year cash flow information where practicable and disclose limitations in comparability</li> <li>Subject reconstructed cash flow statement to technical review and Internal Audit verification</li> </ul>

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
effect of this matter on the comparability of the cash flow statements for the current period.	<ul style="list-style-type: none"> <li>Implement a formal review and sign-off process for cash flow statements</li> <li>Provide targeted training on GRAP 2 to finance officials</li> </ul>
SEGMENT REPORTING	
<ul style="list-style-type: none"> <li>Segment information was not disclosed in accordance with GRAP 18, Segment reporting. The amounts disclosed did not agree to other information in the financial statements and the underlying supporting schedules. Consequently, segment information was misstated by various amounts in the schedule of segment reporting, the misstatement also occurred in the prior year and remain unresolved.</li> </ul>	<ul style="list-style-type: none"> <li>Perform a comprehensive review of segment reporting requirements and identify all required disclosures</li> <li>Reconcile segment reporting schedules to the General Ledger and financial statements</li> <li>Develop and approve consistent and reasonable allocation bases for segment reporting</li> <li>Correct all identified misstatements and update disclosures in the AFS</li> <li>Conduct a root cause review of prior-year segment reporting findings and address systemic weaknesses</li> <li>Implement a technical review and sign-off process for GRAP 18 disclosures</li> <li>Provide specialised training on GRAP 18 to finance officials</li> </ul>
REVENUE EXCHANGE FROM EXCHANGE TRANSACTIONS	
<p>Aggregated Revenue misstatements</p> <ul style="list-style-type: none"> <li>During 2024, total revenue was materially misstated by R1 613 406 due to the cumulative effect of individually immaterial uncorrected misstatements in the following items:</li> <li>Interest Earned - Non-exchange transactions for which reliable balances could not be obtained as stated at R423 163;</li> <li>Rental from Fixed assets for which contracts could not be obtained of R87 213 as stated at R1 643 719;</li> <li>Interest Earned - Exchange transactions for which reliable balances could not be obtained as stated at R777 982; and</li> <li>Licences and Permits (Exchange transactions) for which application forms could not be obtained as stated at R256 397.</li> </ul>	<ul style="list-style-type: none"> <li>Perform a comprehensive review of all revenue streams to identify and quantify misstatements</li> <li>Reconcile interest income to investment schedules, bank statements, and confirmations</li> <li>Retrieve, verify, and file all lease agreements and reconcile rental income to contracts</li> <li>Reconcile exchange interest to debtor balances and system-generated reports</li> <li>Reconstruct licence and permit revenue records using alternative evidence and source documents</li> <li>Implement a cumulative misstatement tracking schedule to monitor aggregate impact</li> <li>Process correcting journals and update disclosures in the AFS</li> <li>Implement monthly revenue reconciliations and management review procedures</li> </ul>
MATERIAL LOSSES - ELECTRICITY DISTRIBUTION LOSSES	
<ul style="list-style-type: none"> <li>During 2024, I was unable to obtain sufficient appropriate audit evidence for material losses relating to electricity distribution losses due to the status of accounting records. I was unable to confirm the electricity distribution losses by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the corresponding figure of electricity distribution losses, stated at R1 261 182. My audit opinion on the financial statements for the period ended 30 June 2024 was modified accordingly. My opinion on the current year financial statements is also modified because of the possible effect of this matter on the comparability of the electricity distribution losses for the current period.</li> </ul>	<ul style="list-style-type: none"> <li>Reconstruct electricity losses using meter readings, purchase records, and billing system data</li> <li>Compile detailed working papers and reconciliation schedules for losses</li> <li>Assess prior-year adjustments where practicable and disclose limitations in comparability</li> <li>Develop and implement a standard methodology for calculating electricity distribution losses</li> <li>Conduct root cause analysis of prior-year findings and implement corrective actions</li> <li>Implement monthly reconciliation of electricity units purchased vs units sold and losses recorded</li> <li>Provide training to finance and technical officials on GRAP 1/17 and electricity losses reporting</li> </ul>
UNSPENT TRANSFERS AND SUBSIDIES	
<ul style="list-style-type: none"> <li>During 2024, I was unable to obtain sufficient appropriate audit evidence for unspent transfers and subsidies due to the status of accounting records. I was unable to confirm the unspent transfers and subsidies by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the corresponding figure of unspent transfers and subsidies, stated</li> </ul>	<ul style="list-style-type: none"> <li>Reconcile all grants and subsidies received to supporting documentation and bank statements</li> <li>Prepare detailed schedules for each grant showing allocation, expenditure, and unspent balances</li> <li>Develop and implement a formal methodology and register for tracking unspent transfers and subsidies</li> </ul>

Details	
Audit Report Status:	Adverse opinion
Issue raised	Corrective steps implemented
<p>at R1 995 140. My audit opinion on the financial statements for the period ended 30 June 2024 was modified accordingly. My opinion on the current year financial statements is also modified because of the possible effect of this matter on the comparability of the of unspent transfers and subsidies for the current period.</p>	<ul style="list-style-type: none"> <li>Assess prior-year unspent balances, adjust where practicable, and disclose limitations in comparability</li> <li>Conduct root cause analysis of prior-year unspent transfers findings and implement corrective actions</li> <li>Implement monthly reconciliations of grant receipts, expenditures, and unspent balances</li> <li>Provide training on GRAP 23 and MFMA compliance for finance and budget officials</li> </ul>
<b>CONTRACTUAL COMMITMENTS FOR ACQUISITION OF PROPERTY, PLANT AND EQUIPMENT</b>	
<ul style="list-style-type: none"> <li>During 2024, the municipality did not recognise all contractual capital commitments as required by GRAP 17, Property, plant and equipment in the prior year. Consequently, the corresponding figure of contractual capital commitments disclosed in note 2.7 to the financial statements was overstated by R9 342 103. My opinion on the current year financial statements is modified because of the effect of this matter on the comparability of the contractual commitments for the current year.</li> </ul>	<ul style="list-style-type: none"> <li>Perform a full review of all capital contracts and reconciliations to ensure all valid commitments are captured</li> <li>Update the contractual commitments register to include all prior and current year contracts</li> <li>Correct disclosure note to accurately reflect contractual commitments</li> <li>Implement a formal process to reconcile contracts with the asset register on a monthly basis</li> <li>Introduce a technical review and sign-off process for GRAP 17 contractual commitments disclosure</li> <li>Provide training to finance and asset management officials on GRAP 17 disclosure requirements for contractual commitments</li> </ul>
<b>REPORT OF THE AUDIT ON THE ANNUAL PERFORMANCE REPORT</b>	
<ul style="list-style-type: none"> <li>APR not aligned to SDBIP</li> <li>Unsupported achievements</li> <li>No measures to improve performance</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly verification of reported achievements</li> <li>Ensure all measures to improve performance are evidenced</li> <li>Audit Committee review of performance information quarterly</li> <li>Capacity training on performance reporting (MSA)</li> </ul>

*Table 167: AG Report 2024/25*



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