



ERWAT: First Quarter Departmental Performance Reporting Template

2024/25 QUARTERLY REPORTING TEMPLATE AGAINST THE APPROVED BUSINESS PLANS

1. Executive Summary by the Department

ERWAT's key performance areas are aimed at ensuring sustainable delivery of sanitation services with current resources and seeking to address backlogs in the provision of sanitation to the wider City of Ekurhuleni (CoE) area. A new strategy was adopted by ERWAT in the current financial year 2024/2025, which is anchored in two main objectives, including the focus on operational excellence and enhancement of infrastructure maintenance for the achievement of Green Drop Status at all the water care works overtime and ensuring financial sustainability through financial alignment and commercialisation. The strategic objectives are driven by the introduction of corporate key performance areas, which aims to strengthen the achievement of Service Delivery Budget Implementation Plan (SDBIP) outcomes and alignment to the Integrated Development Plan (IDP) and the Growth and Development Strategy (GDS) of City of Ekurhuleni. Critical for ERWAT is to ensure that it has sufficient wastewater treatment capacity to meet current and future demands. This is measured in terms of the city-wide indicator for wastewater treatment capacity that is unused. ERWAT has continued to dedicate its capex programme towards the renewal of infrastructure and ensuring continuity in wastewater treatment during loadshedding events, through the installation of generators, where necessary. The departmental SDBIP performance areas of ERWAT are focused on investment into the entity's infrastructure, which is central to CoEs and the country's development goals. The performance areas further focus on the protection of the environment and public health through improved quality of effluent discharges and adherence to Green Drop requirements, clean public administration, sustainable financial management and improving external revenue streams towards becoming self-sustainable.

ERWATs performance in Quarter 1 of 2024/2025 was excellent, at 100% achievement of reportable targets considered for the performance of the entity. This was a significant improvement compared the 70% achievement for Q1 of the previous year (2023/2024). The entity achieved seven (7) out of the seven (7) reportable indicators in the first quarter of 2024/2025, as shown in Table A, below. There are in total fourteen (14) performance indicators, comprising of one (1) city wide indicator and thirteen (13) departmental indicators. Although all fourteen performance indicators are reported on in 2024/2025, only thirteen (13) are counted when calculating overall performance for periods in this financial year, due to the exemption of the "Total Operating Expenditure as a % of Total Operating Budget" indicator.

As a result, one (1) city-wide indicator and six (6) departmental indicators are reportable for performance in Quarter 1.

Table A: Summary of Service Delivery Performance

Service Delivery Monitoring						
	Total number of targets	Target exempted* in 2024/2025	Total number of targets set for performance measurement in the quarter	Achieved	Not achieved	Variance
City Wide SDBIP	1	0	1	1	0	0
Department SDBIP	13	1	6	6	0	0

**The target for Total Operating Expenditure as a percentage of Total Operating Budget is exempted in 2024/2025 and is reported on for monitoring purposes only. The outcome of this target is not counted in the performance calculations.*

The achievement of the city-wide target indicator for wastewater treatment capacity unused, has demonstrated ERWATs commitment to the strategic direction of CoE. The entity has made good progress to improve the effluent quality discharges by prioritising maintenance and renewal of critical infrastructure. A concerted effort was made to ensure that these programmes focused on the achievement of the Green Drop objective, also ensuring that receiving environment is not polluted, and public health is not affected by the operations, as per the entity's key mandate. Furthermore, ERWAT has continued to improve in the procurement of goods and services and maintained good allocations for procurement of SMMEs in the municipal areas. In addition, good margins for external revenue generation were achieved.

ERWAT continued to make significant progress towards closing the gaps in the expenditure of its operating budget, through the acceleration of the recruitment of staff and the establishment of a dedicated joint task team to oversee and expedite project timelines and the maintenance of critical infrastructure. These measures will continue in the foreseeable future so that it can reach the pre-determined targets, when this indicator becomes applicable for performance reporting.

ERWAT with the support of City of Ekurhuleni is making good progress towards the feasibility assessment phases of the Mega Catalytic projects, which also forms part of the entity's 50-year master and regionalisation plan to accommodate new developments within the City of Ekurhuleni. Dependent on obtaining the necessary funding, the implementation phases are next to commence. The planned capacity upgrade needs of the Water Care Works are critical for the current backlog in capacity and to make provision for future housing and industrial developments. ERWAT worked hard to close some of the short-term gaps by ensuring the capex budget was spent as planned in Quarter 1. However, there remains a significant shortfall in the in the Capex funding requirements for ERWAT to implement the 5-year capex programme, to upgrade of the Water Care Works.

2. Service Delivery Monitoring

2.1 CITY-WIDE SDBIP

KPI 1 – City-wide

Percentage of wastewater treatment capacity unused

Method of Measure

((1) Total volume of wastewater treated over the last year / ((2) Daily wastewater treatment plant available design capacity x cumulative number of days))]

Evidence

Dated and signed report indicating actual flow received and treated per WCW and totalised for ERWAT system (19 WCW) drawn from LIMS (Laboratory Information Management System), in conjunction with the original or re-graded design hydraulic capacity (available capacity) per WCW for the ERWAT system (total of 19 WCW).

Q1 Target

-50%

Q1 Actual

-36%

Comment

Target is achieved due realistic target setting given the prevailing inundation challenges.

Reasons for Variance

Water Care Works received lesser than amounts of daily inflows.

Corrective Measure

Even though the target was achieved the intention is to eliminate completely the negative unused capacity and have at least 20% unused capacity. To this end more financial resources are required to eliminate any negative unused capacity and create some spare capacity. The implementation of the capacity upgrade or extension is subject to the availability of funds. The currently allocated MTREF does not have provision for any Capacity Upgrade or Extension projects, ERWAT require additional funding on the current budget allocation. ERWAT cannot commit to a specific date due to unavailability of budget.

2.2 DEPARTMENTAL SDBIP

KPI 2 – Departmental SDBIP

Total revenue generated from external business.

Method of measure

Increased Commercial Business revenue generated from commercial sources (Absolute Rand Value per quarter). The indicator target is measured across the Quarters Revenue generated from: External Income (none NDA).

Evidence

Invoices - (The invoices to be coupled with sales report with a balance that agree to the amount reported for SDBIP purposes)

Q1 Target

R7.7 million

Q1 Actual

R7 852 937

Comment:

Revenue target for Q1 was achieved with a positive variance of R152 937

Reason for variance

Target for Revenue generated was achieved due to current projects that were maintained.

Remedial action

Maintain the current client base and prevent attrition.

KPI 3 – Departmental SDBIP

Audit Opinion

Method of measure

The Audit Opinion is defined by the Auditor General. It is given across a qualitative, ordinal scale including Unqualified with no findings; Unqualified with findings; Qualified with findings; Adverse with findings; and disclaimed with findings. For those who have not completed the process 'Outstanding audits' are recorded.

Evidence

Dated and signed Audit report from Auditor General South Africa (AGSA).

Q1 Target

N/A

Q1 Actual

N/A

Comment:

N/A

Reason for variance

N/A

Remedial action

N/A

KPI 4 – Departmental SDBIP

Percentage compliance with wastewater treatment works license conditions and/or exemptions standards

Method of measure

The indicator measures the compliance of wastewater works effluent to the requirements of biological and chemical indicators as per the water use license granted by the Regulator. It is calculated by dividing the number of determinants complying to the Water Use Authorization with the total number of determinants.

Evidence

Water quality analyses of each Wastewater Treatment Works (from the LIMS) is downloaded. Spreadsheet used to calculate average compliance of each of the 3 compliance categories and then the average of the 3 categories gives the overall compliance per WCW and then ERWAT system (19 WCW). Applicable Water use authorization limits of each Wastewater Treatment Works.

Q1 Target

75%

Q1 Actual

82%

Comment

Target achieved

The entity achieved 75% quarterly target by a positive variance of 7% compared to the 13% variance in Q4.

Reason for variance

The 6% decline was mainly due to:

- Critical Equipment failures
- Power failures

1. Critical equipment failures

The critical equipment failures are expressed as a % of the number of critical equipment failures over the reporting period divided by the total number of duty critical equipment that directly impacts final effluent water quality. The following WCWs Dekema, Hartebeestfontein, Rondebult, Rynfield, Tsakane, Vlakplaats and Heidelberg experienced critical equipment failures impacting directly on the effluent compliance, average negative variance of 13% as compared with the prior quarter. These negative variances occurred within different months in the quarter.

It should be noted that several critical equipment failures were not resolved in previous quarters and the impact on compliance thereof are carried over from quarter to quarter. The progress on restoration of critical equipment is directly proportional to the percentage maintenance expenditure for the quarter, and the progress made on addressing this aspect is fairly represented by the KPI on percentage maintenance expenditure.

WCW	% of critical equipment not available Q1 2024/2025	% of critical equipment not available Q4 2023/2024
Ancor	0%	14.00%
Benoni	17%	21.00%
Carl Grundlingh	0%	12.00%
Daveyton	0%	0.00%
Dekema	24%	15.00%
Esther Park	17%	17.00%
Hartebeestfontein	33%	18.00%
Heidelberg	37%	0.00%
Herbert Bickley	5%	14.00%
Jan Smuts	0%	0.00%
JP Marais	0%	0.00%
Olifantsfontein	3%	3.00%
Ratanda	0%	13.00%
Rondebult	12%	10.00%
Rynfield	49%	32.00%
Tsakane	48%	17.00%
Vlakplaats	21%	3.00%
Waterval	10%	0.00%
Welgedacht	15%	10.00%
Average of 19 WCW	6.35%	10.47%

WCW	% of critical equipment not available Q1 2024/2025	% of critical equipment not available Q4 2023/2024
	6 improvements and 7 deteriorated.	10 improvements and 9 deteriorated.

Although the average critical equipment failures between Q4 2023-2024 and Q1 2024-2025 have decline by about 4%. Critical equipment failures for 7 WCW increased by a significant margin ranging between 9% and 31% quarter-on quarter hence the decline in water quality compliance for the quarter.

2. Power outages

The WCWs tabulated below experienced frequent power failures during Quarter 1 impacting the compliance of the WCWs directly. It must be noted that the impact of power outages, have an increasing detrimental impact on the WCW ability to treat wastewater. It can be noted that in total 987 hours power failures were experienced on the WCW in Q1, compared to 680 hours in Q4- an increase of 307 hours.

Some of the WCW do not have installed generators at all critical plant processes whilst others are not operational, awaiting repairs.

Plant	Quarter 1 2024/2025					Total hours without power
		Scheduled Loadshedding	Total hours Loadshedding	Power failures	Total hours Power Failures	
Benoni	DD3	0	0	0	0	0
Esther Park	DD3	0	0	8	43	43
Hartebeestfontein	DD3	0	0	0	0	0
Olifantsfontein	DD3	0	0	1	4	4
Rynfield	DD3	0	0	0	0	0
Ancor	DD4	0	0	3	17	17
Daveyton	DD4	0	0	3	17	17
Jan Smuts	DD4	0	0	1	2	2
JP Marais	DD4	0	0	4	16	16

Plant	Quarter 1 2024/2025					Total hours without power
		Scheduled Loadshedding	Total hours Loadshedding	Power failures	Total hours Power Failures	
Welgedacht	DD4	0	0	16	160	160
Carl Grundlingh	DD5	0	0	1	2	2
Heidelberg	DD5	0	0	14	92	92
Herbert Bickley	DD5	0	0	2	5	5
Ratanda	DD5	0	0	12	268	268
Tsakane	DD5	0	0	16	82	82
Dekema	DD6	0	0	21	113	113
Rondebult	DD6	0	0	11	159	159
Vlakplaats	DD6	0	0	3	9	9
Waterval	DD6	0	0	0	0	0
		0	0	116	987	987
Total number of hours without electricity on all Water Care Works for Q1						987

It is important to take note that although the water quality compliance target was achieved, serious ongoing challenges remain, mainly due to power outages associated with bulk electrical supply failures and load reductions in selected areas. These challenges are discussed below as well as under Section 3.3.3.

The following operational challenges are experienced on an ongoing basis at the WCW operated by ERWAT:

3. Industrial pollution

3.1 Industrial pollution incidents:

The WCWs (water care works) listed in the Table below received industrial pollution during Quarter 1. The pollution impacts negatively on the biochemical treatment processes, the operation of the Works and subsequently results in the inability of the Works to meet the final effluent compliance levels. The total number of industrial pollution incidents declined in Q1 (dry season) as compared to Q4, as detailed in the Table below.

Heidelberg, Ancor and Benoni WCW were heavily impacted by industrial pollution even though the overall pollution incidents has declined in Q1 compared to Q4. Sporadic implementation of the pumpstation inspection by both the CoE and ERWAT on a weekly basis for Hartebeestfontein WCW have taken place throughout the quarter, in effort to identify the possible sources of the industrial pollutions.

The industrial pollution is a phenomenon whereby industries clean tanks and process units and dump the contents in the sewer lines. Even though ERWAT monitor, sample analyse and report to CoE the industrial pollution received at the various WCW daily, it is often too late to track the source once the pollution enters the WCW, due to the vast sewer networks it should also be noted that even though some of the WCW listed in the Table met the final effluent compliance target, they are still negatively impacted by industrial pollution on specific days

(Refer Section 3.4 for further details of organic loading per WCW)

WCW	Number Of Industrial Pollution Incidents during Q1 2024/2025	Number Of Industrial Pollution Incidents during Q4 2023/2024
Olifantsfontein	27	25
Hartebeestfontein	12	64
Benoni	22	5
Rynfield	1	0
Esther Park	11	19
Ancor	55	21
Daveyton	0	4
JP Marais	11	0
Jan Smuts	14	25
Welgedacht	4	0
Heidelberg	21	14
Carl Grundling	6	0
Tsakane	8	5
Herbert Bickley	10	27
Dekema	6	10

WCW	Number Of Industrial Pollution Incidents during Q1 2024/2025	Number Of Industrial Pollution Incidents during Q4 2023/2024
Rondebult	12	13
Vlakplaats	6	2
Total incidents	226	234

Action plans:

1. Critical equipment failures

Asset Care plans for critical equipment were developed but only partially implemented. Breakdowns still occur frequently, and the number of outstanding jobs for critical equipment is significant, impacting the final effluent quality directly. Adequate OPEX funds are urgently required to implement the full asset care plans and reduce the failure rate and improve reliability. A joint task team (comprising of Operations, Maintenance, Finance, Strategy, Monitoring & Evaluation, Infrastructure Planning and Projects Departments and Office of the Managing Director) has been established (effective from Q2 previous financial year, 2023/2024) to closely monitor progress implementation of outstanding critical maintenance work and improve the internal business processes.

2. Power outages

Short to medium term: Standby diesel generators are available at some of the most critical process units of the various WCW. Several new generators have been procured to cover all WCW critical process units. Installation is expected to be completed by Q2 of 24/25 as per approved Capex plan. Long term: ERWAT has applied for funding to DBSA and IDC to install renewable energy at some of the identified WCW. Awaiting outcome of the application.

3. Industrial pollution incidents

ERWAT works closely with the CoE and report all incidents as soon as detected to assist in tracing the source of the pollution. However, the pollution source is not often identified as it is difficult to trace in the vast sewer networks. Illegal tanker discharges were however identified to be one of the primary sources of pollution. Subsequently, some of the authorised open manholes used by tanker services were closed by the COE to tighten supervision, but more interventions are required. Fingerprinting of the pollution by the ERWAT Laboratory is a valuable tool to assist CoE in identifying the industrial pollution sources and to apply the By-Laws. ERWAT has also introduced an organic tariff formula, included in the Service Delivery

Agreement whereby the City will be invoiced for increased organic content (strength) beyond the capabilities of the relevant WCW.

KPI 5 – Departmental SDBIP**Total Capital Expenditure as a percentage of total capital budget****Method of measure:**

This indicator measures the extent to which budgeted capital expenditure has been spent during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment.

Formula: 1) Actual Capital Expenditure /(2) Budgeted Capital Expenditure

Evidence

Dated and signed Finance year to date expenditure report

Q1 Target

15%

Q1 Actual

19.87%

Comments

Target achieved

Reasons for variance

Positive variance of 4.87% is due to effective project management approach and proper project planning in place.

Remedial action:

None.

KPI – 6 Department SDBIP

Percentage of procurement spend allocated to SMME's

Method of measure

The indicator measures the percentage of procurement spend allocated to SMME's through ensuring appropriate application of the preferential procurement practices. This support will be calculated as a percentage of the total value paid to Small, Medium and Micro Enterprises either directly or via the principal contractor in terms of a Preferential Procurement Regulation 4 or 9 contractual condition.

Indicator Formula: (1) rand value of procurement spend allocated to SMME's / (2) rand value of total procurement spend *100.

Evidence

Award and payment listing (Report) of SMME expenditure amount (including invoices).

Q1 Target

60%

Q1 Actual

84%

Comments

Target achieved

Reason for variance

A positive variance of 24% achieved, as a result of defined specific goals that are aimed at prioritising SMME's on procurement contracts.

Remedial action

None

KPI 7 – Departmental SDBIP**Number of Repeat Audit Findings****Method of measure:**

The indicator tracks the number of findings made on the same matter as of the last audit cycle. The “Repeat” findings refer to those findings that have persisted from one year of reporting to the next. These are identified as repeat findings by the Auditor-General on the following administrative areas including but not limited to: i) Annual financial statements and annual report.

The formula for the indicator is the (1) Simple count of the number of "repeat" findings itemized in the Auditor-General's report of each municipality.

Evidence

Dated and signed Audit report from Auditor General South Africa (AGSA).

Q1 Target

N/A

Q1 Actual

N/A

Comment:

N/A

Reason for variance

N/A

Remedial action

N/A

KPI 8 – Departmental SDBIP**Number of Green Drop (90%) wastewater treatment works (Bi-quarterly)****Method of measure:**

The indicator measures the number of wastewater treatment works that achieved the Green Drop standard bi quarterly. (90%) Internal assessment is conducted by ERWAT Compliance Office (internal assessment.)

A further determination will be made on the impact or deviation of the treatment capacity caused by loadshedding incidences in the following manner:

Calculate and totalise the energy consumption and impacted treatment capacity for the process units at each of the water care works under ERWAT. The deviation is determined by expressing the impacted treatment capacity as a percentage of the total capacity.

Extrapolate the deviation (i.e. impacted treatment capacity) to the standard Green Drop Score of 90% by multiplying the deviation with the 90% standard score requirement for Green Drop Status

Evidence

The Green Drop scorecard as released by the internal ERWAT Compliance office (in-house. Assessment

Q1 Target

N/A

Q1 Actual

N/A

Comment:

N/A

Reasons for variance

N/A

Remedial actions:

N/A

KPI 9 – Departmental SDBIP

Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area

Method of measure:

This indicator measures the value of municipal operating expenditure that has been spent on payments to contracted organisations with a physical address within the municipal area as a percentage of the total operating expenditure on payments to all contracted organisations. Contracted services are inclusive of consultancy services and refer to services rendered by any entity outside of the municipality secured through a public procurement process.

Indicator Formula: (1) R-value of operating expenditure on contracted services within the municipal area / (2) Total municipal operating expenditure on contracted services. The indicator is reported quarterly.

Evidence

Signed Expenditure report on municipal operating expenditure spent on contracted services.

Q1 Target

2%

Q1 Actual

69%

Comment:

Target achieved

Reasons for variance

A total operating expenditure value of R73 170 332.00 was paid on contracted services (all active contracts that were awarded through the public procurement process) whereof R50 402 248.71 were paid to contracted services within the municipal area (COE).

Remedial actions

None

KPI 10 – Departmental SDBIP

Total Operating Expenditure as a percentage of Total Operating Expenditure Budget¹

Method of measure:

The indicator measures the extent to which operating expenditure has been spent during the financial year. Operating Expenditure (non-capital spending) is costs which the municipality incurs through its

normal operations. Indicator Formula: (1) Actual Operating Expenditure / (2) Budgeted Operating Expenditure This indicator results will be reported quarterly.

Evidence

Signed Excel spreadsheet as extracted from Budget statements for the period.

Q1 Target

20%

Q1 Actual

16.34%

Comment:

Target not achieved

Reasons for variance

Under expenditure on employee costs, repairs and maintenance, bulk purchases and general expenses.

Remedial actions:

Management to enhance processes to mitigate the risk of under expenditure and to ensure targets are met.

¹This indicator has been identified by National Treasury on 30 May 2024 (Ref No: ECU/2) as having reporting challenges and will be exempted from reporting for the 2023/24 and 2024/25 financial year until the definition of the indicator is revised in the upcoming 2025/26 Addendum 6 of the MFMA C88 to provide clear guidance to municipalities on how to report accurately. It has just been included in this scorecard for monitoring purposes by the City

KPI 11 – Departmental SDBIP**Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure****Method of measure:**

The indicator measures the extent to which the municipality has incurred irregular, fruitless and wasteful and unauthorised expenditure. Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Irregular expenditure is incurred by the municipality in contravention of a requirement of the law. Unauthorised expenditure includes overspending of the total amount appropriated in the approved budget.

Indicator Formula: ((1) Irregular + (2) Fruitless and Wasteful + (3) Unauthorised Expenditure) / (4) Total Operating Expenditure.

The Audited Annual Financial Statements for the previous financial year are finalised in January of the following financial period for the previous financial period, therefore this indicator will be reported annually in the Q3 of the following financial year for the previous financial year-end.

Evidence

The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period.

Q1 Target

N/A

Q1 Actual

N/A

Comment:

N/A

Reasons for variance

N/A

Remedial actions:

N/A

KPI 12 – Departmental SDBIP

Repairs and Maintenance as a percentage of property, plant, equipment and investment property

Method of measure:

This indicator measures the extent at which the municipality spent on repairs and maintenance of infrastructure assets relative to its asset base. Repairs and maintenance are a group of accounts consisting of labour costs, material costs, secondary costs, etc.

Evidence

The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period

Q1 Target

N/A

Q1 Actual

N/A

Comment:

N/A

Reasons for variance

N/A

Remedial actions

N/A

KPI 13 – Departmental SDBIP**Percentage of tender cancellations****Method of measure:**

This indicator measures the percentage of tender cancellations in relation to the total number of tender business cases that was recorded, advertised and closed.

Indicator Formula: (1) Number of tenders cancelled / (2) Total number of tenders advertised and closed. The indicator is reported quarterly.

Evidence

Signed and dated SCM report containing tender cancellations in relation to the total number of tender business cases that was recorded, advertised and closed.

Q1 Target

10%

Q1 Actual

0%

Comment:

Target achieved.

Reasons for variance

Variance is -10%, as no bids were cancelled during Quarter 1 of the financial period under review.

Remedial actions:

None

KPI 14 – Departmental SDBIP

Net Surplus /Deficit Margin for Wastewater

Method of measure:

Wastewater is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overhead costs and capital financing costs incurred in providing wastewater and sanitation services. Direct costs include employee related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges.

The Audited Annual Financial Statements for the previous financial year are finalised in January of the following financial period for the previous financial period, therefore this indicator will be reported annually in the Q3 of the following financial year for the previous financial year-end.

Evidence

The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period.

Q1 Target

N/A

Q1 Actual

N/A

Comment:

N/A

Reasons for variance

N/A

Remedial actions:

N/A

3.1 City-Wide/Institutional SDBIP 2024/25

Refer to the City-wide SDBIP 2024/25

Table1: City-Wide Indicators

NB: Please note that reasons for variance must be provided for both overachievement and under achievement

Entity	Outcome	Performance Indicator (Outcome)	Performance Indicator	Portfolio of Evidence	Baseline	Annual Target (2024/25)	Planned Target Quarter 1	Actual Output Quarter 1	Variation	Actual Output Rating	Progress on Targets	Reason(s) for Variation	Remedial Action	Planned Budget Quarter 1	Actual Expenditure Quarter 1
IDP Strategic Objective 1: To deliver reliable, affordable and sustainable services and ensure improved infrastructure maintenance															
Ekurhuleni Water Care Company (ERWAT)	WS4. Improved quality of water (incl.wastewater)		WS4.31 Percentage of wastewater treatment capacity unused	Dated and signed report indicating actual flow received and treated per WCW and totalised for ERWAT system(19 WCW) drawn from LIMS (Laboratory Information Management System), in conjunction with the original or re-graded design hydraulic capacity (available capacity) per WCW for	-42%	-50%	-50%	-36%	14%	-36%	Target achieved	Water Care Works received lesser than amounts of daily inflows.	The implementation of the capacity upgrade or extension is subject to the availability of funds. The currently allocated MTREF does not have provision for any Upgrade or Extension projects, ERWAT require additional funding on the current budget allocation. ERWAT cannot commit to a	CAPEX	

Entity	Outcome	Performance Indicator (Outcome)	Performance Indicator	Portfolio of Evidence	Baseline	Annual Target (2024/25)	Planned Target Quarter 1	Actual Output Quarter 1	Variation	Actual Output Rating	Progress on Targets	Reason(s) for Variation	Remedial Action	Planned Budget Quarter 1	Actual Expenditure Quarter 1
				the ERWAT system (total of 19 WCW).									specific date due to		

3.2 Entity's SDBIP Score card with Key Performance Areas and Indicators 2024/25

Table 2: Departmental Entity's SDBIP

Entity	Outcome	Performance Indicator (Outcome)	Performance Indicator (Output)	Portfolio of Evidence	Baseline	Annual Target (2024/25)	Planned Target Quarter 1	Actual Output Quarter 1	Variation	Actual Output Rating	Progress on Targets	Reason(s) for Variation	Remedial Action	Planned Budget Quarter 1	Actual Expenditure Quarter 1
IDP Strategic Objective 2: To build a clean, capable and modernized local state															
Ekurhuleni Water Care Company (ERWAT)	Improved Quality of water (including wastewater)		ERW1.1 Total revenue generated from external business	Invoices coupled with a sales report with a balance that agree to the amount reported	R39 478,83	R34 320 000.00	R7.7 million	R7852937	R152 937	Performance Achieved	Target Achieved	Target for revenue generated was achieved due to current projects that were maintained	Maintain the current projects and prevent attrition	opex	
	To build a clean, Capable and Modernized Local State		ERW1.2 Audit Opinion	Dated and signed report from AGSA	Unqualified Audit Opinion	Unqualified Audit Opinion	N/A	N/A	N/A	N/A	N/A	N/A	N/A	OPEX	N/A
	Improved Quality of water (including wastewater)		ERW1.3 Percentage compliance with wastewater treatment works license conditions and/or exemptions standards	Dated and signed report indicating actual flow received and treated per WCW and totalized for ERWAT system (19 WCW) drawn from LIMS (Laboratory Information Management System), in conjunction with the original or re-graded design hydraulic capacity (available capacity) per WCW for the ERWAT	81%	75%	75%	82%	7%	82%	Target Achieved	1. Critical equipment failures 2. Power outages 3. Industrial pollution	N/A	OPEX	R128 066 303

Entity	Outcome	Performance Indicator (Outcome)	Performance Indicator (Output)	Portfolio of Evidence	Baseline	Annual Target (2024/25)	Planned Target Quarter 1	Actual Output Quarter 1	Variation	Actual Output Rating	Progress on Targets	Reason(s) for Variation	Remedial Action	Planned Budget Quarter 1	Actual Expenditure Quarter 1
				system (total of 19 WCW											
	Improved Quality of Water including Wastewater		FM 1.11 Total Capital expenditure as a percentage of total capital budget	Dated and signed Finance year to date expenditure report	99.56%	95%	15%	19.87%	4.87%	19.87%	Target achieved	Positive variance of 4.87% is due to effective project management approach and proper project planning in place.	None	CAPEX	
	Improved Quality of Water including Wastewater		3.M Percentage of procurement spend allocated to SMME's	Dated and signed Letter of appointment or subcontract with support (contract) amount Award AND Listing (Register) of SMME supported with support amount	91.4%	60%	60%	84%	24%	84%	Target achieved	A positive variance of 24% achieved, as a result of defined specific goals that are aimed at prioritising SMME's on procurement contracts	None	OPEX /CAPEX	R78 111 177,44
	Improved Quality of Water including Wastewater		4.M Number of Repeat Audit Findings	AGSA signed management letter	8 repeat audit findings noted in the AGSA signed management letter for the 2021/2022 regularity audit	0 repeat audit findings noted in the AGSA signed management letter for the 2022/2023 regularity	N/A	N/A	N/A	N/A	N/A	N/A	N/A	OPEX	N/A
	Improved quality of water including wastewater		6.M Number of Green Drop (90%) wastewater treatment works (Bi-quarterly)	The Green Drop scorecard as released by the internal ERWAT Compliance office (in-	6 (90%)	6 (90%)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	OPEX	N/A

Entity	Outcome	Performance Indicator (Outcome)	Performance Indicator (Output)	Portfolio of Evidence	Baseline	Annual Target (2024/25)	Planned Target Quarter 1	Actual Output Quarter 1	Variation	Actual Output Rating	Progress on Targets	Reason(s) for Variation	Remedial Action	Planned Budget Quarter 1	Actual Expenditure Quarter 1
				house. assessment											
	LED1. Growing inclusive local economies		LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	Signed Expenditure report on municipal operating expenditure spent on contracted services	8%	8%	2%	69%	67%	69%	Target achieved	N/A	None	OPEX	R50 401 947 .83
	FM1. Enhanced municipal budgeting and budget implementation	FM1.1 Percentage of expenditure against total budget	² FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	Signed Excel spreadsheet as extracted from Budget statements for the period	New KPI	95%	20%	16.34%	(3.66%)	16.34%	Target not achieved; However, this is exempted from performance calculation as per footnote ¹			OPEX	R 253 712 412
	FM4. Improved expenditure management	FM4.1 Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	FM4.11 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total	The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period	New KPI	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	OPEX	N/A

² This indicator has been identified by National Treasury on 30 May 2024 (Ref No: EKV/2) as having reporting challenges and will be exempted from reporting for the 2023/24 and 2024/25 financial year until the definition of the indicator is revised in the upcoming 2025/26 Addendum 6 of the MFMA C88 to provide clear guidance to municipalities on how to report accurately. It has just been included in this scorecard for monitoring purposes by the City

Entity	Outcome	Performance Indicator (Outcome)	Performance Indicator (Output)	Portfolio of Evidence	Baseline	Annual Target (2024/25)	Planned Target Quarter 1	Actual Output Quarter 1	Variation	Actual Output Rating	Progress on Targets	Reason(s) for Variation	Remedial Action	Planned Budget Quarter 1	Actual Expenditure Quarter 1
			Operating Expenditure	for the previous financial period,											
	FM5. Improved asset management F	FM5.3 Percentage change of repairs and maintenance of existing infrastructure	FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period	4%	7%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	OPEX	N/A
	FM6. Improved supply chain management		FM6.13 Percentage of tender cancellations	Signed and dated SCM report containing tender cancellations in relation to the total number of tender business cases that was recorded, advertised and closed.	New KPI	10%	10%	0%	-10%	0%	Target achieved	0%	None	OPEX/CAPE X	N/A
	FM7. Improved revenue and debtors management	FM7.3 Percentage of net operating surplus margin	FM7.33 Net Surplus /Deficit Margin for Wastewater	The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period,	New KPI	5%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	OPEX	N/A

3.3. Reflection on operations/ day-to-day activities (Analytical Narrative Account)

Quarterly Flows

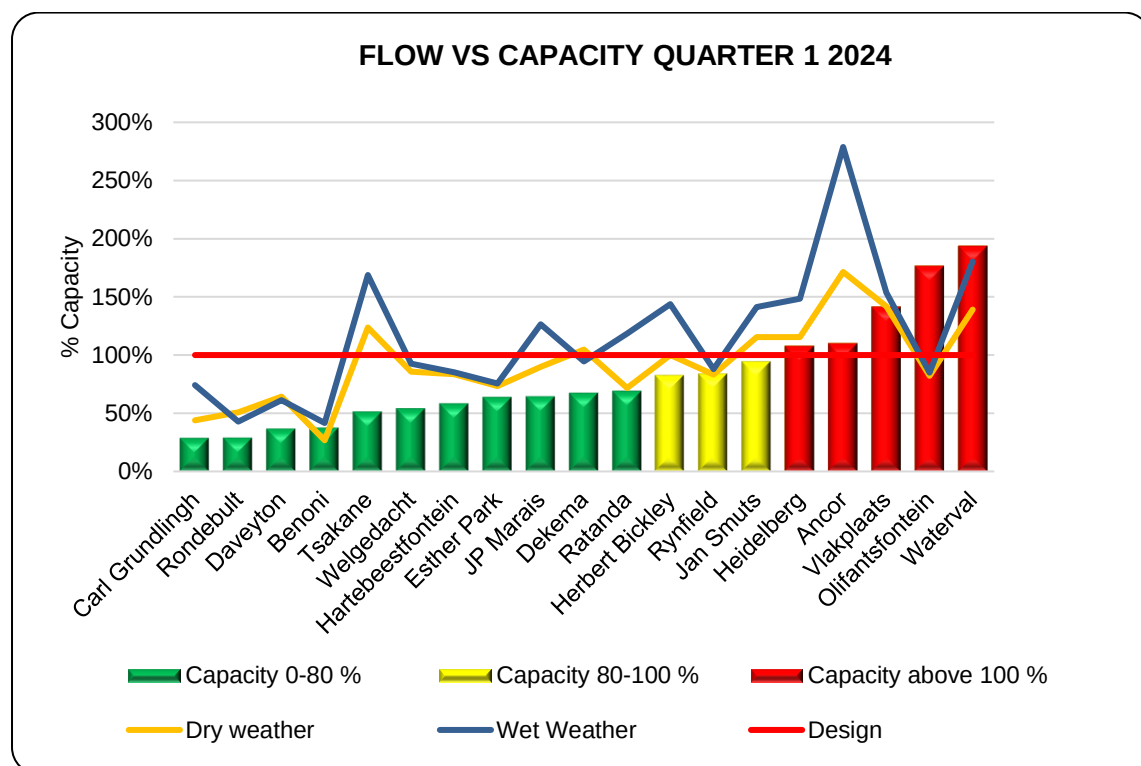


Figure 1: Q1 Flow Records per WCW: Flow vs Design Capacity

Flow and Rainfall

	Design Hydraulic Capacity (MI/d)	Average Actual Flow Q1(MI/d)	Rainfall Q1(mm)
Ancor	15.00	16.41	0.00
Benoni	7.50	2.80	0.00
Carl Grundlingh	5.20	1.49	4.00
Daveyton	19.00	6.93	0.00
Dekema	31.00	20.72	0.00
Esther Park	1.40	0.89	0.00
Hartebeestfontein	63.00	36.40	9.00
Heidelberg	5.40	5.81	10.00
Herbert Bickley	15.10	12.46	2.00
Jan Smuts	6.00	5.65	1.50
JP Marais	15.00	9.59	5.00
Olifantsfontein	65.00	114.32	0.00
Ratanda	4.70	3.22	2.00
Rondebult	20.00	5.53	5.50
Rynfield	9.80	8.21	0.00
Tsakane	20.00	11.18	50.00
Vlakplaats	55.00	77.54	0.00
Waterval	170.00	327.90	2.00
Welgedacht	95.00	50.96	0.00
Total	623.10	718.03	91.00

A total of 66 059.16 MI was treated in Quarter 1, at an average of 718.03 MI/day, utilising 121% of the available capacity, as compared with Q4 where 78986.15 MI was treated in Quarter 4, at an average of 867.98 MI/day, utilising 139.41% of the available capacity. Part of the decrease in capacity is due to work done on the Rand Water infrastructure (resulting in reduced water consumptions) in Q1 as compared with Q4.

As can be noted in the above graph, during Q1 five (5) out of nineteen (19) WCW were operating above their hydraulic design capacity, three (3) operating between 80% and 100% and eleven (11) below their hydraulic design capacity.

In Q1 Waterval operating at 193%, Olifantsfontein operated at 176%, Vlakplaats operated at 141%, Ancor operated at 109% and Heidelberg operated at 108% of their design capacity. Until the overloaded WCW are upgraded/extended, serious challenges remain to achieve Green Drop for all the 19 plants and to support the CoE in meeting the Growth Development Strategy (GDS 2055) and the development of the Aerotropolis.

Organic Load

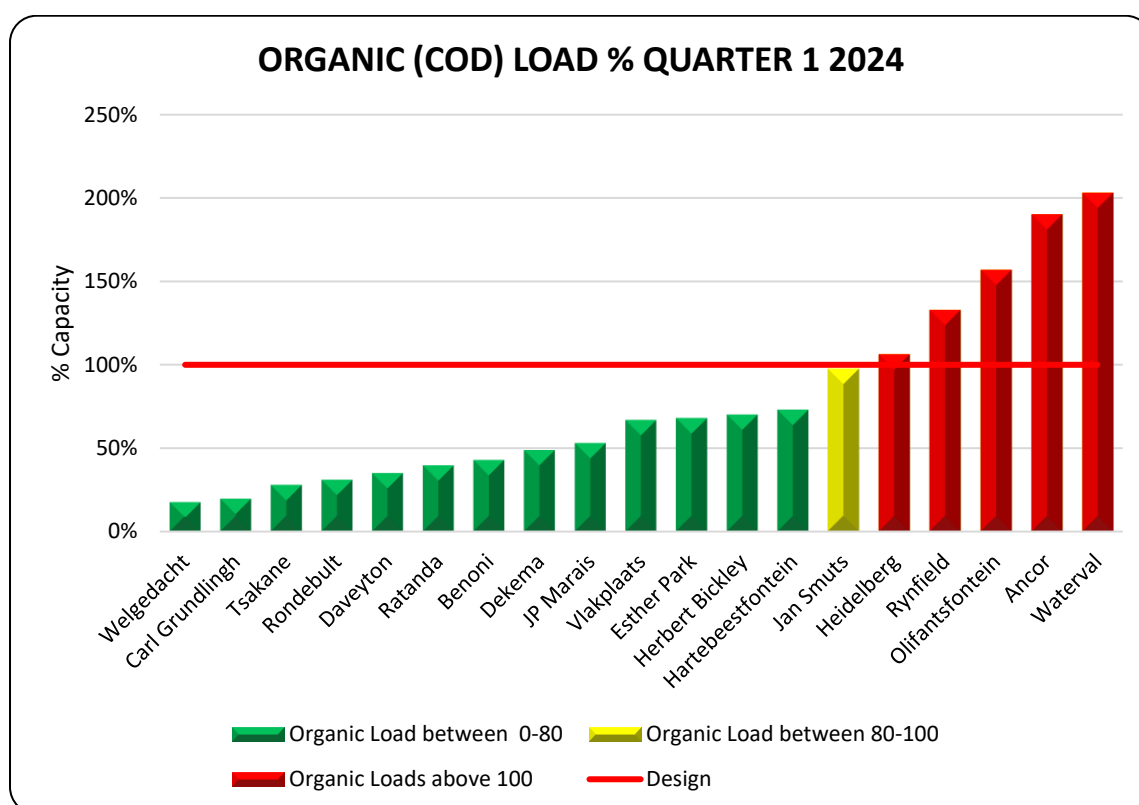


Figure 2: Q1 Organic Loads per WCW

As can be noted, 5 (five) WCW operated above 100% organic load, 1 (one) operated between 80 and 100% of the organic load and 13 (thirteen) below their design capacity during Q1(dry season), as compared to 10 (ten) WCW operated above 100% organic load, 9 (nine) WCWs operated below their design capacity during Q4.

3.4. Service Delivery Highlights and Challenges

3.4.1 Plant Specific Challenges

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
Benoni	Benoni complied with overall WUL effluent standards with compliance of Physical = 98%	Plant operated at 27% of re-graded hydraulic capacity in Q1	Plant operated at 115% of re-graded organic capacity in Q1.	There were abnormal flow fluctuations in Q1 due to broken rising main at Apex pumpstation and cable theft	There was 22 high strength of COD from industrial pollution in Q1	1 Level 3 Equipment failure occurred in Q1	There was no power outage in Q1,	Open digesters walls are cracking,	None	None	Dried sludge is stockpiled at the plant.	Unlined sludge paddies and maturation ponds could cause possible ground water pollution in Q1	None	None	Sludge classification on B2b. Sludge Samples were taken to the Laboratory on 27/08/2024 for analysis of the new	Road is accessible	Portable water is available

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	Chemical = 96% Micro = 99% The average compliance target of 90% was Achieved with the overall compliance of 98%			at McKenzie pumpstation											sludge classification. Screening s and grits that are generated at the plant, are collected by CoE.		

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
Esther Park	Esther Park complied with overall WUL effluent standards with compliance of Physical = 91% Chemical = 94% Micro = 83%	Plant operated at 63% of hydraulic capacity in Q1	Plant operated at 77% of organic capacity in Q1	The plant experienced no abnormal fluctuations in inflows in Jul-Sep 2024 (Q1) with an average inflow of 0.88 Ml/d (63%).	Plant received industrial high strength effluent 11 times out of 92 days during Jul-Sept 2024 (Q1).	One Alert Level 3 Equipment failures occurred in Q1 (Chlorine dosing system).	There were 6 power outages in Jul-Sept 2024 (Q1) for duration of 41 hours. (Power failure due to fire damaged transformers/ CoE).	Reactor walls are leaking.	Not applicable.	1 Veldfire in Q1.	Not applicable.	Not applicable	Not applicable	Not applicable	Screening s and grits collected by service provider.	Access road repaired. Road inside plant must be compacted.	Drop in water pressure occasionally that affects chlorine dosing.

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	The average compliance target of 84% was Achieved with the overall compliance of 89% in Q1.																
Hartebeestfontein	Hartebeestfontein complied with overall WUL	Plant operated at 58% of hydraulic	Plant operated at 126% of organic	The plant experienced fluctuations in inflows in	Plant received industrial high strength	5 Alert Level 3 Equipment failures	There were 10 power outages in July-	Aging infrastructure: Ferric plant, chlorine,	Digester 1, 4, 6 and 9 sludge recirculation nozzles	There was no veld fires experienced in July-	450 820 kg of dry sludge was irrigated to the 200	Borehole two has high concentration	Sinkhole next to the fence towards FST 5 & 6	License amendment with relaxation on	Sludge classification is B2b, not suitable for the	The grading was done around the	Drop in water pressure occasionally that

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	effluent standards with compliance of Physical = 76% Chemical = 53% Micro = 57% The average compliance target of 50% was Achieved with the	capacity in Q1	capacity in Q1	July-September 2024 (Q1) due to breakdown at pump stations (e.g. Pomona Pump station) with an average flow of 36.44ML/d.	effluent 12 times out of 92 days during July-September 2024 (Q1).	occurred in Q1.	September 2024 (Q1).	thickeners, clarifier 2-4 bridge and siphons.	blocked. Digester 1-9 feeding lined was blocked. Constant blockage of digester feed lines (1-9)	September 2024 (Q1)	hectares farm in Q1	on of Nitrates.	and around the Farm.	Electrical conductivity, Ammonia, E.coli.	intended purpose; this requires further engagement with the farmer.	fence in May 2024.	affects chlorine dosing due to Rand water maintenance. There was 4 portable water leak around the plant and farm.

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	overall compliance of 62%																
Olifantsfontein	Olifantsfontein complied with overall WUL effluent standards with compliance of Physical = 72%	Plant operated at a hydraulic capacity of 176% in Q1 24-25	Plant operated at 89% of organic capacity for Q1 25/25	There were abnormal fluctuations of inflows in Q1 24-25 With ranges of 96.11 - 127.79 MI/d in Jul 2024, 104.49–	Plant received industrial high strength effluent (very high Electrical Conductivity above 80 mS/m) with	26 Level 3 Equipment failures occurred in Q1.	There were 0 power outages in Q1	Module 3 Anaerobic digesters.	0 of 6 digesters.	There was 1 veld fire incident in Q1 on 02/08/2024	Total sludge of 614 583kg of sludge was produced in Q1.	Unlined emergency dams contaminating borehole no.2&3. Borehole 1 runs dry during dry seasons	2x Sinkholes behind and in front of the old laboratory which occurred in Dec 2019 and 1x behind return pump	Olifantsfontein WUL is stringent on Ammonia of < 2mg/l, SS of 15 mg/l and EC of < 80 mS/m.	Sludge is classified into three streams: (1). Dewatering unit(B3a), the sludge not suitable for cultivating crops	Road to upstream sampling point needed to be graded and there is high erosion on the banks. To be reported	YES, there is a water leak that is reoccurring and resulting in water loss

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	Chemical = 61% Micro = 92% The average compliance target of 60% was Achieved with the overall compliance of 75%			120.41 MI/d in Aug 2024, and 102.63 – 122.03 MI/d in Sep 2024.	60 days out of 92 days In Q1. Plant also experiences fine sand ingress, and feathers fats pollution that solidifies in sedimenta								station which occurred in March 2024. All sinkholes still not rehabilitated		such as fruits trees (2). Drying beds (A3a), No restrictions and requirements apply 3) Grit and screening s are collected by service provider from the	to the CoE..	

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
					tion tanks as scum.										water works to the registered landfill.		
Rynfield	Rynfield complied with overall WUL effluent standards with compliance of	Plant operated at 84% of re-graded hydraulic capacity in Q1, which was below the	Plant operated at 161% of re-graded organic capacity for Q4	There were low flows received during the Q1 from 3 September 2024 to 9 September 2024 due to	None	0 Level 3 Equipment failures occurred in Q1.	There were 0 power outages in Q1 with a duration of 0 hrs.	Pavement, Digesters, Reactor tank and Bio-feeder structures	3 of 4 digesters are blocked due to defective desludging valves	There was no veld fire incident in the plant in Q1.	Dried sludge is stockpiled at the plant	Unlined sludge paddies, contact tank and maturation ponds could cause	None	None	CoE collects screenings and grits from the inlet works. Dried sludge is stockpiled	None	None

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	Physical = 100% Chemical = 77% Micro = 60% The average compliance target of 65% was Achieved with the overall compliance of 79%	design capacity.		damaged pipeline at N12 pumpstation.				are cracked				possible ground water pollution			at the plant		

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
Ancor	Ancor complied with overall WUL effluent standards with compliance of Physical = 68% Chemical = 47%	Plant operated at 109% of its hydraulic capacity in Q1	Plant operated at 173% of organic capacity in Q1.	Ancor did not receive storm water ingress during week Q1.	Plant received high COD industrial effluent in 55 out of 91 days.	0 Critical equipment failures	There was no load-shedding incident during Q1. And 3 power outage of 17 hrs	Bio filter flow division boxes partially collapsed, humus tanks/ PST's- and digesters structures are crumbling /cracked. Ancor	1 digester blocked with sand and 2 are partially in operation. This cause the plant to run out of sludge handling capacity, which prevent proper	No Veld fires occurred during the week at sludge lands	Stockpile area not lined. Stockpiles on plant is a risk due to veld fires and environmental pollution	Unlined sludge paddies pollute underground water	Area around humus tanks and final effluent channel are dolomitic according to Geotech study performed.	N/A	CoE/service provider removes solid waste (screening of s and grit).	Access road to the plant is in bad condition with lots of potholes.	Rand water had a potable water maintenance shutdown of 3 days in July.

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	Micro = 79% The average compliance target of 50% was Achieved with the overall compliance of 65%							also do not have a chlorine contact tank for disinfection	desludging and resulting in non-compliances.								
Daveyton	Daveyton complied with	Plant operated at 36% of	Sufficient capacity. Plant	Numerous sewer blockages	N/A. Domestic only.	5 Level 3 Equipment failures	3 power failures totalling	CCT sometime leaking.	N/A	No veld fires in Q1	Sludge lagoons are	Unlined sludge lagoons	N/A	N/A	Screenings are collected	N/A	N/A

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	overall WUL effluent standards with compliance of Physical = 100% Chemical = 94% Micro = 100% The average compliance	its hydraulic capacity in Q1.	operated at 96.% of its organic capacity in Q1.	in the CoE network, Collapsed sewer pipeline downstream of pump stations, pump failures at Etwatwa ext.18 pumpstation and potable water supply		occurred in Q1 which was the Rotating bridge for clarifier 2, Screen at inlet, power supply to chlorine building and Inlet works.	17 hours in Q1.	Do not have direct impact on the operation of the plant at the moment			unlined Space for solar drying is insufficient	pollute the ground water.			by COE for proper disposal.		

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	the target of 90% was Achieved with the overall compliance of 98%			interruption to Etwatwa due to brand water shutdown lead to inconsistent and irregular flow to the plant.													
JP Marais	JP Marais complied with overall	Sufficient capacity. Plant operated	Sufficient capacity. Plant operated	The Blockage to Benoni outfall	There were 11 incidents in Q1 i.e.7	9 Alert Level 3 Equipment failures	4 power failure incidents occurred	None	N/A	No veld fire incident	Sludge pumped to Welgedac	Some boreholes polluted. Ongoing	No dolomitic soil	N/A	CoE removes solid waste	N/A	There was potable water shut down due

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	WUL effluent standards with compliance of Physical = 99% Chemical = 97% Micro = 97% The average compliance target of	at 64% of hydraulic capacity	at 83% of organic capacity.	sewer line was cleared on the 4/09/2024	x high COD and 4 x high NH3.	occurred in Q1, namely: Inlet works screens x3, PST screen x1, PST screen conveyor x1, Raw sampler x3 and final sampler x 1.	(16 hours) in Q1, with no loadshedding			experienced in Q1.	ht, where it is treated.	monitoring of boreholes.			(screening s and grit) except for PST screening s, due to no screen compactor.		to Randwater r maintenance from 26-29 July 2024.

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	90% was Achieved with the overall compliance of 98%																
Welgedacht	Welgedacht complied with overall WUL effluent standards with	Plant operated at a design capacity of 54% of the capacity.	Sufficient capacity. Plant operated at 33% organic capacity. Under Achievement.	Benoni outfall sewer line was blocked during Q120 and was unblocked on the 04 September	Welgedacht received high NH3 from 06-September with an inflow with NH3	4 critical equipment failures occurred in Q1 2024, Aerator no. 3,7 and Aerator no.11 and	2 power outages which lasted for 160 hours due to maintenance at ESKOM Substation and MV cable fault	Module 1 electrical panel for aerators and digesters at module 2	N/A	No veld fires occurred.	None	Unlined Dichlorination channels and Emergency dam	N/A	None	Screenings are removed by an approved contractor to an approved landfill site. This	Gravel access road in very bad conditions and very slippery when wet.	No potable water supply to the plant. Borehole water used for hygiene. Drinking

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	compliance of Physical = 98% Chemical = 86% Micro = 89% The average compliance target of 81% was Achieved with the overall			r leading to an increase in incoming flow during Q1, at the plant. Rand water shutdown due to maintenance that led to low flows from	above 38mg/l. 1 coloured influent was received on the 15 September 2024.	ABS Blower no.2.	for main power supply.								practice does comply with WUL conditions .		water is being transported in from other plants.

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	compliance of 91%			26-29 July 2024													
Jan Smuts	Jan Smuts complied with overall WUL effluent standards with compliance of	Plant operated at 94% of its hydraulic capacity	Plant operated at 105% of its organic capacity.	25 days of High incoming flows in Q1	Plant received industrial high strength effluent on 12 of the 91 days in Q1.	Q4, no critical equipment failures.	1 Power outages (2 hours total) due to faulty cables at Van Eck sub station, Generator backup was	Humus Tanks scum boards, digester number 2's wall, drying beds' walls and the bio-filters' feed flow	None	0 fires occurred at Jan Smuts during Q1	Dried sludge is stockpiled on site.	Unlined sludge stockpile area can cause groundwater pollution.	No	No	Screenings are removed by an approved contractor to an approved landfill site. This practice does comply	Fair	Rand Water

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	Physical = 81% Chemical = 63% Micro = 93% The average compliance target of 70% was Achieved with the overall compliance of 79%						operational	division box/tower.							with WUL conditions.		

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
Heidelberg	Heidelberg complied with overall WUL effluent standards with compliance of Physical = 100% Chemical = 84% Micro = 100%	Plant operated at 108% of its hydraulic capacity	Plant operated at 99% of organic capacity	High incoming flows above the design of the 5.4 MI/d	The plant received 9 high CODs and 12 high NH3s levels that are above the design in the current quarter.	Total critical equipment failure in this quarter is 10, which is made up of July 5 in July, which are when the sludge to land pump failed, call-out to check the aerator	Heidelberg had 14 unplanned power outages with a duration of 92 hours. Diesel used was 2 858 L	The joint sealants of Carousel reactor concrete wall are damaged	None	None	Sludge at the plant stockpiled after dewatering, and is also applied/irrigated to the lands and could potentially contaminate groundwater resources	Unlined sludge paddies/lack of groundwater monitoring in the sludge paddies	None	None	Contractor removes solid waste (screening grit) and dispose at licensed solid waste site.	The access road to Heidelberg works requires a new-tarred road is required urgently	Leakage on the pipeline to the inlet works due to a rusted pipeline.

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	The average compliance target of 80% was Achieved with the overall compliance of 95%					no. 4 at the module 2, call out to restore the power at the inlet works, call out to fix mixers at the module 1, and repair the inlet works at the											

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
						mechanical screen. In August, 3 critical equipment failures, which called out for the electrician to connect the cable at the sludge to land pump station, the crane											

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
						truck to assist at the chlorine house to change the cylinder, the call out to clean the contact tank, and the sludge to land pump, failed.											

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
						In September, there was 1 critical failure, which was the call-out to fix the ferric chloride pump at module 2.											

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
Herbert Bickley	Herbert Bickley complied with overall WUL effluent standards with compliance of Physical = 99% Chemical = 92% Micro = 98%	Plant operated at 82% of its hydraulic capacity	Plant operated at 85% of organic capacity	The Plant is receiving low inflow than normal since the Jameson Park and Masetjaba pump stations are not working	10 industrial pollution incidents experienced in Q1	10 Alert level 3 incidents reported in Q1 1. Surface aerators 2, 4 & 6 Sludge to land pump 1 & 2 motors flooded. Biofilter stage 2	2 Incidents of power failure reported in Q1 which includes 4.36 hours of unplanned due power failure	Anaerobic Digester 1,2,3&4	No digester blocked however the underflow pipeline for Digester 5,6,7&8 is underflow pipe blocked	0 veld fires in Q1	Bickley WCW Sludge used for irrigation of Kikuya instant grass	All nine boreholes results fluctuate showing signs of pollution	None observed	No. Bickley compliant with all parameters for the year	Contractor removes solid waste (screening and grit).and dispose at licensed solid waste site.	Access road is Damaged	No Issues

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	The average compliance target of 80% was Achieved with the overall compliance of 96%					pump 1&2 fault. A-recycling pump 2 fault Irrigation pump fault Coarse screen fault											
Tsakane	Tsakane complied	Sufficient capacity.	Sufficient capacity.	Minimal incoming	Plant received	5 Level 2 Equipment	Tsakane had 16	Digesters and channel	N/A	No veldfires	Sludge pumped	Unlined sludge	None (There's a	None	Contractor removes	None	Potable water

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	with overall WUL effluent standards with compliance of Physical = 96% Chemical = 83% Micro = 83% The average	Plant operated at 56% of hydraulic capacity.	Plant operated at 50% of organic capacity.	flow was experienced at the plant due to equipment breakdowns and spillages at Reticulation pump stations (Rockville, Extension 11 and 22)	industrial high strength effluent on 10 of 91 days	it failures occurred in Q1. namely, Aerator no.3, Inlet works compactor, A-Recycle 2VSD, Raw auto sampler inlet works, Final auto sampler	planned power failure events,	for raw sewage feeding HYBACS concrete structures cracked and leaking		occurred during Q1	to unlined lagoons/paddies for solar drying. Drying beds have been decommissioned	lagoons and paddies/lack of groundwater monitoring at the sludge lagoons and paddies. Unfenced drying paddies	dolomitic report that none at (Tsakane)		solid waste (screenings and grit) and dispose at licensed solid waste site.		leaks next to Tsakane hostel. It also creates a wetland next to the fence.

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	compliance target of 70% was Achieved with the overall compliance of 87%					inlet works.											
Carl Grundlingh	Carl Grundlingh complied with overall WUL effluent	Plant operated at 29% hydraulic capacity in Q1	Plant operated at 69% organic capacity in Q1	Low incoming flows due to a blockage at Sharon Park sewer line	The plant experienced 6 industrial pollution incidents	None	There was one power outage for 2 hours in Q1 due the maintenance	None	N/A	There 1 veldfires reported in Q1	Land application of sludge is being used	Unlined sludge to land posing ground water pollution	None	None	Contractor removes solid waste (screenings and grit) and dispose at	Access road to the plant is damaged and requires	There is a water leak that is next to the transformer

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	standards with compliance of Physical = 100% Chemical = 98% Micro = 98% The average compliance target of 88% was Achieved						conducted by the COE on the transformer								licensed solid waste site.	an upgrade.	

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	with the overall compliance of 98%																
Ratanda	Ratanda complied with overall WUL effluent standards with compliance of	Plant operated at 69% of its hydraulic capacity	Plant operated at 58% of organic capacity,	Reduced flow due to blocked manhole next to Heidelberg WCW and two manholes next to extension	None	Blocked chlorine system, call out white phase missing from supply site due	WCW experienced 12 unplanned power outages for the duration of 268 hours, due to	Drying beds drainage system and chlorine contact tanks are badly leaking structures	N/A	No veld fires occurred during Q1	Dried sludge is stockpiled on-site, potential groundwater pollution	Unlined sludge ponds and leaking drying beds, potential groundwater pollution	None	None	Contractor removes solid waste (screenings and grit).and dispose at licensed solid	The access road to Ratanda Works is severely damaged and a new-tarred road is	No link to the Municipal Potable Water Supply, water transported from Heidelberg Works

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	Physical = 97% Chemical = 93% Micro = 87% The average compliance target of 85% was Achieved with the overall compliance of 92%			2, and leaking reticulation pipe next to the WCW, Lesedi LM and DWS informed.		damaged cable,	cable damaged by contractor, no load shedding experienced.								waste site.	required urgently	and borehole water is used for other domestic purposes

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
Dekema	Dekema complied with overall WUL effluent standards with compliance of Physical = 62% Chemical = 42%	Plant operated at 67% of hydraulic capacity	Incoming organic concentration was within design organic capacity. Plant operated at 73% organic capacity	Plant received high flows on 0 out of 9 days	Plant received inflow that contained industrial effluent with high COD 4 of 92 days, high NH ₃ 1 of 92 days and 1 of 92 days coloured influent.		21 power outages occurred (113 hrs total) 24 hours Unplanned power outages and 89 hours load reduction.	Channels feeding sections partially collapsed. Biofilters and digesters wall are cracked.	1 out of 12 Anaerobic digesters is blocked	No veld fires occurred during Q1	Sludge pumped to unlined paddies for solar drying and dried sludge spread to land area to be ploughed into land	Screenings and grit are disposed to suitable landfill that is lawful according to the NEMA.	None	N/A	Screenings and grit generated at the plant are disposed to suitable landfill that is lawful according to the NEMA. A Service Provider screening	The access road to Dekema WCW needs to be tarred as it gets muddy and slippery during rainy season.	N/A

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	Micro = 55% The average compliance target of 75% was not achieved with the overall compliance of 53%														s and grit transport to authorised landfill site courtesy of CoE		

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
Rondebult	Rondebult complied with overall WUL effluent standards with compliance of Physical = 67% Chemical = 62% Micro = 91%	Plant operated at 28% of hydraulic capacity	Plant operated at 112% organic capacity	The plant received an average of 5.43 ML/d for Q1 and highest flow recorded was 8.33 ML/d. Total rainfall measured for the Q1 at the	Plant received high COD industrial effluent on 9 of 92 days and NH3 on 0 of 92 days	10 Level 3 Equipment failures occurred in Q1. 1 critical equipment reported during the month of July 2024. Namely; 1x secondary	11 Outages with the total hours of 159 hours and 42 minutes occurred during Q1, Power outages were due to CoE power interruption	Channels feeding sections partially collapsed. Biofilters and digesters wall are cracked. Biofilter walls cracked. Brick work of open channels are unstable,	1 of 6 digesters is blocked	No veld fires occurred during Q1	Sludge pumped to unlined paddies for solar drying and dried sludge spread to land area and ploughed into land. WUL noncompliant and	Unlined sludge lagoons, Collection and transportation of screening s, grit disposed of at a registered hazardous waste landfill sites	The entire area of the plant are dolomitic	N/A	Collection and transportation of waste (screening and grit) to a waste disposal site done by service providers.	The access road in and around the plant are deteriorating and will need attention	Potable water pipeline rusted and needs to be replaced

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	The average compliance target of 90% was Not Achieved with the overall compliance of 73%			plant was 5 mm.		biofilter feed pump 203 critical equipment reported during the month of August 2024. Namely; 2x Request for crane truck to remove	ns (cable theft, cable faults and faulty electrical substation)	collapsing and cracked. The feed pipe from the primary biofilters to the secondary biofilters has collapsed. Anaerobic digester #4 and #5			an audit finding.						

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
						the sluice during power failure 1x flooded humus motor 6 critical equipment reported during the month of September 2024 Namely;		walls have cracks. Digester #6 dome has open/visible cracks on the surface. Office building cracked and leaking.									

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
						3x Request for crane truck to remove the sluice during power failure 1x defective lights around the plant (safety concern)											

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
						1x submersible pump 1x 1000 kVa Generator											
Vlakplaats	Vlakplaats didn't comply with overall WUL effluent standards with	Plant operated at 141% of hydraulic capacity. Needs to	Plant operated at 65% of organic capacity	The plant received an average of 82.05 ML/d for Q1 and highest flow	Plant received industrial high strength effluent on 6 of 92 days	21 Level 3 Equipment failures occurred in Q1. - Namely: 0 x damaged electrical	5 Outages occur (12 hours in total) due to Load reduction and damaged power	Office building, Biofilters, Digesters have some cracks.	Most digesters are full of sand and require to be emptied	No veld fires occurred during Q1.	Dried sludge is stockpiled on the drying beds. Demand for instant lawn	Unlined Maturation Pond.	Area around bio filters at Mod A are dolomitic	N/A	Screenings and grit tender is awarded generated solid waste at the plant is	Access road to DBF dosing station is slippery during	No water supply for 4- 5days in July 2024 due to planned maintenance by

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	compliance of Physical = 68% Chemical = 41% Micro = 26% The average compliance target of 47% was not achieved with the	be upgraded		recorded was 95 MI/d. Rainfall measured at the plant was 0 mm. Fluctuation of inflow is due to inconsistent Pump stations.		cable at main supply 5 x failure of Module 1-4 Level 3 Equipment failures occurred in Q4. 14 x failure of raw sludge pumps	supply cable.		and cleaned.		application is seasonal				disposed to landfill site starting from the 1 Feb 2023	rainy season	Rand Water.

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	overall compliance of 45%					2x failure of ferric dosing pumps.											
Waterval	Waterval complied with overall WUL effluent standards with compliance of	Plant operated above capacity (operated at 193% capacity)	Sufficient capacity Plant operated at 203% organic capacity.	Average flow of up to 328.16 Ml/day received due to developments and bypasses for	Sufficient capacity Plant operated at 105% organic capacity.	17 alert level 3 Critical equipment failures occurred in Q1 2024/2025	0 Hours planned blower outage	None	None	2 veld fires at sludge land occurred during Q1	Dried sludge is stockpiled on the plant and paddies. Demand for agricultural applicatio	Unlined Emergency dams and paddies.	None	N/A	Screenings and grit generated at the plant are now disposed at landfill site, this to prevent underground	N/A	

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
	Physical = 92% Chemical = 88% Micro = 64% The average compliance target of 80% was Achieved with the overall compliance of 81%			upstream plants.		Mainly from 2x Pond 7 short circuiting to final effluent, 4 x Blower 3 IGV opening low, 2x Power dip cut for entire plant, 3x DBF line was					n is seasonal.				nd seepage		

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
						blocked, 2 x DAF 4 recirculation pumps blocked, 1 x Dewatering spent wash pumps flooded, 1 x Module 4 WAS pumps ceased, 1 x Chlorine dosing booster											

Plant	Non-compliance of final effluent	Hydraulic Capacity	Organic Capacity	Abnormal fluctuations in inflow	Industrial effluent	Level 3 Equipment Failure	Power outages	Ageing infrastructure	Blocked digesters	Veld fires	Sludge stockpiling	Groundwater pollution	Dolomitic soil	Very Strict WUL standard	Solid Waste Management	Access Roads	Potable water
						pump blocked, 1 x Module 4 DAF transfer pumps flooded											

3.5. Project/Infrastructure Report

This section includes all major projects that will contribute to the Mega Catalytic projects. ERWAT receives new township applications timeously from CoE and provide responses about the capacity availability at various Water Care Works as and when applications are received. COE and ERWAT undertook a comprehensive "Wastewater Conveyance and Treatment Systems Regionalisation and 50-year Master Plan" that will give strategic direction for future wastewater system extensions/consolidation planning, investment and implementation for the next fifty (50) year planning horizon. The plan cover all the Water Care Works operated by ERWAT and conveyance systems within the CoE operational area with the intention to optimize existing WCW systems and wastewater conveyance systems.

3.5.1 Running Projects

3.5.1.1 The appointment of service provider/s for the supply, delivery and installation of Pumps at ERWAT wastewater care works on 'as and when required' basis for a period of THIRTY-SIX (36) MONTHS

The project involves the procurement, supply, and delivery of Pumps for the efficient and effective operation of ERWAT Water Care Works, maintaining flow rates, pressures and mixing for effective treatment and disposal of sludge.

Replacing pumps that are inefficient or pumps that are operating outside the expected service life. The objective of the project is to enhance plant performance, efficiency and reliability to ensure compliance of wastewater works effluent to the requirements as per the water use license granted by the Regulator.

The project is on implementation phase

3.5.1.2 The appointment of service provider/s for the supply, delivery and installation of Generators at ERWAT wastewater care works on 'as and when required' basis for a period of THIRTY-SIX (36) MONTHS

The project involves the procurement, supply, and delivery of diesel generators to meet the power requirements during load shedding at ERWAT Water Care Works. The purpose of the project is to ensure a reliable and uninterrupted power supply, particularly in areas where grid electricity is unreliable or unavailable. The diesel generators serve as backup power sources during power outages or as primary power supply in off-grid locations.

The project is on implementation phase.

3.5.2 Planned Projects

The urgent WCW capacity upgrades to accommodate the short to medium term capacity requirements in line with the Regionalization and 50-year Master Plan is summarized in table below. To alleviate the immediate pressures faced by the institution, the City of Ekurhuleni, through their Human settlement department and EPMO have made funding available to kick start the process of appointing Professional Service Providers to undertake the designs of the identified WCW.

ERWAT has prioritized four large construction projects that will increase the capacity of the Water Care Works, discussed in section below.

The appointments follow the ECSA guidelines that are detailed below.

- STAGE 1 – Inception
- STAGE 2 – Concept & Viability (Preliminary Design)
- STAGE 3 – Design Development (Detail Design)
- STAGE 4 – Documentation & Procurement (Including Tender Doc)
- STAGE 5 – Contract Administration and Inspection
- STAGE 6 – Close Out

The table below outlines the key milestones progress to date.

Table 3.5.2.1 Key Milestone Progress to Date

PROJECT NAME	PROJECT STAGES	IMPLEMENTATION STATUS
Waterval WCW Upgrade	Inception	Completed
	Preliminary Desing	Ongoing
Olifantsfontein WCW Upgrade	Inception	Completed
	Preliminary Desing	Ongoing
Ancor WCW Upgrade	Inception	Completed
	Preliminary Desing	Ongoing
Welgedacht WCW Upgrade	Inception	Completed
	Preliminary Desing	Completed
	Detail Design	Ongoing

3.5.2.1 Ancor Water Care Works

The Ancor WCW is situated in Springs and falls within the DD4 drainage district. Built in 1936 and upgraded on several occasions over a period of time, the works is designed to treat 15 megalitres of wastewater per day from the Springs and Kwa Thema areas. The plant is currently operating above its design capacity, which leads to poor quality of the final effluent.

The new Daggafontein Megacity that is currently under construction will require a connection to the Ancor outfall.

The scope of work entails the additional 15ML/d treatment Module and restoration of the current regraded 15 ML/d back to 35ML/d design capacity

	PLANNED PROJECTS	STATUS /COMMENTS	COMMISSIONING DATE
1	Upgrade to 35 Ml/d. Additional 15 Ml/d.	The capacity treatment plant upgrade is planned in relation to the 50-year master plan.	The project is currently on Stage 2 (Preliminary Design)

3.5.2.2 Vlakplaats Water Care Works

Vlakplaats water care works is situated in Vosloorus and falls within the DD6 drainage district. The original design capacity of the plant was 83 Ml/d. The plant capacity has been downgraded to 55 Ml/d. The plant is currently operating above its design capacity, which leads to poor quality of the final effluent. Vlakplaats flow distribution project is currently under construction phase to augment and add a peak flow balancing capacity into the plant by converting the old existing ponds into a balancing tank.

Plans are currently underway to upgrade and restore its original capacity of 83 Ml/d in order to enhance the treatment capacity. These upgrades will ensure that the plant meet the required standards as stipulated by the department of water and sanitation (DWS).

	PLANNED PROJECTS	STATUS /COMMENTS	COMMISSIONING DATE
1	Additional 28 Ml/d Plant Upgrade	The capacity treatment plant upgrade is planned in relation to the 50-year master plan.	Inception stage- Completed

3.5.2.3 Welgedacht WCW

The Welgedacht water care works is situated in Springs and falls within the DD5 drainage district. The original design capacity of the plant was 85 Ml/d. Module 2 have been commissioned and is currently undergoing defects liability period. The plant capacity has been upgraded to 95 Ml/d.

Plans are currently underway to upgrade the plant to 155 Ml/d in order to enhance the treatment capacity. These upgrades will ensure that future developments flows are

accommodated thereby meeting the required standards as stipulated by the department of water and sanitation (DWS).

	PLANNED PROJECTS	STATUS /COMMENTS	COMMISSIONING DATE
1	Additional 60 Ml/d Plant Upgrade	The capacity treatment plant upgrade is planned in relation to the 50-year master plan.	The project is currently on Stage 3 (Detail Design)

3.5.2.4 Ratanda Water Care Works

The Ratanda WCW is situated south-west of Ratanda town and falls within the DD5 district. Built in 1998, it is designed to treat 4.7 Ml/d of raw sewage from Ratanda. Conventional activated sludge is employed as the main treatment process.

The scope of work entails the refurbishment of the existing works and upgrade by extension of the works with an additional capacity of 5 ML/d, by provision of a new module.

	PLANNED PROJECTS	STATUS /COMMENTS	COMMISSIONING DATE
1	Additional 5 Ml/d Plant Upgrade	The capacity treatment plant upgrade is planned in relation to the 50-year master plan.	The designs are currently being developed to be finalised.

3.5.2.5 Waterval Water Care Works

The Waterval WCW is the largest works operated by ERWAT and is situated in the DD6 area at the Kliprivier. The original design capacity of the Waterval wastewater care works was 155 Ml/d. The plant capacity has been upgraded to 170 Ml/d.

Plans are currently underway to upgrade the plant to 420 Ml/d in order to enhance the treatment capacity. These upgrades will ensure that future developments flows are accommodated thereby meeting the required standards as stipulated by the department of water and sanitation (DWS).

	PLANNED PROJECTS	STATUS /COMMENTS	COMMISSIONING DATE
1	Additional 250 Ml/d Plant Upgrade	The capacity treatment plant upgrade is planned in relation to the 50-year master plan	The project is currently on Stage 2 (Preliminary Design)

3.5.2.6 Olifantsfontein Water Care Works

The Olifantsfontein works, situated in the northern Drainage District (DD3), serves the majority of the communities and industries in Tembisa, Olifantsfontein and Ivory Park, as well as sections of Kempton Park and Midrand. The works is designed to treat 15 105 Ml/d.

Plans are currently underway to upgrade the plant with an additional 50 Ml/d in order to enhance the treatment capacity. These upgrades will ensure that future developments flows are accommodated thereby meeting the required standards as stipulated by the department of water and sanitation (DWS).

	PLANNED PROJECTS	STATUS /COMMENTS	COMMISSIONING DATE
1	Additional 50 Ml/d Plant Upgrade	The capacity treatment plant upgrade is planned in relation to the 50-year master plan	The project is currently on Stage 2 (Preliminary Design)

Conclusion

ERWAT is striving and working hard towards addressing all Mega Catalytic projects to accommodate all new developments within the City of Ekurhuleni. As discussed above, the mentioned Water Care Works need to be upgraded urgently to cater for the current backlog in capacity and to make provision for future housing and industrial developments

3. Financial Report

Table 5: Operational expenditure

Line item	Total Original Budget	Total Revised Budget (Applicable only after Adjustment)	Budget for Quarter	Actual for Quarter	Variance	Actual for FY (Yr. to date)	Variance for year (Yr. to date)
Employee related costs	R 517 996 192	N/A	R 129 499 048	R 104 489 989	(R 25 009 059)	R 104 489 989	(R 25 009 059)
Bad debts provision	R 1 742 850	N/A	R 435 713	(R 720 445)	(R 1 156 158)	(R 720 445)	(R 1 156 158)
Impairment loss	R 6 122 649	N/A	R 1 530 662	R 0	(R 1 530 662)	R 0	(R 1 530 662)
Depreciation	R 141 920 210	N/A	R 35 480 053	R 35 042 857	(R 437 196)	R 35 042 857	(R 437 196)
Repairs and maintenance	R 178 663 660	N/A	R 44 665 915	R 16 019 616	(R 28 646 299)	R 16 019 616	(R 28 646 299)
Interest expense	R 39 087 769	N/A	R 9 771 942	R 6 578 869	(R 3 193 073)	R 6 578 869	(R 3 193 073)
Bulk purchases	R 440 187 091	N/A	R 110 046 773	R 71 014 077	(R 39 032 696)	R 71 014 077	(R 39 032 696)
General expenditure	R 226 589 414	N/A	R 56 647 354	R 21 287 449	(R 35 359 905)	R 21 287 449	(R 35 359 905)
TOTAL OPERATING EXPENDITURE	R 1 552 309 836	N/A	R 388 077 459	R 253 712 412	(R 134 365 047)	R 253 712 412	(R 134 365 047)

Year to date ERWAT has spent 16.34% of the total approved budget. The total overall YTD underspending in the 1st Quarter of R134 365 047 is due to the following reasons:

1. Employee costs (Manpower) budget was drafted with the inclusion of increases to be effective July, however due to the delay in the wage negotiations between SALGA and the Union Representatives, the implementation of the increases for the 2024/2025 FY, were delayed. The Wage Collective Negotiations was finalised and signed on the 6

September and the Board approved the increases on the 23 September 2024. Increases will be implemented in October and backdated to 1st July.

2. There was an under expenditure on Director's remuneration as the budget provided for 8 Directors however only 5 Directors were employed and by the 1st quarter only 3 Directors remained due to resignations.
3. Repairs and Maintenance, under budget driven by the fact that the Department is dealing with a huge maintenance workorders backlog that built up due to some major maintenance contracts having expired and being undergoing the process of revitalisation. Most of our rolled-over workorder had to be put in abeyance ready for further processing upon finalisation of some of these contracts. To sum it all we have been adversely impacted by delays in maintenance services procurement logistics and this is being addressed at the highest level through regular war-room forums run and monitored by the office of the Managing Director.
4. Bulk purchases, under expenditure due to the timing differences on supplier invoices which are paid one month in arrears. July requisitions were processed towards the end of the month.
5. Under expenditure on general expenses mainly driven by training and transport and freight-Sludge management contracts not yet awarded as well as delayed spend on software license VMWare, which will be spent in Q2.

Table 6: Capital expenditure

Project Detail	Total Original Budget	Total Revised Budget (applicable only after Adjustment)	Budget for Quarter	Actual for Quarter	Variance	Total Budget for the year	Actual for FY (Yr. to date)	Variance for year (Yr. to date)	% Completion
Capital projects	R 95 000 000	N/A	R 14 250 000	R 18 880 227	R 4 630 227	R 95 000 000	R 18 880 227	R 4 630 227	19.87%

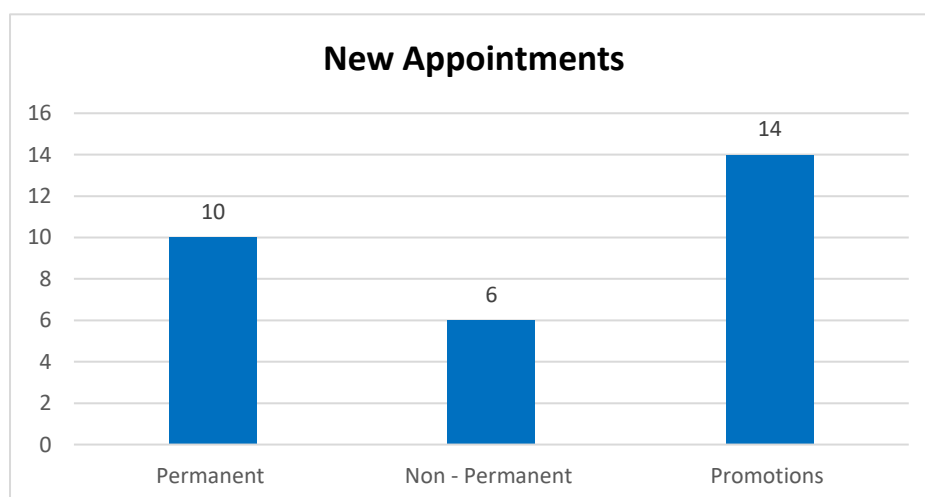
ERWAT has currently spent R18 880 227 (19.87%) of its capital budget at the end of the 1st quarter. The planned SDBIP target of 15% for the quarter has been achieved.

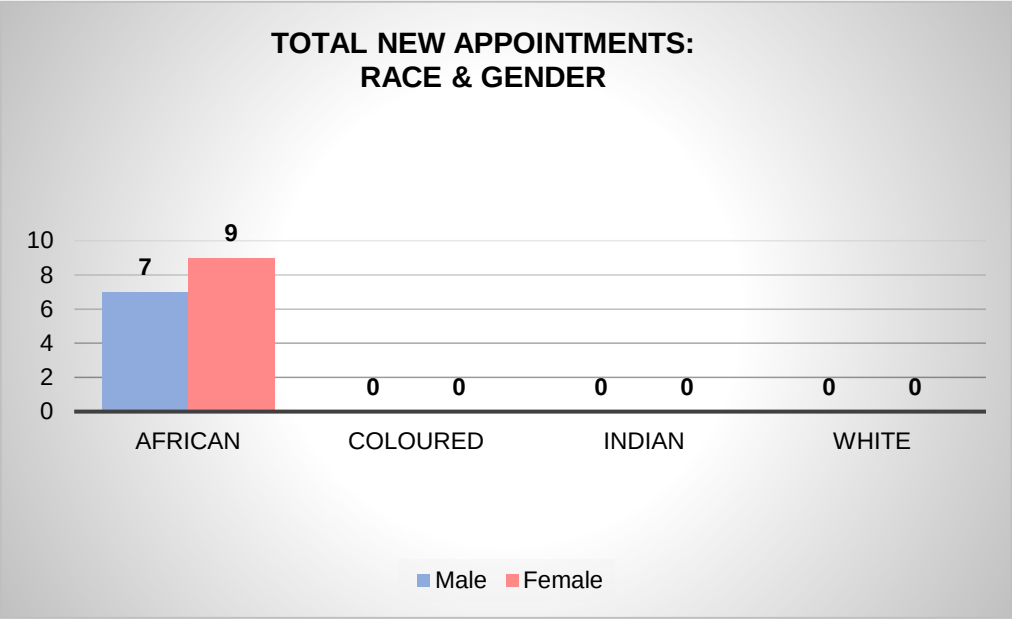
4. Human Resources

4.1 Staff Movements

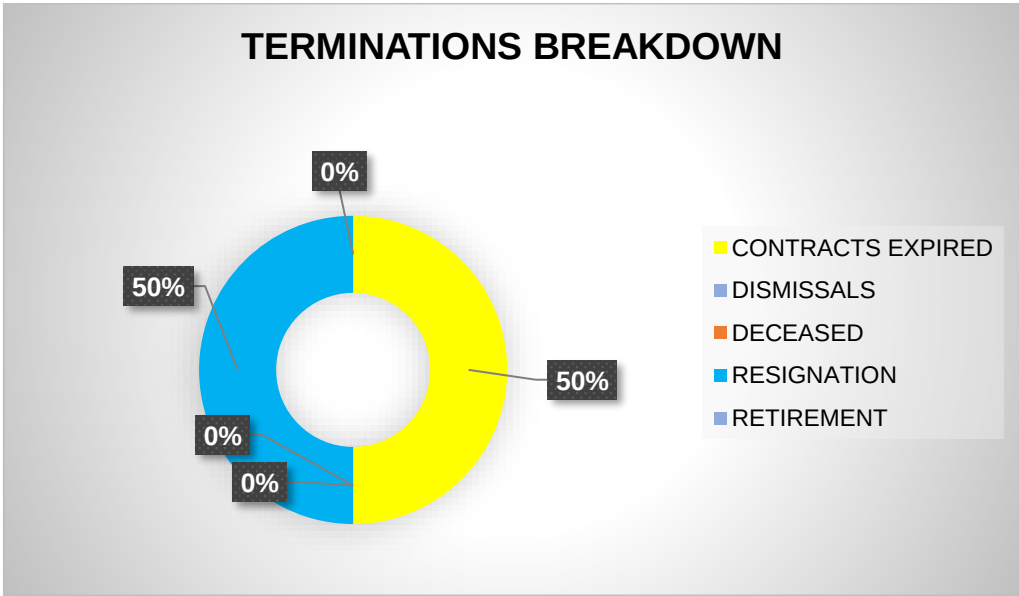
Staff Movements	African		Coloured		Indian		Whites		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Recruitments	7	9	0	0	0	0	0	0	16
Resignations	1	1	0	0	0	0	0	0	2
Retirements	0	0	0	0	0	0	0	0	0
Contract Expired	1	0	0	0	0	0	0	1	2
Dismissals	0	0	0	0	0	0	0	0	0
Deceased	0	0	0	0	0	0	0	0	0
Promotions	8	4	0	0	0	0	0	0	14

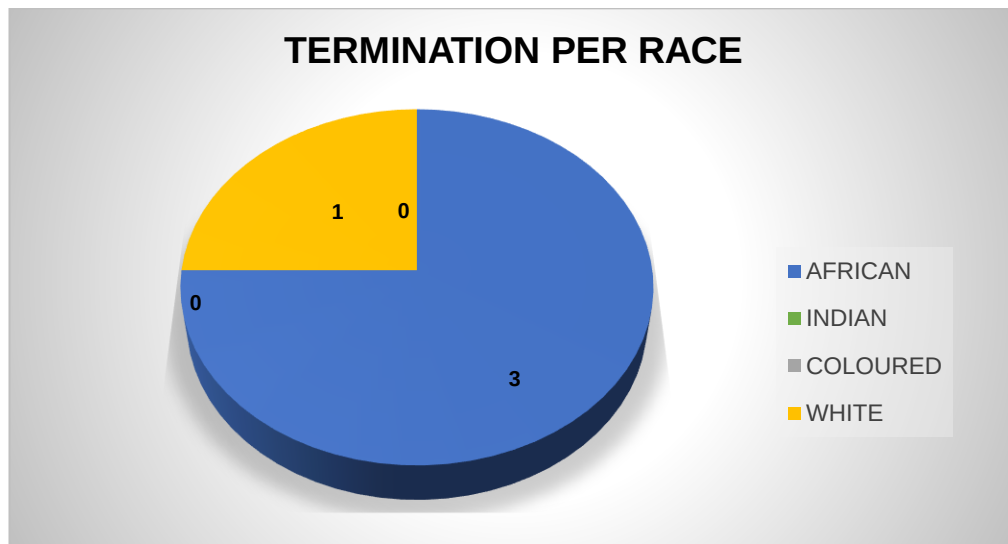
4.1.1 Appointments





4.1.2 Terminations

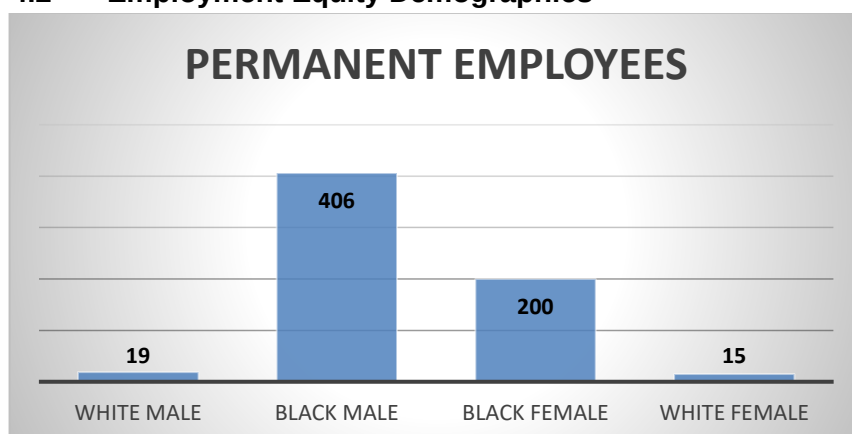




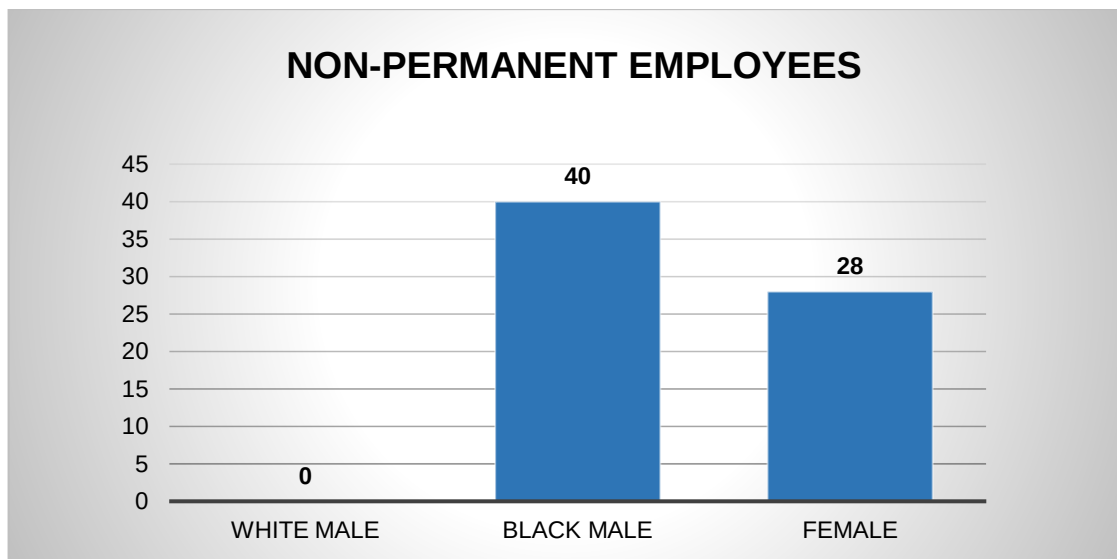
Status Analysis

- During the period under review, 16 employees were appointed.
- During the period under review, 4 employees exited the organisation for the following reasons:
 - 2 contracts expired.
 - 2 employees resigned

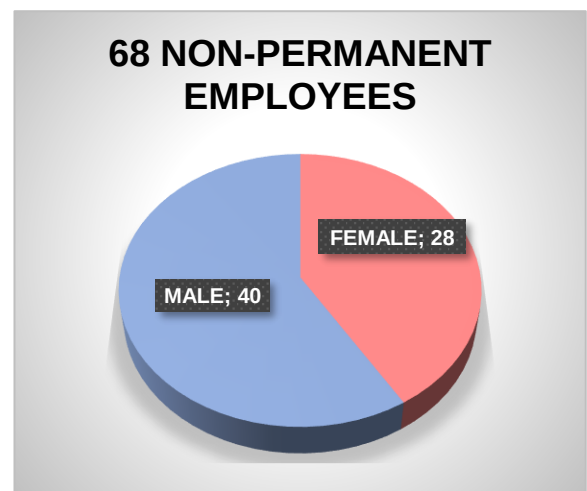
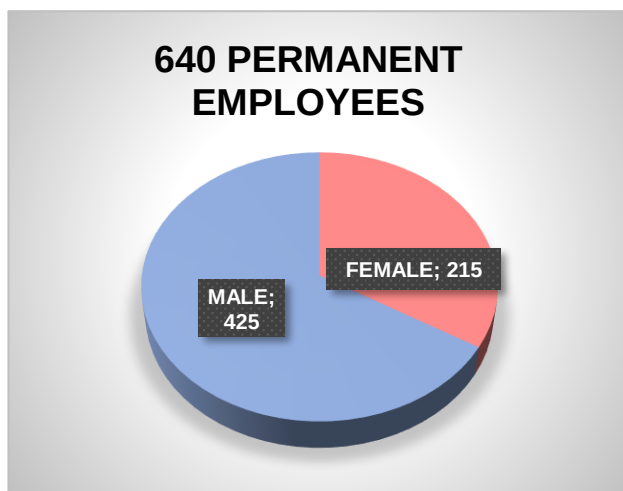
4.2 Employment Equity Demographics



- ERWAT has **640** permanent employees.



- ERWAT has **68** non-permanent employees.



Status Analysis

- The employment demographics of ERWAT as at 30th September 2024 reflects:
 - Females in both permanent and non-permanent positions within ERWAT account for 243 or 34% of total positions filled.
 - Males in both permanent and non-permanent positions within ERWAT account for 465 or 66% of total positions filled.

4.3 Employment Equity Update

The purpose of the Employment Equity Act is to achieve equity in the workplace, by

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and
- Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.

ERWAT's three (3) Year Employment Equity plan was approved and submitted.

As at 30 September 2024

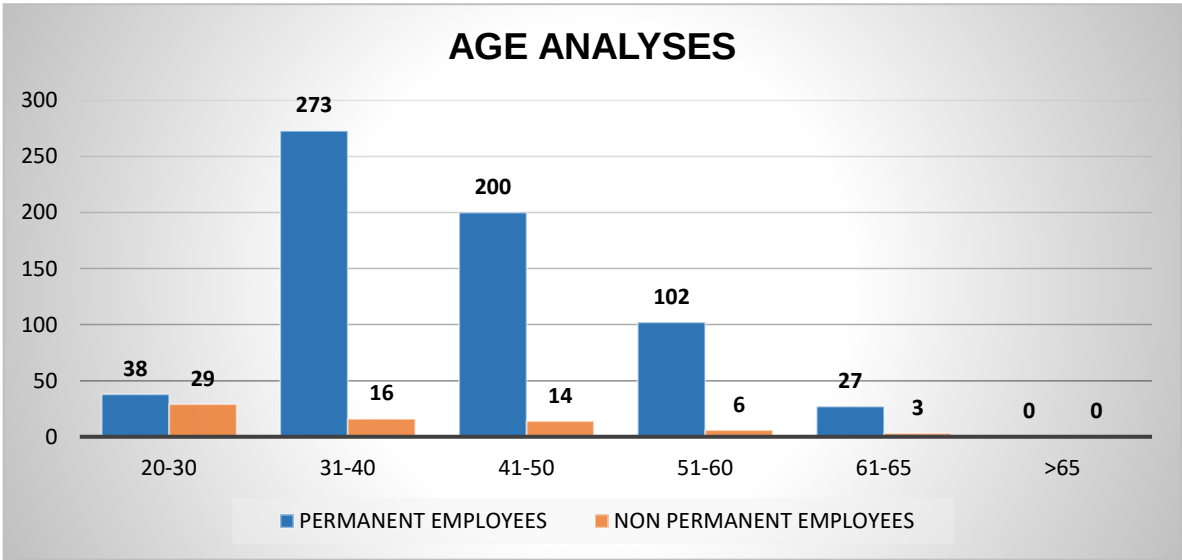
Professionally	Female				Male				Filled Positions	Vacant Positions	All Positions
	African	Coloured	Indian	White	African	Coloured	Indian	White			
Economic Active Population - Gauteng	35.7%	1.3%	1.0%	6.1%	45.3%	1.3%	1.9%	7.4%			
Current ERWAT EE Stats	29.6%	1.1%	0.7%	2.8%	60.1%	1.7%	0.7%	3.0%			
Actual EAP Total	44.1%				55.9%				100%		
Current ERWAT status	34.1%				59%				93%		
Target to be achieved	9.9%				-96%				0.3%		
Top Management	0	0	0	0	1	0	0	0	1	0	1
Senior Management	2	1	0	1	3	2	0	0	9	0	9
Professionally	12	0	0	3	23	2	2	7	49	5	54
Skilled	57	3	4	7	56	3	1	8	139	14	269
Semi-skilled	53	1	0	4	156	4	0	2	220	29	244
Unskilled	44	1	0	0	72	0	0	2	119	0	119
Temporary Employees	20	2	0	3	32	0	0	0	57	0	67

Professionally	Female				Male				Filled Positions	Vacant Positions	All Positions
	African	Coloured	Indian	White	African	Coloured	Indian	White			
Grand Total	188	8	4	18	343	11	3	19	594	48	642

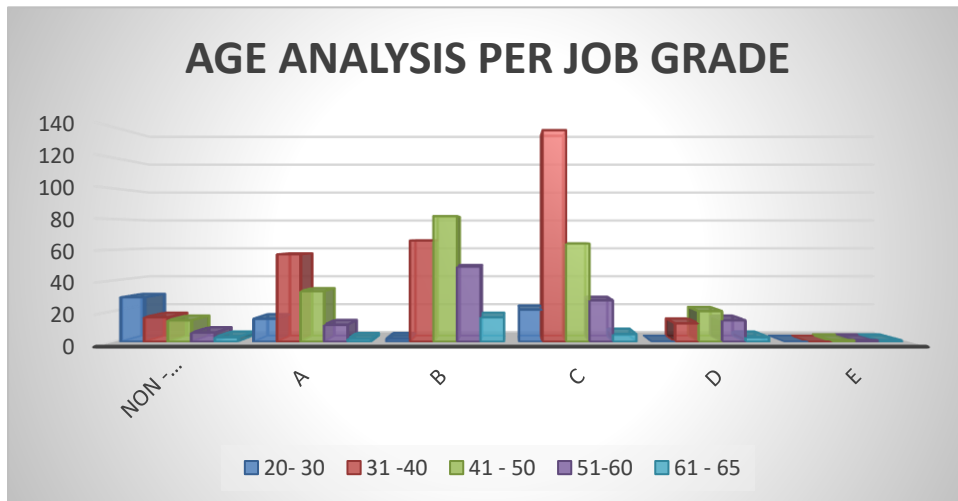
4.3.1. Narrative Report about the Achievement of the Employment Equity Targets

The Employment Equity Plan will be taken into consideration during all recruitment processes to support ERWAT’s recruitment strategy by identifying the need in certain Occupational Category.

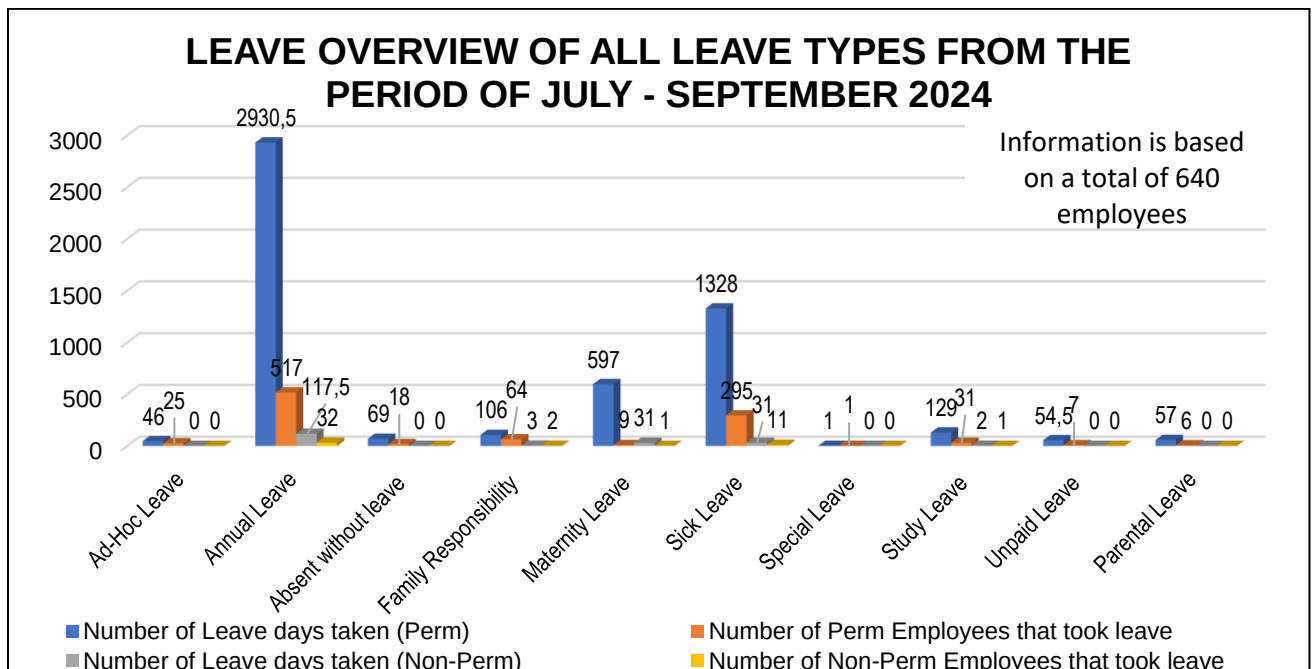
Age Analysis



- Average age as of 30 September 2024 = 43



4.4 Leave Management



Status Analysis

- Total number of employees who took sick leave during the period under review are 241. The total sick leave taken equates to an approximate minimum of 3.66 days per employees.

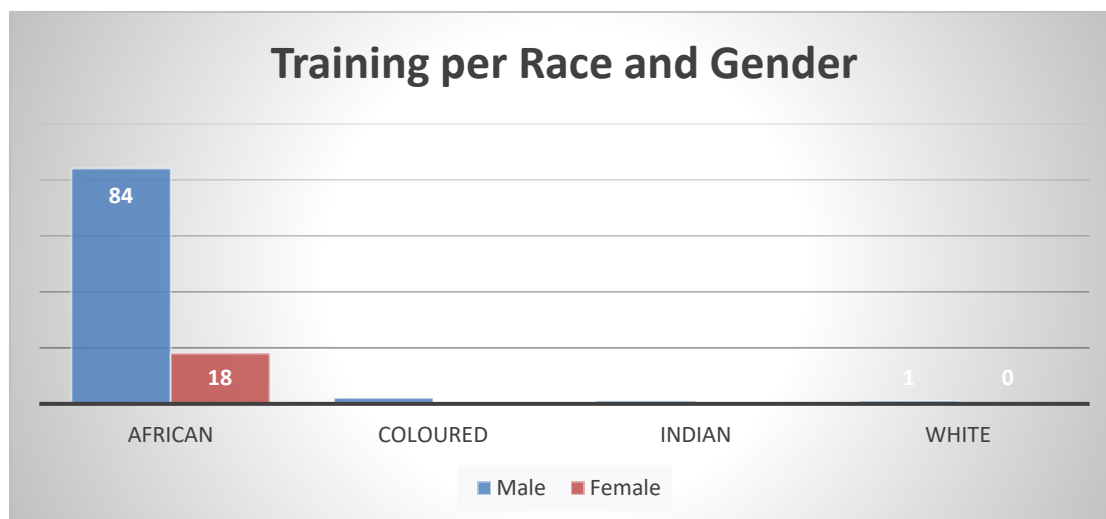
4.5 Overtime Trends

		Quarter 1		YTD
Department	YTD Budget	Hours	Cost	Percentage Expenditure
Office of the MD (incl. Security)	402 348,00	188,50	74 179,62	18%
Company Secretariat	70 839,00	0	0	-
Financial Services	250 576,00	188,50	65 300,55	26%
Human Resources	29 072,00	0	0	-
Strategy, Monitoring and Evaluation	36 458,00	0	0	-
Maintenance	5 115 015,00	4 412,50	1 213 798,72	24%
IPAP	0	39,00	14 519,93	
Scientific Services (incl. R&D)	2 119 246,00	1 780,50	553 298,08	26%
Commercial Business	664 278,00	3 038,50	537 499,20	81%
Operations	16 551 352,00	13 970,50	2 665 618,66	16%
Total	25 239 184,00	23 618,00	5 124 214,76	20%

- *Overtime is monitored and approved by management, as per the needs of the various business units.*

4.6 Training and Development

The reporting period saw **106 employees** attending various training interventions.



- 11 Employees attended the Training Committee Training on 15-16 July 2024
- 95 Employees attended the Confined Space Training from 01-17 July 2024

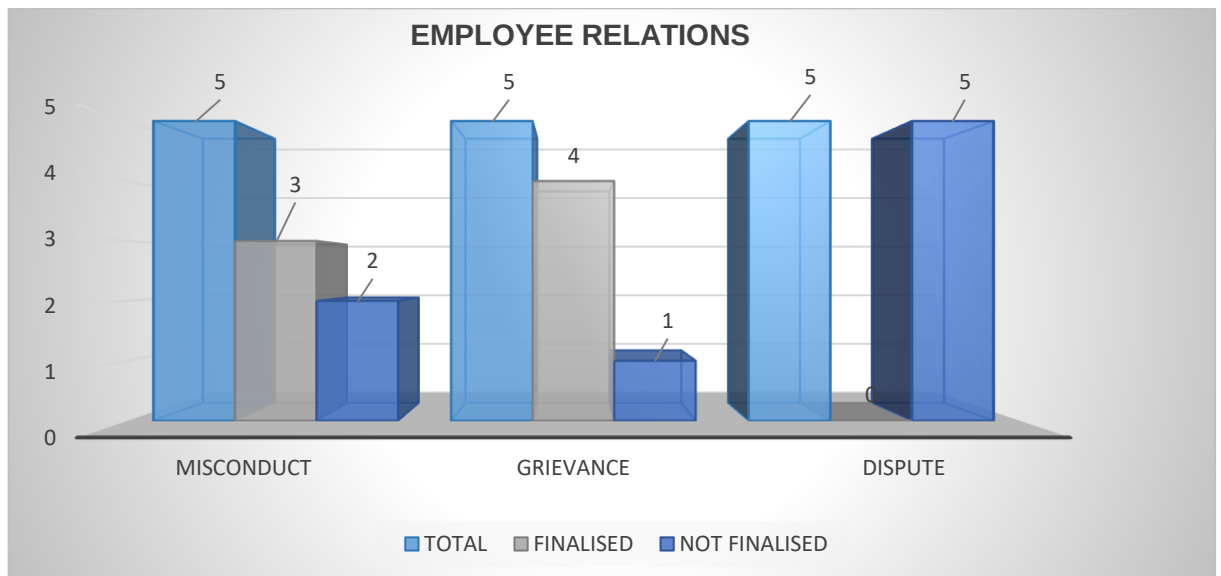
4.7 Performance Management

Status Analysis

Year End 2023/2024 and Mid-Year 2024/2025 evaluations will be completed in Quarter 3 of the 2024/2025 Financial Year.

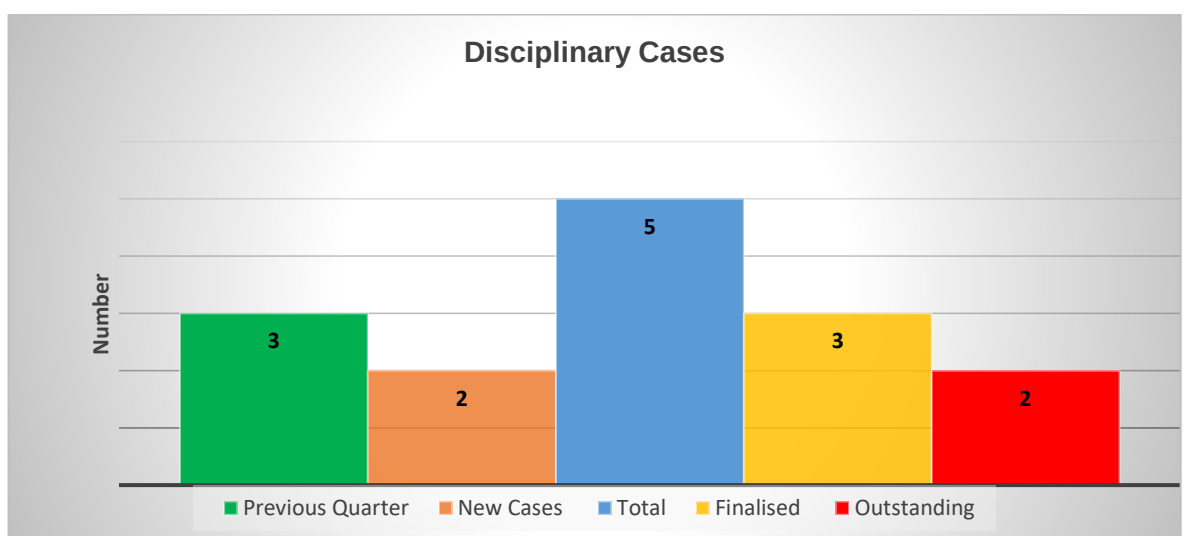
4.8 Employee Relations

The HR department, has received, recorded and administered the following processes for the reporting quarter, below is the statistical data of all cases and the analysis thereof.



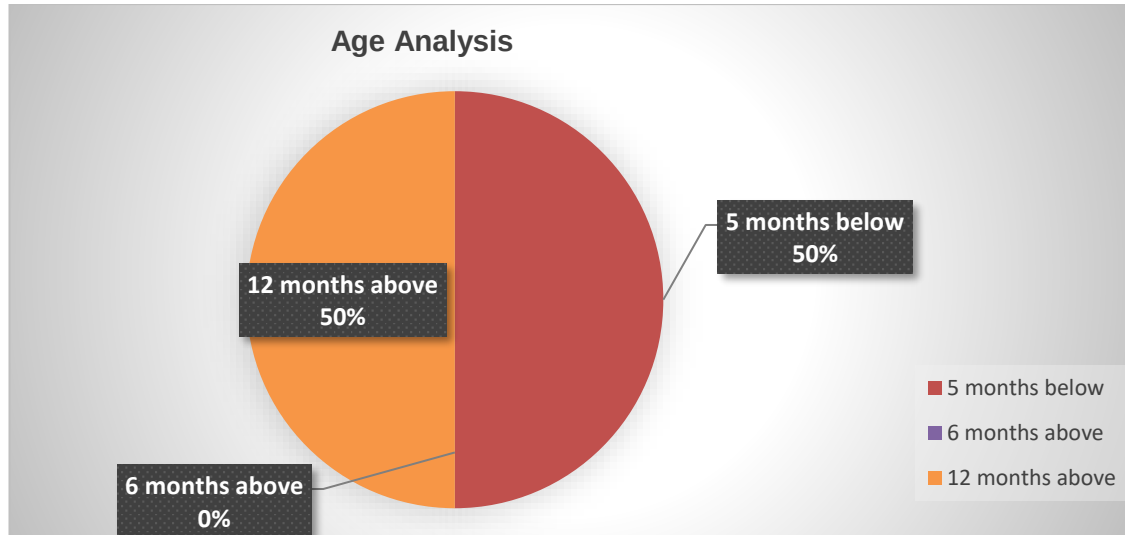
4.8.1. Disciplinary Cases

- Three (3) cases were not concluded in the previous quarter hence brought forward.
- two new cases were received; the total for all disciplinary cases is five (5). The total number of cases finalized is three (3) with a remaining balance of two (2) cases outstanding.



4.8.2. Age Analysis of Disciplinary Cases

- The age analysis of the two (2) cases outstanding, 50% are below five (5) months, and 50% are above twelve (12) months old.

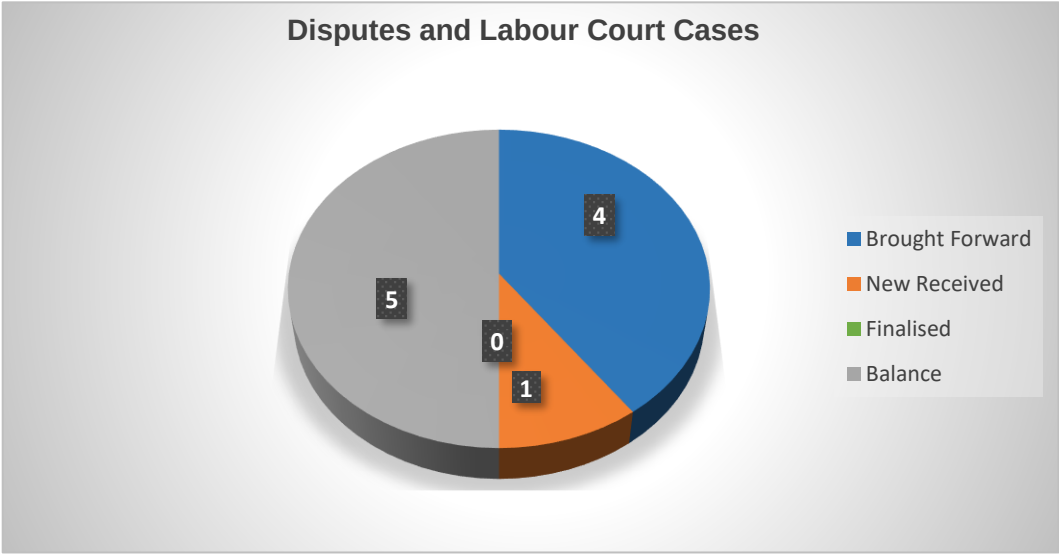


The age analysis of the four (4) outstanding cases is as follows:

- Cases that are one (1) month old =1
- Cases that are more than twelve (12) months old=1

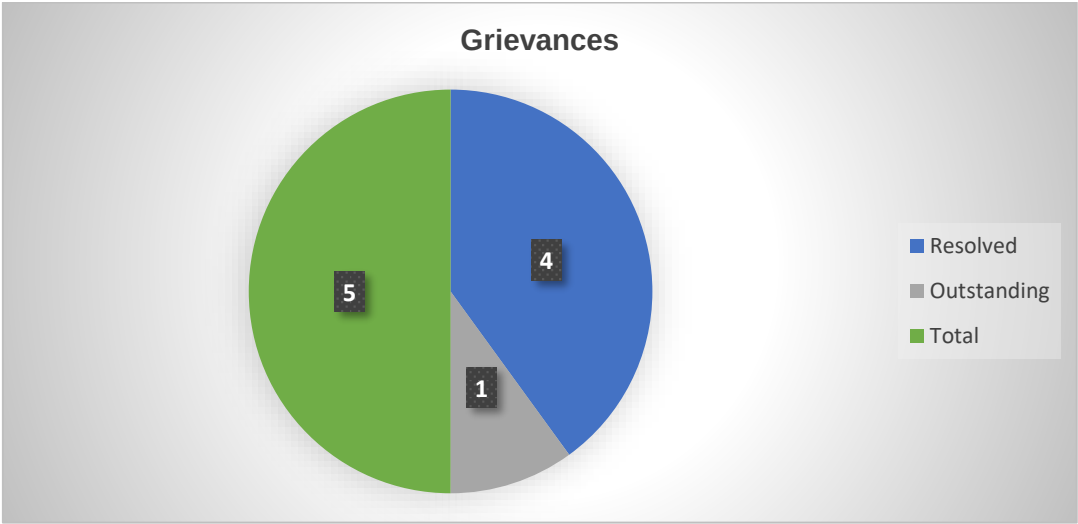
4.8.3. Disputes, Arbitrations & Labour Court Cases

- Total cases brought forward four (4) as at the end of the previous quarter.
- One (1) new case was received
- No case has been finalised
- In respect of disputes at the Bargaining Council and Labour Court cases, ERWAT is sitting at five (5) cases
- The above cases are pending adjudication at the appropriate forums.



The graph illustrates the statistical data of disputes at the Bargaining Council and Labour Court, as at the end of Q1, with five (5) cases still pending

4.8.4. Grievances



The total grievances outstanding is one (1).

4.8.5. Suspensions

There are no suspensions for the period under review.

4.9 Employee Wellness Programme & Occupational Health and Safety

ERWAT Occupational Health Services offers Employee Wellness Programme as follows:

- a) ERWAT has 46 Wellness Champions (WC) that are placed on all 19 Plants including the Laboratory and Head Office.
- b) The core function of the WC is to assist the Occupational Health Nurse, in identifying any health and wellness concerns amongst employees, monitor absenteeism; they also provide health education in a form of frequently scheduled meetings with employees on site.
- c) During the period under review:
 - 5 routine medical examinations and 2 exit medical examinations (exiting due to 2 - resigned) were conducted for employees.
 - 14 Health and Safety monthly meetings were attended
 - 15 employees received Psychotherapy counselling sessions offered by ERWAT Occupational Health Services
 - Vaccinations to prevent Hepatitis A & B and tetanus (also known as lockjaw) were administered on 303 employees, mostly from Operations and Maintenance Departments.

Issues related to the management of HIV/AIDS in the workplace

ERWAT Occupational Health Services in conjunction with Employee Wellness service providers, encourage employees to test for HIV/AIDS and TB, where appropriate according to the results, employees are managed further either by receiving the appropriate treatment and follow-ups are done.

4.10 Percentage of Salary to OPEX.

	Quarter 1	YTD – Actual
Total Salary Cost	104 489 989.00	104 489 989.00
Total Opex	253 717 922.00	253 717 922.00
% of Salary to Opex	41%	41%

Note: The ratio between the % of Salary to the Operational Expenditure are influenced by the total expenditure for the Quarter, 41% seems high, but it is reflective of the under expenditure of the OPEX budget for Q1.

5. Procurement Practices, Job Creation and Mainstreaming

1. BEE spend in respect of supplier and contractor (PDIs).
 - 1.1 Two bids were awarded during Quarter 1, which are 100% HDI owned.
 - 1.2 85% thereof are owned by black women. One company is 100% owned by people who are youth, and one company is 5% owned by youth.
 - 1.3 None of the bids awarded are in the City of Ekurhuleni area.
 - 1.4 51% is owned by companies with a QSE BEE scorecard.
2. Job creation is encouraged by including a provision for locally situated bidders within the set criteria in the functionality section where it could be broken down further where bidders could be scored for indicating in the supporting documents and tables their intention to employ new staff from the areas, they will be operating from in the event that they are awarded a tender. This is, however, included on a case-by-case basis where it is practically implementable.
3. ERWAT is not able to utilise the EPWP program due to being an Entity and cannot apply directly to National Treasury for this grant through the Division of Revenue Act. Going forward, ERWAT will during its budget cycle identify potential projects where the EPWP can be included and utilised. ERWAT will require access and training on the respective EPWP portal for registration of projects and reporting.
4. GEYODI: the following contracts were concluded during quarter 1:

INFORMATION REGARDING BIDS FOR THE PERIOD ENDED 30 SEPTEMBER 2025					
	QUARTER 1				
CATEGORY	JULY	AUGUST	SEPTEMBER	YEAR TO DATE TOTAL	% OF YEAR TO DATE TOTAL
0% HDI / JURISTIC PERSON	R0.00	R0.00	R0.00	R0.00	0%
1-50% HDI	R0.00	R0.00	R0.00	R0.00	0%
51-99% HDI	R0.00	R0.00	R0.00	R0.00	0%
100% HDI	R1 500 000.00	R86 904 902.00	R0.00	R88 404 902.00	100%
TOTAL	R1 500 000.00	R0.00	R0.00	R88 404 902.00	100%
SIZE OF COMPANY	JULY	AUGUST	SEPTEMBER		
LARGE	R0.00	R43 452 451.00	R0.00	R43 452 451.00	49%
MEDIUM	R1 500 000.00	R43 452 451.00	R0.00	R44 952 451.00	51%
SMALL	R0.00	R0.00	R0.00	R0.00	0%
MICRO	R0.00	R0.00	R0.00	R0.00	0%
TOTAL	R1 500 000.00	R86 904 902.00	R0.00	R88 404 902.00	100%
AWARDS MADE TO:	JULY	AUGUST	SEPTEMBER		
BLACK FEMALE 01-50%	R0.00	R43 452 451.00	R0.00	R0.00	
BLACK FEMALE 51 - 100%	R1 500 000.00	R43 452 451.00	R0.00	R44 952 451.00	
HDI 50-100%	R0.00	R0.00	R0.00	R0.00	
100% HDI	R1 500 000.00	R86 904 902.00	R0.00	R88 404 902.00	
MILITARY VETERANS	R0.00	R0.00	R0.00	R0.00	
PWD	R0.00	R0.00	R0.00	R0.00	
YOUTH	R1 500 000.00	R43 452 451.00	R0.00	R44 952 451.00	
BBEEE SCORE CARD	JULY	AUGUST	SEPTEMBER		
EME	R0.00	R0.00	R0.00	R0.00	0%
QSE	R1 500 000.00	R43 452 451.00	R0.00	R44 952 451.00	51%
GENERIC	R0.00	R43 452 451.00	R0.00	R43 452 451.00	49%
TOTAL	R1 500 000.00	R86 904 902.00	R0.00	R88 404 902.00	100%
AWARD MADE TO	JULY	AUGUST	SEPTEMBER		
COE-BASED COMPANIES	R0.00	R0.00	R0.00	R0.00	0%
NON-COE BASED	R1 500 000.00	R86 904 902.00	R0.00	R88 404 902.00	100%
	R1 500 000.00	R86 904 902.00	R0.00	R88 404 902.00	100%

6. Risk Management

Risk assessment provides an assessment of the relevant and critical risks through a classification and rating system, and mitigating actions and KPIs and targets that can be incorporated in the Balanced Scorecard. The reporting on the risk management into the quarterly reporting process is to ensure that the key risks that may prevent the achievement of the department's strategy are systematically identified and mitigating strategies and actions developed.

#: This report is against the risks identified in the Business Plans

Table 6.1: Risk Assessment

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
		CF1.3	'a) Outdated, aging and inadequate infrastructure to treat high strength industrial effluent due to lack of budget to implement capacity related projects. Current Capacity (14 WCWs operating above 100% capacity, 3WCWs operating at 80+ to 100% and only 2 WCWs	CC1. 3.1	Grant Funding (Urban settlement development grant)		RAP1. 3.1	Investigate other potential sources of funding for the upgrading of infrastructure to increase capacity- Go out into the market to source/borrow additional funding for expansion- Research and Initiate new processes in this FY	The response from DFI has since been received and both yielded negative response. ERWAT to research and initiate new processes in the first quarter of 2024/2025	The response from DFI has since been received and both yielded negative response. USDG grant limited to undertake WcW expansion.
				CC1. 3.2	ERWAT implemented the 2023/2024 Capex Plan- target of +/- 98,10% was achieved.		RAP1. 3.2.1	Implement the 2024/2025 Capex plan	Action plan completed Target achieved +/- 98,10% (R128 679,30) of R133 066 288,29 budget	-/+ 19,87% (R 18 880 226,71) of R95,000,000.00 budget

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
			operating below 80%)				RAP1. 3.2.2	Plant Optimisation Modelling	In Progress - The Facility Development Plans for Olifantsfontein WCW, Hartebeestfontein WCW and Waterval WCW was presented to the Executive Committee meeting of the 12/03/2024. The Olifantsfontein WCW report was presented and the other two were deferred to a later date to be confirmed by the Office of the Managing Director.-there was no movement in quarter 4.	There was no movement in quarter 1. Olifantsfontein WCW, Hartebeestfontein WCW and Waterval WCW FDPs are in the process of being signed-off.
				CC1. 3.4	Wastewater conveyance and treatment systems regionalisation and 50-year master plan		RAP1. 3.4	Five (5) Turnkey Capital Project – 50 Year Master Plan through the City (progress report) 1. Watervaal 2. Olifantsfontein 3. Vlaakplaats 4. Anchor 5. Welgedacht	In progress – 1. Waterval - Refurbishment and Expansion for an additional 250 MLD: Stage 1 Completed & Stage 2 in progress. 2. Olifantsfontein - Refurbish and upgrade from the current regraded capacity of 65 MLD to 105 MLD and expansion for an additional 50 MLD: Stage 1 Completed & Stage 2 in progress.	In progress – 1. Waterval - Refurbishment and Expansion for an additional 250 MLD: Stage 1 Completed & Stage 2 in progress. 2. Olifantsfontein - Refurbish and upgrade from the current regraded capacity of 65 MLD to 105 MLD and expansion for an additional 50 MLD: Stage 1 Completed & Stage 2 in progress. 3. Vlaakplaats - Refurbish and upgrade from the current regraded capacity of 55 MLD to 183 MLD: Stage 1 Completed,

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
									3. Vlakplaats - Refurbish and upgrade from the current regraded capacity of 55 MLD to 183 MLD: Stage 1 Completed, awaiting approval to proceed to Stage 2. 4. Ancor - Refurbish and upgrade from the current regraded capacity of 15 MLD to 35 MLD and expansion for an additional 15 MLD: Stage 1 Completed & Stage 2 in progress. 5. Welgedacht - Refurbishment and Expansion for an additional 60 MLD: Stage 1 Completed & Stage 2 Completed, Stage 3 in progress.	awaiting approval to proceed to Stage 2. 4. Ancor - Refurbish and upgrade from the current regraded capacity of 15 MLD to 35 MLD and expansion for an additional 15 MLD: Stage 1 Completed & Stage 2 in progress. 5. Welgedacht - Refurbishment and Expansion for an additional 60 MLD: Stage 1 Completed & Stage 2 Completed, Stage 3 in progress.
		'b) Outdated, aging and inadequate technology to treat high strength industrial effluent due to lack of budget to implement newer technologies (OPS).	CC1. 3.5	Wastewater Risk Abatement Plans			RAP1. 3.5	Review the Wastewater Risk Abatement Plans every 3rd year (2023)	In progress- the WRAPS still to be signed off .	The 2023/2024 – 2025/2026 is currently circulating for signatures by EMs. The EMs Ops, Maintenance, IPAP, SME have already signed-off as of 28 th Sept, the document is enroute to other EMs for signature.

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
				CC1. 3.6	Organic testing of industrial effluent.		RAP1. 3.6	Monthly Screening for Industries exceeding law limits	Organic profiling has been completed on 645 industrial source scans (357 for North East Region and 288 for South West Region). Industries exceeding by laws limits are being screened monthly.	Organic profiling has been completed on 675 industrial source scans (363 for North East Region and 312 for South West Region). Industries exceeding by laws limits are being screened monthly.
				CC1. 3.8	Tracking of incidents and on a quarterly to assist in planning to build operational resilience and improving compliance		RAP1. 3.8	Quarterly tracking of incidents	Action plan completed- 1715 Job Cards were loaded on the CMMS and a Total of 1032 were Closed. Translated to 60%	Action plan completed-2621 Job Cards were loaded on the CMMS and a Total of 1727 were Closed. Translated to 66%
		CF1.5	Delays in bringing back equipment to services due to long lead time of spares sourced overseas and inadequate service master contracts	CC1. 5.1	ERWAT Operational Procurement Plan		RAP1. 5.1	Create a Centralised Spares Store to reduce down-time and increase efficiency	In progress. 1.The inadequacy in relation to service master contracts is addressed by adding addition contracts based on requirements on continuous bases. 2.The Creation of a centralises store to reduce downtime and increase efficiencies will implementation in phases listed below spread over three financial periods FY 2024/25 – 2026/27. <u>I. Phase 1</u>	In progress. 1. Additional contracts have been added to facilitate the efficiency and effectiveness of the maintenance service delivery, detailed contract progress monitoring is carried out 2.The process has started, analysis of stakeholder needs has been completed for satellite stores needs and workshops. <u>I. Phase 1 & 2</u> A submission to initiate the feasibility study was presented to EXCO on and approval has

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
									This phase will comprise of accessing the requirement and resources needed and which stake holders needs to be involved. ii. <u>Phase 2</u> This phase will comprise of developing a conceptual management process that includes the following: All the required human, software, and other requirement to comply to legislative, financial and maintenance requirements. iii. <u>Phase 3</u> This phase will comprise of finalizing the management process. The final management process will be the bases of developing physical requirement that includes buildings and other resources. iv. <u>Phase 4</u> This phase all the elements will be combined into project	been granted to proceed. In this submission a generic concept was presented, establishment of new infrastructure, re-purposing of old buildings and any other material needs that will be required for a successful management of this facilities. iii. <u>Phase 3 & 4</u> Finer details of this stage will be part of the feasibility study outcome, The Maintenance team will adjust the procurement plans to accommodate the resources required implement this study in this financial year. v. <u>Phase 5</u> This project will be budgeted for under Capex upon completion of the study mentioned above, we

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
									scope that can be costed. The costed project scope will be used to develop a tender document that can be taken to market. v. <u>Phase 5</u> This final phase will be the implantation of the project.	anticipate phased implementation in between 2025-27 Financial Years
ERW2	Inadequate preparedness in the event of an emergency/natural disaster.	CF2.1	Some plants of the 19 Wastewater Care Works do not have wastewater bypassing systems and emergency dams	CC2.1	Water Bypass System for some Wastewater Care Works and emergency dams	High	RAP2.1	There is no further risk action plan to be implemented due to budget constraints. ERWAT Capex budget limited to 95 million	There will be no reporting for the period under review.	There will be no reporting for the period under review.
		CF2.3	Inadequate Business Continuity Management Program	CC2.3.1	Business Continuity Management Policy		RAP2.3.1	Develop an ERWAT Disaster Management Framework	In progress – ERWAT Disaster Management Framework is still under development. The BCM Policy reviewed to guide the Framework.	In Progress- ERWAT Disaster Management Framework is still under development. The BCM Policy was reviewed to guide the Framework.
				CC2.3.2(a)	Business Continuity Management Risk Assessments for Water Care Works and Support Services		RAP2.3.2	Review of Business Recovery Plans for the Core Business	Action plan in progress to be tabled at the Risk & Compliance Committee in July	The Business Recovery Plans were tabled at the Risk and Compliance Committee in July, however, was not accepted/approved. The BCP is being reviewed per department
				CC2.3.2(b)	BCM Business Impact Analysis					

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
				CC2. 3.2(c)	Business Recovery Plans		RAP2. 3.3(b)	Training of BCM Co-ordinators	In progress- Training to commence in the 2024/2025 Financial Year	In progress- BCM departmental Training has commenced as of September 2024
				CC2. 3.5	ICT Disaster Recovery Plan		RAP2. 3.5	Move ERWAT Disaster Recovery Site to a location far from Head Office in line with best practice	In progress- CoE has indicated that ERWAT postpone the datacentre hosting as the municipality is assessing whether they are able to provide the same service to ERWAT.	In progress- CoE has indicated that ERWAT postpone the datacentre hosting as the municipality is assessing whether they are able to provide the same service to ERWAT.
ERW3	Potential loss of the ISO 17025 accreditation	CF3.1	Aging instrumentation, scarcity of spares and discontinuation of instruments could result in loss of the approved testing methods impacting on service delivery both internally and externally	CC3. 1 (a)	Scheduled Instrumentation Maintenance Plan	High	RAP3. 1(a)	Implement Capex 2 items: 2 x Flow injection analysers GC-MS equipment	In progress- The Nutrient Analysers will be purchased in the new financial year as they are imported items and take 3-4 months for delivery. GC-MS Purge and Trap instrument at BAC for recommendation.	ERWAT has active instruments maintenance contracts in place to address any instrumentation failures, three service providers have been appointed for this
				CC3. 1 (b)	Use of obsolete scrapped equipment spares					There is no budget allocation for CAPEX funding for Scientific Services until budget adjustment is done. The advertising of CAPEX instruments is thus on hold. The GC/MS Purge and Trap was a non-award and will be re-advertised when CAPEX funding is available.
		CF3.2	Lack of budget for planned maintenance of the laboratory building	CC3. 2	Ad-hoc minor maintenance by the Maintenance Department on a daily,		RAP3. 2	Implementation of building maintenance plans including power	In progress- Bid served at BSC in the week of 24 June and referred back with minor comments.	In progress- ERWAT is currently in the process of putting a buildings maintenance contract in place. The bidding process

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
					weekly and monthly basis.			supply loads, building/ roof leaks, etc.	Bid advertisement envisaged in July 2024	has started and building maintenance issues will be addressed through this.
ERW4	Inadequate preparedness in the event of total grid collapse resulting in extended blackouts	CF4.1	Load shedding challenges facing the South African government	CC4.1	No current control	High	RAP4.1	No further action plan due to the network configuration	The response from DFI has since been received and both yielded negative response. ERWAT will initiate new processes in the first quarter of 2024/2025	The response from DFI has since been received and both yielded negative response. USDG grant limited to undertake WcW expansion.
		CF4.2	Thirty-Six (36) Gensets to power critical processes and UPS for the Laboratory	CC4.2	Conduct a feasibility study on alternative energy such as Hydropower, Solar etc		RAP4.2	Do a feasibility study on alternative energy such as Hydropower, Solar etc		
		CF4.3	Repair non-operational Gensets- Procure and Install additional Gensets				RAP4.3(a)	Repair all non-operational Gensets	In progress- The Tender for the Repair of Gensets awarded.	Action Plan Completed- Generators repairs contracts are now active, Two service providers have been awarded.
ERW5	Inability to spend in accordance with the allocated budget	CF5.1	High vacancy rate due to the backlog caused by the previous monotorium	CC5.1	Implementation of the 2023/24 Recruitment Plan	Med	RAP5.1	Implemented the 2024/205 Recruitment Plan.	Positions filled in Q4: 20 Process Controller Manager: SCM Junior Accountant District Manager DD4 Specialist: Communications Positions at offer stage: Lab Scientist Grade 1 & Grade 2 2 Plant Managers Specialist: Training & Development Positions in progress:	Position Filled in Q1: District Manager DD4 X2 Plant Manager Lab Scientist Grade 1 & 2 Specialist Training & Development Manager ER and Human Resource X2 Instrumentation Mechanicians X5 Electricians X8 Fitters Positions at Offer: SCM Administrator Bid Administrator

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
									2 Instrumentation Mechanics 5 Electricians 8 Fitters	Procurement Officer Executive Secretary Maintenance Executive Secretary IPAP Position In Progress: Senior Process Controller (Tsakane Plant) X2 Plant Administrators (Harties and Heidelberg Plants) Specialist: Communications Positions re-advertised – awaiting interviews
		CF5.2	Decline in bulk purchases; Electricity costs due to load shedding	CC5.2	ERWAT Procurement Plan		RAP5.2	Enhance the process by having additional chemical suppliers (Ops)	In progress- Tender was a non-award, will review the tender specifications and submit to BSC in Jan. 2024. New tender for supply, delivery, and offloading of wastewater treatment chemicals is on advert stage, closing on the 28th June 2024	Tender closed 28 June 2024 and at BEC stage.
ERW6	Inadequate revenue generation to supplement	CF6.1	Inability to secure new business due to overhead costs that are higher than that of competitors. (Such as	CC6.1.1	Pricing Model. (Scientific Services Price Schedule)	Med	RAP6.1.1	Review of the Pricing Model.	The review of the Pricing Model is depended on the finalisation of the Financial Model by Finance.	The review of the Pricing Model is depended on the finalisation of the Financial Model by Finance

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
	ent the approved budget		Manpower, laboratory, etc.)							
		CF6.2	Loss of existing business through insourcing and companies closing down or reducing costs	CC6.2	Customer Satisfaction Survey		RAP6.2	Appointment of an independent service provider to conduct annual customer survey	In progress - Tender at BEC stage	Tender at award stage. Evaluation report on the appointment of the preferred bidder is at probity stage.
		CF6.4	Business requirements limiting of entry to new market (Level of BBB-EE Compliance)	CC6.4	BBB-EE Task team in place		RAP6.4	Planning of all activities related to the requirements of the BBB-EE score card Annual review of BBB EE Compliance.	In progress - Verification is in progress. The verification specialist will be at Erwat offices on 04 July 2024 to conduct a sampling analysis and will then interview selected ERWAT staff.	Verification is in progress. Awaiting final report from the service provider.
ERW7	Failure to meet capital expenditure set target	CF7.1	Delays in Supply Chain processes. (Including the effect of the Pandemic)- IPAP	CC7.1.1	Implementation of the 2023-2024 CAPEX Plan	Med	RAP7.1.1	Implementation of the 2024-2025 CAPEX Plan	Action plan completed Target achieved -/+ 98,10% (R128 679,30) of R133 066 288,29 budget	-/+ 19,87% (R 18 880 226,71) of R95,000,000.00 budget
ERW8	Potential loss of key skills	CF8.1	Unexpected loss of key employees due to the resignation, retirement, death etc.	CC8.1.1	Review HR Policies after every 3 years	Med	RAP8.1.1	Review the HR Policies on an as and when the need arises	Action plan completed	Action Plan Completed
				CC8.1.3	ERWAT Progression Framework		RAP8.1.3	Review of existing Progression Framework to include other departments	Operations framework reviewed and submitted to Executive Manager: Operations for approval.	Some Departmental structures are under review due to Departmental needs. Once those structures have been finalised, the process on progression frameworks will continue.

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
				CC8.1.7	Implementation of 2023/24 Annual Training Plan		RAP8.1.7	Implement the 2024/2025 Training Plan	Action plan completed. 15 Employees attended the Training Committee Training 30 Employees attended the Hazardous Chemical Training 48 Employees enrolled for NQF Level 3 in Water and Wastewater Treatment Process Operation 24 Employees have been enrolled for NQF Level 4 in Water and Wastewater Treatment Process Supervision Operation	11 Employees attended the Training Committee Training on 15-16 July 2024 95 Employees attended the Confined Space Training from 01-17 July 2024 NQF Level 3 and 4 in Water and Wastewater Treatment Process Operations is ongoing for 72 employees
				CC8.2.2	Employee climate survey		RAP8.2.2	Conduct an Employee Climate Survey	In progress- Employee Climate Survey are scheduled for Q4, provided a successful service provider has been appointed.	Tender was noted as a non-award in September and an FPQ will be completed in Q2.
				CC8.2.3	Psychosocial support		RAP8.2.3	Implementation of the 2023/24 Employee Wellness Support Programmes	Tender is presently sitting with BAC. . Will report feedback in Q1. Presently counselling done in-house by the Occupational Health	Tender has been awarded and SLA drafted and discussions taking place with the winning bidder Presently counselling done in-house by the Occupational Health Nurse Practitioner (OHNP)

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
									Nurse Practitioner (OHNP)	
				CC8. 2.4	Wellness workplace programmes		RAP8. 2.4	Implementation of the 2023/24 Wellness Program	Tender is presently sitting with BAC. . Will report feedback in Q1. Presently counselling done in-house by the Occupational Health Nurse Practitioner (OHNP)	Tender has sat at BAC, awaiting final outcome. Will report feedback in Q2. Presently counselling done in-house by the Occupational Health Nurse Practitioner (OHNP)
				CC8. 2.5	Human Resource Management Roadshows		RAP8. 2.5	Go on a Human Resources Road Show to raise awareness on Human Resource activities	In progress - 12 Wastewater Care Works have been visited to date, the rest of the Plants will be covered in Q4 and Q1 of the 2024/2025 FY	The remaining plants will be done in Q3.
ERW9	Potential delays in the supply and delivery of critical goods and services as a result of procurem	CF9.1	Late commencement of bid processes by user department and discrepancies around specifications	CC9. 1.1	Supply Chain Management Policy	High	RAP9. 1.1	Review the SCM Policy as and when legislation changes	There were no changes warranting policy review for the period under review.	There were no changes warranting policy review for the period under review. The Public Procurement Act was promulgated on 23 July 2024. No changes are effective and the SCM policy will be amended once the regulations have been promulgated.
				CC9. 1.3	ERWAT Procurement Plan		RAP9. 1.3	Review the 2024//25 Procurement Plan and track the implementation thereof	Action plan completed	The 2024/2025 CAPEX procurement plan has been approved and being monitored.

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
	ent challenges									 Signed Procurement Plan FY 24_25.pdf
		CF9.3	Long lead time to deliver goods/ services due to external factors such as Pandemics, Rise in Logistics Cyber Attacks, Shortage of supplies & Consumables etc.	CC9.3	Service Master Contracts for Maintenance		RAP9.3	Appoint a panel for professional services for IPAP and Maintenance Department	There will be no reporting for the period under review.	PSP panel tender closed 19/04/2024 and currently at BEC stage (IPAP). Plant rental services tender at Award stage (Operations and Maintenance)
ERW10	Potential Loss of, and Unauthorised Access Critical Information	CF10.1	Aging ICT infrastructure leading to higher hardware failure (80%-85%) of the Server Hardware has reached end of life support, leading to difficulties in procuring replacement spare, warranties, etc)	CC1 0.1	Asset Management Policy, Strategy and Disaster Recovery Plan (Cloud back-up)	High	RAP1 0.1(a)	Replacement of server infrastructure	Server infrastructure was delivered on the 3 rd June. Data centre readiness planning is underway.	Data Centre Preparations 70% complete.
							RAP1 0.1(b)	Upgrade unsupported operating systems	Action plan not yet started the upgrading of the operating system is dependent on the server infrastructure replacement	Action plan not yet started the upgrading of the operating system is dependent on the server infrastructure replacement
				CC1 0.3.3	Logical access policy		RAP1 0.3.3	Develop a Cyber-Security policy	In Progress- Draft Policy Completed	In Progress- Draft Policy Completed
		CF11.1	Non- Compliance/ disregarding (Knowingly or unknowingly) Occupational Health & Safety policies and Standard operating	CC1 1.1.2	Occupational Health & Safety Procedures (SOPs) -MS- SOP-SA002 Health and Safety Representative Procedure -MS- SOP-SA003		RAP1 1.1.2(a)	Development of Occupational Health Standard Operating Procedures: Employee Assistance Programme	In progress. First draft was circulated for comments on 13/05/2024 and second draft on the 17/06/2024	In progress-Reviewed and will be presented at the next Central Safety Committee meeting scheduled for 11 October 2024

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
	Potential injuries to people (personnel, visitors and		procedures. (e.g. Inappropriate use of PPE;)		Accident Reporting and Investigation Procedure -MS- SOP-SA004 Permit to Work Procedures -MS- SOP-SA005 Confined Space Procedure -MS- SOP-SA006 Excavation Procedure -MS- SOP-SA007 Wearing of Safety Harness -MS- SOP-SA008 Fall Protection Plan -MS- SOP-SA009 Control of contractors working at ERWAT -MS- SOP-SA0010 HSE Plan		RAP1 1.1.2(b)	Review of Safety Standard Operating Procedures 1. Occupational Health & Safety Procedures (SOPs) 2. MS- SOP-SA002 Health and Safety Representative Procedure 3. MS- SOP-SA003 Accident Reporting and Investigation Procedure 4. MS- SOP-SA004 Permit to Work Procedures 5. MS- SOP-SA005 Confined Space Procedure 6. MS- SOP-SA006 Excavation Procedure 7. MS- SOP-SA007 Wearing of Safety Harness 8. MS- SOP-SA008 Fall Protection Plan 9. MS- SOP-SA009 Control of contractors working at ERWAT 10. MS- SOP-SA0010 HSE Plan	In progress-The following procedures reviews were finalised in Q4 and will be presented at the next Central Safety Committee meeting for adoption and approval: 1. MS-SOP-SA-005 Confined Space 2. MS-SOP-SA-009 Control of contractors working at ERWAT 3. MS-SOP-SA-007 Safety Harness 4. MS-SOP-SA-010 OHSE Plan 5. PPE procedure (New procedure) 6. H&S Risk Assessment procedure (New procedure) 7. Emergency Procedure 8. Auding and inspection procedure (New procedure) 9. Hazardous Substances procedure (New procedure)	In progress-The following procedures reviews will be presented at the next Central Safety Committee meeting scheduled for 11 October 2024: 1. MS-SOP-SA-005 Confined Space 2. MS-SOP-SA-009 Control of contractors working at ERWAT 3. MS-SOP-SA-007 Safety Harness 4. MS-SOP-SA-010 OHSE Plan 5. PPE procedure (New procedure) 6. H&S Risk Assessment procedure (New procedure) 7. Emergency Procedure 8. Auding and inspection procedure (New procedure) 9. Hazardous Substances procedure (New procedure)

REF	Risk Title	Contributing Factors		Current Mitigating Controls		RR	Risk Action Plans		Detailed Progress Quarter 4	Detailed Progress Quarter 1
	contractors) and damage to property	CF11.2	Deteriorating workplace condition due to inadequate maintenance	CC1 1.2.1	2024/2025 Maintenance Plan		RAP1 1.2.1	Maintenance of Buildings by Operations Department	There will be no reporting for the period under review.	In Progress- ERWAT is currently in the process of putting a buildings maintenance contract in place. The bidding process has started and building maintenance issues will be addressed through this.

7. Legislative (only if applicable to your department)

Compliance with legislation that applies to the entity is critical to the existence and operations of ERWAT. Management and the board have identified and prioritised seven (7) key legislation for monitoring. Compliance risk management plans are developed to ensure that all the risks are mitigated. Any changes to legislation are aligned with internal policies and processes The Regulatory Landscape consist of the following:

1. Companies Act 71 of 2008
2. Municipal Systems Act 32 of 2000
3. National Water Act 36 of 1998
4. National Environmental Management Act
5. Municipal Finance Management 56 of 2003
6. Labour Relations Act 66 of 1995
7. Occupational Health and Safety Act 85 of 1993
8. Disaster Management Act 57 of 2005
9. Personal Protection of Information Act 4 of 2

8. Key Audit Matters and Progress

ERWAT obtained an unqualified audit opinion from the AGSA for the 2022/2023 financial year. Thirty-nine (39) findings were included in the ERWAT AGSA Management Report, of which thirty-nine (39) were audit report items. Of these thirty-nine (39) findings, thirty-eight (38) findings have been finalized and one (1) finding has been okay-manageable issues.

2022/2023 OPCA

No	Finding Heading	Status	Action Plan
1	Procurement and contract management - Bid awarded to a bidder that is not tax compliant.	Finalized	a) Checklist to be implemented to ensure all tick boxes are completed that will ensure that all legislation has been adhered to. b) A final SARS check will be conducted at the time of the AO sign off on the award.
2	The reported achievement was overstated due to a calculation error.	Finalized	a) Management shall assess and correct the population used to calculate the reported achievement and adjust the annual performance report to reflect the correct percentage achieved for the percentage of wastewater treatment capacity unused indicator. b) The reviewed calculations and supporting schedules shall be reviewed by the Engineering Manager and Executive Manager: IPAP.
3	Incorrect reasons for the variance reported in the annual performance report.	Finalized	a) Finding was resolved after reviewing the managements response by Auditors. No further action is required.
4	Information supporting reported performance information has calculation errors.	Finalized	a) Excel sheets are in use to record the actual flow readings taken by shift leaders, with built in formulas to automatically calculate the daily flow totals in order to prevent human calculation errors.

No	Finding Heading	Status	Action Plan
			b) Plant Manager and District Manager review will be conducted regular to identify human errors.
5	Splitting of quotation to avoid competitive bidding.	Finalized	a) Recurring commodities to follow the correct SCM Process. b) The Contract Register must be enhanced to include all procurement of the recurring commodities. c) All procurement below R200 000 to be signed off by the SCM Manager. d) FPQ's between the value of R200 000 and R750 000 to be signed off by the CFO and or AO pending the finalisation of the review of the SCM DOA.
6	Contractual terms are not complete.	Finalized	a) All service level agreements to be concluded and signed off by the delegated official as per the approved DOA. b) The contract register to be reviewed to identify contracts concluded that require SLAs to be completed and signed including the regulation 32 and 36 contracts and the section 110 contracts.
7	Non-compliance with performance monitoring requirements.	Finalized	a) The contract register to include the monitoring of performance evaluations of awarded contracts including regulation 32 and 36 and section 110 awards, on monthly basis and non-compliance reported to EXCO. b) Performance evaluations be submitted to SCM on a monthly basis indicating the appointed service providers performance or no services rendered in that particular months. c) The SA template to be amended to include measures to monitor performance and delivery by the supplier in the form of an annexure.

No	Finding Heading	Status	Action Plan
8	Deviations not timely reported to the board of directors.	Finalized	a) The deviations register be updated as and when deviations are approved. b) That the deviations be reported to the next council through the Implementation for the SCM Policy. c) That any corrections to the respective quarters be reported to Council as soon as it becomes know.
9	Formal Price Evaluation Report not authorised by delegated officials.	Finalized	a) All FPQ processes to include a checklist and proper record of the process including the sign off of the capturer, the reviewer and or approver as per the SCM DOA.
10	Contracted service provider that does not reside within municipal area is incorrectly included in the reported performance information.	Finalized	a) The annual report figures to be updated and KPI be corrected as per the definition of contracted services utilizing the CSD report and award register applicable for the year.
11	Capital expenditure that does not relate to the planned projects is incorrectly included in the schedule supporting the reported achievement.	Finalized	a) Completed. No further action required.
12	Internal controls deficiencies identified in the procurement process.	Finalized	a) All FPQ processes to include a checklist and proper record of the process including the sign off of the capturer, the reviewer and or approver as per the SCM DOA.
13	Consequence Management - Instances of irregular expenditure NOT investigated to determine if someone is responsible for irregular expenditure incurred.	Finalized	a) Correct the AFS by reversing the non-compliant irregular expenditure written off as per the AGSA.
14	Irregular expenditure written off presented as condoned.	Finalized	a) Amend the annual financial statements with the disclosure recommended by the AGSA.

No	Finding Heading	Status	Action Plan
15	Assets recorded in the fixed asset register that could not be verified.	Finalized	a) Verification of assets.
16	Assets that are damaged and not in operation.	Finalized	a) Test assets for impairment at year end.
17	Assets with Rnil value on the asset register.	Finalized	a) Asset register report writer to be configured by BCX to exclude Rnil value assets. b) Remaining useful life adjustment to be made for assets that have a Rnil value but still have a remaining useful life.
18	Assets without tags and assets tagged but not recorded in the fixed asset register.	Finalized	a) Verification of assets
19	Non-compliances in the pre-qualification assessment.	Finalized	a) Update the irregular expenditure register and notes to the AFS. b) Implement an FPQ checklist for sign off to ensure full compliance, internal controls and verification of information.
20	Procurements not recorded in SCM tender register.	Finalized	a) Update the contract register to include non-awarded and cancelled bids.
21	Reported performance information is overstated due to calculation error.	Finalized	a) The annual report figures to be updated and KPI be corrected as per the definition of contracted services utilizing the CSD report and award register applicable for the year. b) Review information submitted for 2023/2024.
22	Target set as a negative and is not consistent with the purpose of the indicator.	Finalized	a) N/A
23	Pre-determined target was set below the industry norm.	Finalized	a) The task identified was to increase the target in 2023/2024 to be in line with industry norm of 8%.
24	Reported performance information is overstated due to suppliers not qualifying as	Finalized	a) The annual report figures to be updated and KPI be corrected as per the definition of contracted services utilizing the CSD

No	Finding Heading	Status	Action Plan
	EME/QSE included in the numerator.		report and award register applicable for the year.
25	Suppliers qualifying as EME/QSE not included in the numerator.	Finalized	a) The annual report figures to be updated and KPI be corrected as per the definition of contracted services utilizing the CSD report and award register applicable for the year.
26	Reasonable steps not taken to prevent irregular expenditure.	Finalized	a) Ensure internal controls are effective by developing procedures to ensure that all scm compliance requirements are met before transactions are approved and enforce adherence to all SCM prescripts. b) Implement controls to ensure effective contract management in place to avoid incurring irregular expenditure
27	Local content awards not reported to DTI.	Finalized	a) Report local content awards made during the period of July 2022 until 31 December 2023 to the required regulatory body.
28	Internal controls deficiencies identified relating to the quotation process.	Finalized	a) ERWAT to do a screen shot of the CSD listing under the commodity when the search is conducted on the CSD portal.
29	Concerns and issues noted during site visits at Olifantsfontein and Waterval WWTW's.	Okay – manageable issues	a) Olifantsfontein resource needs (funding for operation, capital budget, equipment and workforce) are developed on an annual basis and submitted to the City of Ekurhuleni for approval. b) However, the approved funds are not enough to implement the required infrastructure upgrades thus ensure proper service delivery. c) The design for the upgrading of Olifantsfontein WCWs has commenced. d) The inception stage is 100% complete. The preliminary design stage is 80% complete. The preliminary design stage was at 80% complete with the original appointed consultant at the end of their contract with COE.

No	Finding Heading	Status	Action Plan
			e) There is no report received from the newly appointed consultant yet despite the meetings held with them. f) The entity is unable to fill all approved vacancies on the organogram due to limited funding, only funded positions are filled and this result in under staffing. g) All measures to treat, process and dispose of waste, wastewater and other pollutants are in place e.g. the usage of SOPs, plant manuals to operate/treat the processes in order to comply with WUL, the usage of IMPS as a guide to report any incidents to all stakeholders and the usage of sludge guidelines for the disposal of waste sludge. h) The plant and infrastructure are managed, maintained, operated, monitored and safeguarded to effectively treat wastewater by ensuring that there are personnel at the plants 24/7 through 2 x 12 hours shifts per day and samples are taken to monitor compliance with the relevant legislation daily. i) The actions are then taken for the non-compliance parameters depending on the root cause of the non-compliance and they are also reported to management accordingly. The maintenance team is available for maintenance of infrastructure. j) Contingency plans (generators) are in place to limit the impacts of load shedding and other issues that may cause improper treatment like high hydraulic & organic loads need capex funding to refurbish and upgrade the plants.

No	Finding Heading	Status	Action Plan
			k) Management continually identifies address and monitor all general and control weaknesses relating to environmental activities which may impact on the environment by ensuring that plant inspections and risk assessments are carried out with capturing of findings and action plans for mitigation purpose are reported and tracked.
30	General Expenditure-incurred expenditure incorrectly classified as professional fees.	Finalized	a) Monitor and Review
31	Assets recorded as WIP but have been completed.	Finalized	a) Verification of all WIP assets to confirm that asset is not yet in use and should remain as WIP
32	Misstatements identified relating to the prior period error note.	Finalized	a) Management evaluated and adjusted the financial statements as per the AG recommendations
33	Differences noted in the related parties note.	Finalized	a) Completed. No further action required.
34	Overtime paid without evidence of work done.	Finalized	a) An SOP has been developed.
35	Human Resource Management – No performance agreements concluded for the 2022/23 financial year.	Finalized	a) 2022/2023 Performance agreements have been completed.
36	Achievement reported does not agree to the supporting schedule.	Finalized	a) Completed. No further action required.
37	Tenders/quotations (below R30 000) that were invited on or after 16 January 2023 were not awarded in accordance with the PPPFA and PPR of 2022.	Finalized	a) Review SCM policy to provide for procurement process for purchase below R30 000

No	Finding Heading	Status	Action Plan
38	Limitation of scope on procurement and contract management.	Finalized	a) Amend the tender checklist to include a tracking tool for documents from initiation to close out including the safe storage and movement of documents to ensure all information is properly maintained and easily retrievable when required.
39	Concerns and issues noted during site visits at Ancor WWTW's and Waterval licence –PA 03.	Finalized	OPERATIONS COMMENTS ANCOR WCW a) Ancor sludge lands are monitored twice daily to ensure any smoke is detected early and any fire is extinguished as soon as possible. b) Fencing of the sludge area and lining of the sludge paddies form part of the Capex 5-year plan, awaiting funding. c) Groundwater quality is monitored monthly to track possible pollution trends, however, the pollution will continue until Capex is available to construct a dewatering facility or line the sludge paddies for the WCW. d) Enforcement of the bylaws is the responsibility of the CoE and ERWAT reports all industrial pollution of the relevant CoE officials for their investigation and action. WATERVAL WCW a) Waterval sludge lands are monitored during the day by the security & staff to prevent any veld fires, and the unauthorized entry signs are erected. b) Fencing of the sludge area and lining of ponds part of 5-year CAPEX plan. c) Groundwater quality is monitored monthly to track possible pollution trends. d) Enforcement of the bylaws is the responsibility of the CoE and ERWAT

No	Finding Heading	Status	Action Plan
			reports all industrial pollution to the relevant CoE officials for their investigation and action. e) Application of new licenses for Waterval is in progress, currently notice for public participation was published on the 01 February 2024.

Report on key issues discussed at the audit committee

- Status of fixed asset register.
- Year-end qualifications specific to your department and progress in resolving; and
- Year-end disclaimers specific to your department and progress in resolving.

NB: Reflect on issues raised by internal audit and auditor general – with a focus on what the department has done **(in the quarter under review and overall, for the financial year)** to put corrective action taken to address the audit queries.