



NDLAMBE LOCAL MUNICIPALITY

DRAFT ANNUAL REPORT

2023/2024



Ndlambe Municipality

046 604 5500

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CHAPTER ONE: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

1.1 MAYOR'S FOREWORD

As the Mayor of Ndlambe Municipality, it is both an honour and a privilege to present, on behalf of the municipality and all its dedicated stakeholders, the draft Annual Report for the 2023/2024 financial year. This report reflects our collective efforts and commitment to serve our community, showcasing the progress we have made together and the challenges we have overcome in pursuit of a better life for all our residents.

The municipality is not exempt from the pervasive challenges that confront other municipalities, provincial governments, and the national government, most notably those related to socio-economic issues such as unemployment, social and economic inequality, and poverty. The municipality is also grappling with infrastructure-related challenges. Nevertheless, the municipality's proactive measures to tackle these challenges have significantly mitigated their adverse effects on our communities. It is commendable that, through exemplary and efficient governance, the municipality has steadfastly adhered to its core mandate of delivering essential services of quality to our residents in a sustainable manner, despite the myriad obstacles encountered along the way.

The municipality's diligent initiatives stem from a thorough reassessment and refinement of its strategic objectives, informed by historical insights and aligned with the prevailing socio-economic context. These objectives are in harmony with key frameworks, including the Provincial Growth and Development Strategy, the National Development Plan, the National Spatial Development Framework, and the National Key Performance Areas. By integrating these strategic goals into the operational plans of all directorates and the individual performance management systems, the municipality ensures that all efforts are systematically focused on achieving the established targets and desired outcomes.

The Integrated Development Plan (IDP) serves as a critical framework for municipal governance, ensuring compliance from both administration and councillors. Its institutionalisation has enhanced community involvement in the formulation process, emphasising its importance. Stakeholder participation throughout the IDP phases leads to the Mayoral Imbizo and strategic planning sessions. Strategic objectives from the IDP are reflected in senior managers' performance scorecards, allowing for effective compliance monitoring. Exceptional performance is rewarded with bonuses, while underperformance is managed through development plans. For nearly a decade, senior managers have consistently achieved at least a 100% performance rating, with many aiming for 130% or more.

The below-mentioned strategic goals and guiding objectives of the municipality should be used as a yardstick when reading and interrogating this draft Annual Report:

Strategic Goal 1	1. A premier place to work and do business
Strategic Objectives	1.1. Improve the governance of the Municipality
	1.2. Improve financial viability of the municipality
	1.3. Develop state-of-the-art innovative physical and technological infrastructure

	1.4. Create a comfortable remote working environment and develop new economy skills
Strategic Goal 2	2. Destination of choice for laid-back living for families
Strategic Objectives	2.1. Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens
	2.2. Provide efficient and effective public & private health services
	2.3. Create a pleasant, safe and secure living environment for all our citizens
	2.4. Mainstreaming of vulnerable groups into our growing society
Strategic Goal 3	3. Tourist destination of choice for people who love natural and cultural heritage, adventure, and water sports
Strategic Objectives	3.1. Preserve the natural beautiful environment, cultural heritage, and biodiversity
	3.2. Develop a cultural heritage, and biodiversity economy
	3.3. Develop and support adventure and extreme water sports
	3.4. Enable more events which attract visitors to NLM

The Performance Management System (PMS) facilitates the oversight of strategic goal implementation and budget allocation within the municipality. Key Performance Indicators (KPIs) and targets have been established for each strategic outcome, with ongoing measurement and monitoring conducted throughout the fiscal year. All pertinent data is recorded in an electronic performance management system, enabling continuous performance oversight. This proactive approach serves as an early warning mechanism, allowing for timely corrective actions as needed to enhance service delivery and achieve municipal objectives.

It is imperative to prioritise the maintenance and enhancement of performance across all operational areas. We are committed to fostering a robust culture of service delivery while ensuring sound fiscal management and administrative integrity. Our focus will be on sustaining municipal efficacy in delivering essential services, facilitating local economic development, advancing infrastructure projects, and promoting good governance. We will diligently address community needs within the framework of existing resources and infrastructure constraints to support sustainable growth and responsible governance in our municipality.

The achievement of service delivery targets and deliverables must be assessed in conjunction with the municipality's financial performance and compliance with municipal legislation. A critical determinant of financial health is the payment behaviour of ratepayers and customers. However, the recovery of debt in areas where Eskom provides power directly to residents presents ongoing challenges. Insufficient

revenue hampers the delivery of essential services and the maintenance or upgrading of infrastructure, including roads, electricity, water, and sewerage systems.

The Municipality has made significant strides in basic service delivery, ensuring that 100% of registered urban residential properties have access to minimum service levels or higher. Nevertheless, there remain informal settlements and backyard dwellers lacking formal access to services. In response, the Municipality provides gel stoves and fuel as alternative energy sources for these communities. Additionally, informal settlements receive skip bins for refuse collection. To further support registered indigent and low-income households, the Municipality offers monthly subsidies for basic utilities, including sewerage, refuse removal, water, and electricity. Indigent households benefit from 50 kWh of free electricity, 6 kilolitres of water, and complimentary refuse removal services. Furthermore, households with properties valued at less than R350,000 are granted free sanitation services and exemption from property rates.

Vandalism and theft have emerged as escalating concerns within the municipality, imposing substantial financial burdens annually. It is imperative to initiate a comprehensive educational campaign aimed at mitigating this issue and informing communities that vandalism adversely affects their own welfare. The involvement and cooperation of ward councillors and committee members will be crucial in this initiative.

The Municipality continually enhances its public participation efforts, not merely for compliance but to promote good governance. These initiatives include the establishment of Ward Committees, the engagement of Community Development Workers, ward-based planning, and community outreach programs, such as Mayoral Imbizos, forums, and Report Back meetings. These platforms are instrumental in providing updates on service delivery issues raised by the community.

CONCLUSION

The 2023/24 financial year was a challenging period for the local government sphere, especially with the power crisis that forced the municipality to find alternative ways to continue providing services. We are grateful that the government has restored electricity and that loadshedding is a thing of the past. Testament to the professionalism and dedication of all the municipality's staff members who never allowed these hindrances taking place to distract them from their responsibilities, or diminish their determination, to serve the people of Ndlambe Municipality.

I would like to express my gratitude to the Executive Committee and all the Councillors for their contribution and commitment towards realizing the Vision and making a difference in the lives of all in Ndlambe. I would also like to thank the Management team and staff members for their support during the year. Most importantly, I wish to thank the ratepayers, civic organisations and all stakeholders and individuals who continue to support us in our endeavours to change our local municipality for the better. Without your commitment and support, the achievements to be outlined in this report would not have been possible.

CLLR K C NCAMISO

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MAYOR

1.2 MUNICIPAL MANAGER FOREWORD

The Annual Report for the fiscal year 2023/2024 provides a thorough evaluation of the Ndlambe Local Municipality's (NLM) performance in relation to its strategic objectives, as aligned with the Integrated Development Plan (IDP), municipal budget, and broader Provincial and National governmental directives. The report highlights substantial achievements across various programmes and projects that have been strategically implemented to enhance service delivery for the community and stakeholders. It underscores the municipality's dedication to advancing the quality of life for residents while ensuring compliance with established legislative and regulatory frameworks, affirming its commitment to effective governance.

The constitutional framework governing local government in South Africa is articulated in various sections, including Section 151, which establishes municipalities, Section 152, which delineates the objectives of local government, and Section 156, which specifies the powers and functions of municipalities. Additionally, the Municipal Systems Act No. 32 of 2000 outlines essential principles and processes for municipalities to advance the social and economic development of local communities. Importantly, Section 154 of the Constitution emphasizes cooperative governance, mandating both national and provincial governments to support local authorities in their service delivery mandates, recognising that municipalities operate at the forefront of service provision. The following sections will address specific service delivery challenges faced by municipalities.

The five-year Integrated Development Plan (IDP) undergoes an annual review to assess priorities and existing plans in relation to the available budget and resources. Consequently, tailored IDP strategic objectives are established for each financial year to reflect realistic targets. To ensure the effective attainment of these objectives, a Service Delivery and Budget Implementation Plan (SDBIP) is developed for the entire organization, with specific alignment to both the IDP and budgetary considerations. Compliance with the Municipal Standard Chart of Accounts (MSCOA) is imperative, and our municipality is among the few that successfully adheres to these standards in its budgeting process.

In Ndlambe Municipality, performance targets for each Section 56 Director are developed in alignment with the Service Delivery and Budget Implementation Plan (SDBIP), the Integrated Development Plan (IDP), and the municipal budget. This process culminates in the creation of scorecards for each directorate, ensuring that service delivery objectives are consistently aligned with higher-level strategic frameworks.

One of the distinguishing features of Ndlambe Municipality is its stable political and administrative environment. This stability can be attributed to the consistent retention of Section 56 and 57 managers over nearly five terms, coupled with the municipality's prompt response in filling senior managerial vacancies. Currently, all senior management positions are occupied, further contributing to the operational continuity and effectiveness of the municipality. This combination of factors, including a stable leadership structure and proactive management practices, has significantly enhanced the municipality's ability to deliver on its strategic objectives and maintain a high level of service delivery.

The municipality has demonstrated significant progress in achieving the objectives outlined in the Integrated Development Plan (IDP), which will be further detailed in the forthcoming Organisational Scorecard section of this report. Enhanced capacity and support from intergovernmental collaboration have facilitated the efficient execution of our constitutional obligations. Noteworthy projects implemented during this period include:

PROJECT	BUDGET	EXPENDITURE TO DATE	BALANCE	%
Upgrading of Xhanti street Bathurst	R 4 890 801.39	R 0.00	R 4 890 801.39	100%
Upgrading of Zola street in Bathurst	R 2 906 498.62	R 0.00	R 2 906 498.62	100%
Upgrading of kwanokqubela main road	R 1 300 000.00	R 548 968.20	R 751 031.80	100%
Thornhill Ministerial Housing Project MIG: Balance phase 2 Contract 1 Link Water Infrastructure	R8 057 124,90	R 0.00	R 8 057 124.90	100%
Upgrading of Solomon Mahlangu Road phase 2	R 2 243 838.08	R 192 956.70	R 2 050 881.38	100%
Upgrading of Mamityi Gidana Sportsfield	R 10 959 937.01	R 0.00	R 10 959 937.01	100%
PMU ADMIN.	R 1 597 800.00	R 1 597 800	R 0	100%
Total Amounts				R 29 819 000.01

Despite many achievements, challenges always abound and as a result the following areas will receive particular focus:

Water – especially during festive season in particular in Port Alfred, Bushmansrivermouth and Kenton-On-Sea which areas are visited the most by tourists during this period. Alexandria water supply remains a challenge and the municipality aims to increase water capacity to the area hence the upgrade of the Cannon Rocks RO plant and the boreholes water from neighbouring farmer to the reservoir. Contract 14 and 15 project which has been executed by Amatola Water has been taken away by the Department of Water and Sanitation and given to Ndlambe Municipality to complete.

Port Alfred is going through acute water challenges due to drought. The Department of Water and Sanitation and Co-operative Governance and Traditional Affairs funded an RO plant for Port Alfred which amounted to R100 million (one hundred million rands). A private company is also selling RO plant water to the municipality. Boreholes do augment water to Port Alfred. Trucks are also carting water especially to high lying areas. The Sarel Hayward dam has adequate getting water from the weir through an additional dedicated pump.

Sanitation – the sewage system of the municipality is aging at a very fast pace. It is unfortunate that the municipality has water challenges because it follows that one will have problems with sewerage. The recycling of sewerage in the Port Alfred RO plant is about to be operational and spillages will be tremendously minimized. The rivers will no longer be at risk of being contaminated by sewerage which becomes a health hazard to river users, species and has a back lashon tourism. The municipality is implementing various sanitation projects during the financial year which are roll over to the current financial year to ameliorate the sanitation crisis.

Roads are continuously maintained however it is very difficult to keep pace with the rate in which they

are aging given our financial situation. Council has taken a stance to pave roads, and this is ongoing and is visible in Ndlambe as whole. A portion of MIG is used to pave roads.

SMME development – the municipality does not compromise in giving work to the SMME's as part of local economic development and job creation despite the many challenges this puts on the administration.

Electricity - The municipality has outsourced the maintenance of electricity, and the service provider is doing well. Indigent households are provided with free electricity which is 50KW per month and 6 kilo litres of water each month. Houses in particular squatter areas have been provided with gel stoves in the meantime as means of alternative energy. Department of Human Settlement has funded the municipality to upgrade informal settlements with electricity, standpipes and roads. Loadshedding primarily has affected service delivery especially on water and sewerage.

Building Control remains a serious challenge in the area especially in the townships where people are building without following the building regulations and as a result of this there is a potential that the municipality may be losing a lot of revenue and the households who are contravening the building regulations are exposed to danger because they are living in houses that have not been approved by the relevant authorities. The municipality is channelling all efforts to overcome this challenge as it is one of the highest risk areas. The fact that the Department of Human Settlements do not fully involve the municipality when building RDP houses is another challenge hence houses are dilapidated.

Cemeteries – the municipality is facing a pressing challenge as its cemeteries approach capacity due to rising mortality rates linked to health crises, rapid urbanization, and demographic changes within the local population. In response, the relevant department is actively pursuing the acquisition of additional land for burial sites. To extend the usage of existing cemeteries, the municipality is promoting alternative burial practices, particularly in townships, which may include unconventional methods such as the interment of multiple individuals in a single grave and cremation. Furthermore, the municipality has allocated funds for an Environmental Impact Assessment (EIA) in Port Alfred and is set to commence this process shortly. It is noteworthy that in Kenton-on-Sea, there is currently no municipally owned land available for cemetery expansion, necessitating negotiations with adjacent private landowners for potential land acquisition.

Waste Management remains a huge challenge for the municipality. The costs associated with managing the sites are quite huge. We are hoping that our partnership with the Federation of Canadian Municipalities will bring about some form of assistance when it comes to the waste management. The municipality having done cost benefit analysis resolved that this service be outsourced in particular landfill site management. This is over a period of three (3) years. However, a long term lasting solution is to secure yellow fleet so that the municipality can have capacity to manage its waste properly. Council has to consider a portion of Municipal Infrastructure Grant (MIG) for this purpose as COGTA is now considering applications in this regard. Clean governance s one of the fundamental requirement that justifies a well run municipality and the spinoffs of that is the attraction of funds / grants from other spheres of government.

Ndlambe municipality prides itself of getting an unqualified audit report in 2022/2023. The municipality is liquid and as result of that it can pay its creditors within 30 days especially the big ones like ESKOM, Telkom and Amatola Water. The municipality has no loans or used any bank credits as a result of not being able to service its debt. As much as the collection rate is 87% on average the municipality is liquid although it is striving to achieve 95% which is a norm for assurance on liquidity.

The municipality has identified eighteen (18) high risk areas, however only five (5) high risk areas will be lifted. Those are supply chain management, traffic services and revenue, infrastructure – water losses, revenue – indigent, fleet management. There are control measures put in place which tuned.

Responsible employees are identified. Those responsible employees in turn appoint risk champions who will deal with this on daily basis and report back to those who delegated in intervals. The internal audit unit submit progress report to the Audit Committee from time to time. The risk register is a moving target in the sense that what may be a risk currently may not be in the future or vice versa hence reviewal of the risk is very important. A truncated register is depicted below.

No:	Division/Section	Fraud Risk Description	Root cause	Current Control processes in place to mitigate the risk exposure	Action to Improve Management of the Risk Exposure
1	SCM - Procurement	Possible cover coating flouting of the procurement process	<ol style="list-style-type: none"> 1. Decentralised procurement process 2. Collusion 	<ol style="list-style-type: none"> 1. Units request quotes independently 2. SCM module activated (covers SOD element) 	<ol style="list-style-type: none"> 1. Centralisation of procurement process 2. SCM awareness/refresher training
2	Traffic Department	Bribing of traffic officers	<ol style="list-style-type: none"> 1. Greed 2. There is opportunity to conduct fraud 3. Collusion between traffic officers and commuters/drivers on the road 4. Unethical behavior 	<ol style="list-style-type: none"> 1. Prenumbered traffic fine books 2. Traffic bylaws / Road traffic Act 3. Traffic officers in place 4. Working in teams 	<ol style="list-style-type: none"> 1. Continuous implementation of traffic teams 2. Training of traffic officers on legislation
3	Infrastructure - Water Losses		Illegal Connections	<ol style="list-style-type: none"> 1. Inability by communities to afford water and electricity 2. Inaccurate reading of meters 3. Possible Collusion by officials 4. Unethical conduct 5. Vandalism 6. Aged infrastructure 7. Inadequate raw water sources that leads to water carting 	<ol style="list-style-type: none"> 1. Reconciliation conducted (2. Meter readers 3. Plumbers in place for water leaks 4. Replacement of old water meters 5. Replacement of cables 6. Replace old electricity meters 7. Use of prepaid system 8. Analysis of purchases 9. Analysis of reading (conventional meters)
4	Revenue - Indigents	Fraudulent Applicants receiving indigent benefits	<ol style="list-style-type: none"> 1. Employees receiving kickbacks 2. Applicants submitting fraudulent applications 3. No system in place to verify the authenticity of information submitted 	<ol style="list-style-type: none"> 1. Segregation of duties is in place 2. Checklist guiding what should be on the indigent application is in place 3. Indigent Policy 	
5	Fleet Management	Abuse of municipal assets (fleet)	<ol style="list-style-type: none"> 1. Lack of supervision on allocation and movement of fleet 2. No standardised procedure for fleet management 3. Non alignment of trips to job cards 	<ol style="list-style-type: none"> 1. Fleet Manager is in place 2. Log books are in place 3. Incident and accident reports are completed and submitted 4. Fleet management policy 5. Tracking system in place 	<ol style="list-style-type: none"> 1. Establish a Loss Control Committee 2. Benchmark fleet control system 3. Review/Update and enforce fleet management policy 4. Procurement of new tracking system

The significance of an annual report in fostering an accountable, participatory, and development-oriented local government cannot be overstated. As we conclude the 2023/2024 financial year and in accordance with Section 127 of the Municipal Finance Management Act, 2003 (Act 56 of 2003), we must present a draft annual report within the stipulated timelines. This report serves not only as a compliance requirement but also as a critical assessment of the municipality's performance during the review period. I extend my sincere gratitude to all those who contributed to making the 2023/2024 year a success, particularly the Mayor, the Executive Committee, the Speaker, Councillors, the Audit and Performance Committee, management, staff, and all stakeholders for their unwavering support and commitment.

ADV R DUMEZWENI

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MUNICIPAL MANAGER

1.3 MUNICIPAL OVERVIEW

The Ndlambe municipality, as a Category B municipality performs such municipal functions as enshrined in the Constitution of the Republic of South Africa, 1996. In particular these are listed in Schedule 4 part B & Schedule 5 part B. These include:

Air pollution	Water & sanitation services limited to potable water supply systems and domestic waste-water and sewerage disposal systems
Building regulations	Beaches and amusement facilities
Electricity	Billboards and display of advertisements in public places
Fighting services	Cemeteries and funeral parlours
Local tourism	Cleansing
Municipal Planning	Control of public nuisances
Municipal Health Services	Control of undertaking that sell liquor to the public
Jetties & Piers	Facilities for accommodation, care and burial of animals
Stormwater management system	Fencing and fences
Trading regulations	Traffic and parking
Licensing and control of undertaking that sell food to the public	Municipal roads
Local amenities	Noise pollution
Local sport facilities	Pounds
Municipal parks and recreation	Public places
Refuse removal, refuse dumps and solid waste disposal	Street trading
Street Lighting	

Ndlambe municipality also performs other functions that may be delegated to it by another sphere of government.

The Ndlambe municipal area falls within the Eastern Coastal Zone (one of the areas within the Sarah Baartman District Municipality that has similar geographical characteristics and requires similar geographical guidance). This area can be described as an area with:

- A pristine coastal area;
- Well preserved river mouths and inter-tidal areas;
- Diverse vegetation;
- A relatively low density development along the coast; and
- Major tourism potential

The following is the presentation and analysis of key Ndlambe municipal population and household statistics as provided in the Stats SA Community Survey, 2016. A comparison of this data with Census 2011 is provided in the next page.

SUMMARY OF KEY DEMOGRAPHIC AND SOCIO-ECONOMIC HIGHLIGHTS OF NDLAMBE MUNICIPALITY

Demographics	2022		2016	
	Number	Percent	Number	Percent
Population	87 797		63 180	
Population growth				0.6
Population profile				
Black African	59 740	68.2	52 697	83.4
Coloured	6 624	7.6	5 077	8.0
Indian or Asian	328	0.4	136	0.2
White	20 150	23	5 271	8.3
Other	825	0.9		
Population density				
Population by home language				
Afrikaans			6 102	9.8
English			4 963	8.0
IsiXhosa			50 486	81.3
IsiZulu			115	0.2
Sesotho			34	0.1
Other			391	0.6
Number of households	32440		20 818	
Households size	2.7		3.0	
Gender				
Male	41 327	47.1	30 096	47.6
Female	46 470	52.9	33 084	52.4
Age				
0 - 14	18 684	21.3	17 697	28.0
15 - 34	24 357	27.7	20 192	32.0
35 - 64	31 538	35.9	17 373	27.5
65 +	13217	15.1	7 919	12.5

Household Services	2022		2016	
	Number	Percent	Number	Percent
Access to housing				
Formal	29493	90.9	18 589	89.3
Traditional	273	0.8	856	4.1
Informal	2593	8.0	1 315	6.3
Other	80	0.2	58	0.3
Access to water				
Access to piped water	31570	97.3	18 721	89.9
No Access to pipedwater	870	2.7	2 097	10.1
Access to sanitation				
Flush toilet	27591	85.1	15 977	76.7
Chemical	619	1.9		0.0
Pit toilet	2930	9.0	2 116	10.2
Bucket	702	2.2	174	0.8
Other	332	1.0		
None	265	0.8	828	4.0
Energy for lighting				
Electricity	30308	93.4	18 506	90.8
Other	2034	6.3	1 881	9.2
None	99	0.3		
Energy for cooking				
Electricity	17103	52.7	17 846	86.1
Other	15053	47.3	2 887	13.9
Access to refuse removal				
Removed by local authority at least once a week	29268	90.2	18 544	89.1
Removed by local authority less often	172	0.5	121	0.6
Communal refusedump	346	1.1	352	1.7
Own refuse dump	1368	4.2	1 230	5.9
No rubbish disposal	376	1.2	512	2.5

Ratio	2022		2016	
	Number	Percent	Number	Percent
Dependency ratio		57.1		59.7
Poverty head count ratio		0.0		0.0
Sex ratio		88.9		97.6

Infrastructure	2011		2016	
	Number	Percent	Number	Percent
Access to telephone lines	3 591	18.3	2 409	12.1
Access to cellular phones	15 769	80.4	18 030	87.9
Access to Internet	5 871	29.9	1 863	9.3

Education	2022		2016	
	Number	Percent	Number	Percent
Level of education (20+)				
No schooling	3697	6.3	2 998	7.4
Some primary	6697	11.5	7 212	17.8
Completed primary	3002	5.1	2 817	6.9
Some secondary	19556	33.5	15 047	37.1
Grade 12/Matric	16485	28.2	9 479	23.4
Higher	8509	14.6	2 974	7.3
Other	504	0.9	59	0.1

Employment	2022	
	Number	Percent
Employed		63.7
Unemployed		39.5
Employment by industry		
Formal		45.7
Informal		54.3
Private Households		
Economically active population		
Labour force participation rate		67
Absorption rate		38.3
Unemployment rate		39

Rating of quality of municipal services	2011		2016	
	Number	Percent	Number	Percent
Water (good)			11 283	55.2
Electricity supply (good)			14 873	77.9
Sanitation (good)			12 073	62.9

Refuse removal (good)			13 966	70.3
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Agriculture	2011		2016	
	Number	Percent	Number	Percent
Agricultural households			2 602.0	12.5
Cattle				
1 - 10			307	72.1
11 - 100			51	12.0
100+			68	16.0
Total			426	100.0
Sheep				
1 - 10			26	51.0
11 - 100			25	49.0
100+			0	0.0
Total			51	100.0
Goat				
1 - 10			142	44.9
11 - 100			159	50.3
100+			15	4.7
Total			316	100.0
Type of agric activity				
Livestock production			1 111.0	51.0
Poultry production			850.0	43.3
Vegetable production			1 072.0	70.4
Other			590.0	9.9

SOURCE: Stats SA, Census 2011 & Community Survey 2016

POPULATION

According to the 2022 Census conducted by Statistics South Africa the Ndlambe municipality has a population of 87 797 occupying an estimated 32 440 households. Ndlambe accounts for 16.5% of the inhabitants living in the Sarah Baartman District. The extent of Ndlambe municipal area covers an area of one thousand eight hundred and forty square kilometres (1 840.63km²) which was delimited into ten wards with a total of twenty elected councillors.

POPULATION, EXTENT OF AREA KM² AND POPULATION DENSITY

StatsSA 2022	Sarah Baartman District Municipality	Ndlambe Local Municipality
Total Population 2022	533 253	87 797
Area km ²	58 243.3 km ²	1 840.63 km ²

SOURCE: Stats SA, 2022

Geographically Ndlambe makes up 3.2% of the District municipality's landmass, with a relatively high population density of 47 per km², which is four times higher than the District average of 9 persons per km².

POPULATION GROWTH RATE (Source: StatsSA 2022)

Population Growth over time	2011	2022	% Growth 2011 to 2022	% Growth p.a.
Ndlambe	61 176	87 797	43.5	4.35
Sarah Baartman	450 584	533 253	18.4	1.84
Eastern Cape	6 562 053	7 230 204	10.2	1.02

The population which totalled 87 797 in 2022 increased by 26 621 people over a 11-year period. This is reflective of a 43.5% total population growth rate in Ndlambe from 2011 to 2022, which is higher than the Provincial growth and the growth rate accrued for Sarah Baartman District Municipal area over the same period.

POPULATION BY AGE GROUP AND GENDER

Age Range	Males	Percentage Males	Females	Percentage Females
85+	376	0.4	661	0.8
80-84	756	0.9	1033	1.2
75-79	1071	1.2	1411	1.6
70-74	1538	1.8	2052	2.3
65-69	1912	2.2	2407	2.7
60-64	1905	2.2	2719	3.1
55-59	2068	2.4	2734	3.1
50-54	2134	2.4	2833	3.2
45-49	2330	2.7	2778	3.2
40-44	2611	3	2898	3.3
35-39	3094	3.5	3434	3.9
30-34	3119	3.6	3369	3.8
25-29	3057	3.5	3234	3.7
20-24	2871	3.3	2659	3
15-19	2993	3.4	3055	3.5
10-14	3362	3.8	3404	3.9
05-09	2962	3.4	2757	3.1
0-4	3168	3.6	3031	3.5

SOURCE: StatsSA, 2022

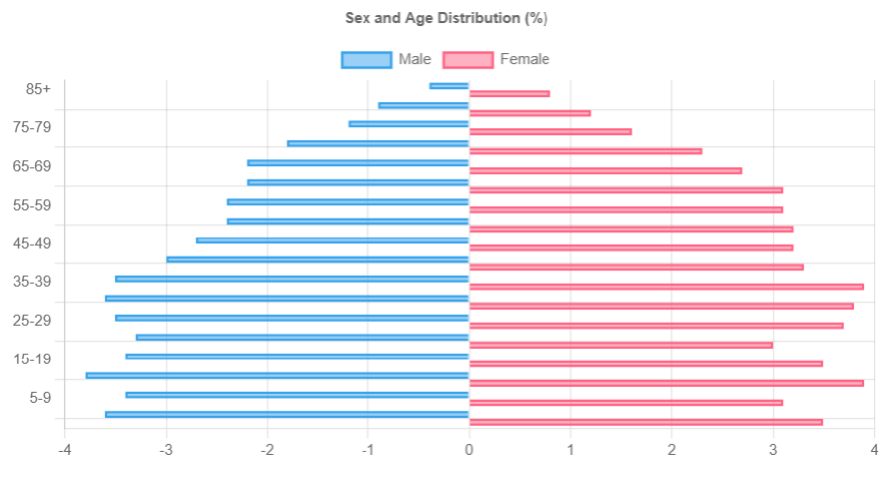


FIGURE: SEX AND AGE DISTRIBUTION
SOURCE: StatsSA, 2022

The Census 2022 data suggests a total population of 87 797 compared to the Census 2011 data which suggested a total population and a total number of households of 61 176. When one compares Census 2022 population data with Census 2011, the population of Ndlambe has increased by a margin of 26 621 persons and this represents a percentage increase of 43.5 percent. This could be attributed to an influx of people from the surrounding areas to look for job opportunities in the new industries that have emerged in the municipal area. Also, the Thornhill housing development has attracted some individuals who were living outside Ndlambe to come back and settle in their newly built RDP homes. Another contributor to this population growth is the migration of people from inland towns and cities to the coast. This influx also impacts negatively on the unemployment rate which currently stands at 39 percent.

The bulk of the migration patterns being experienced within the Municipality are due to holiday makers (approximately 33 000) in the peak season. The influx of seasonal holiday makers equates to approximately 56% of the permanent resident population and places tremendous pressure on the available infrastructure of the area. There is a small migration impact on the agricultural sector related to the harvesting of chicory and pineapples, which has no effect on the immediate service delivery as these activities take place on private land. It does, however, impact on the Municipality in the longer term as some migrant labour decides to remain once the seasonal work is completed. Although undocumented, the Municipality is also dealing with an influx of farm workers to urban centres as well as people from neighbouring municipalities seeking new economic opportunities. This is placing increasing pressure on the housing delivery program and efforts to eradicate informal settlements.

Population Per Ward

The table below highlights population distribution per ward in Ndlambe Municipality:

POPULATION AND NUMBER OF HOUSEHOLDS

DEMOGRAPHICS NDLAMBE LOCAL MUNICIPALITY											
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Grand Total
Population	5712	6948	6489	5194	6317	8990	5394	4333	6385	5415	61176
Households	1627	2069	2167	1879	2134	2477	1631	1360	2108	1880	19331

Source: StatsSA 2011

1.4 SERVICE DELIVERY OVERVIEW

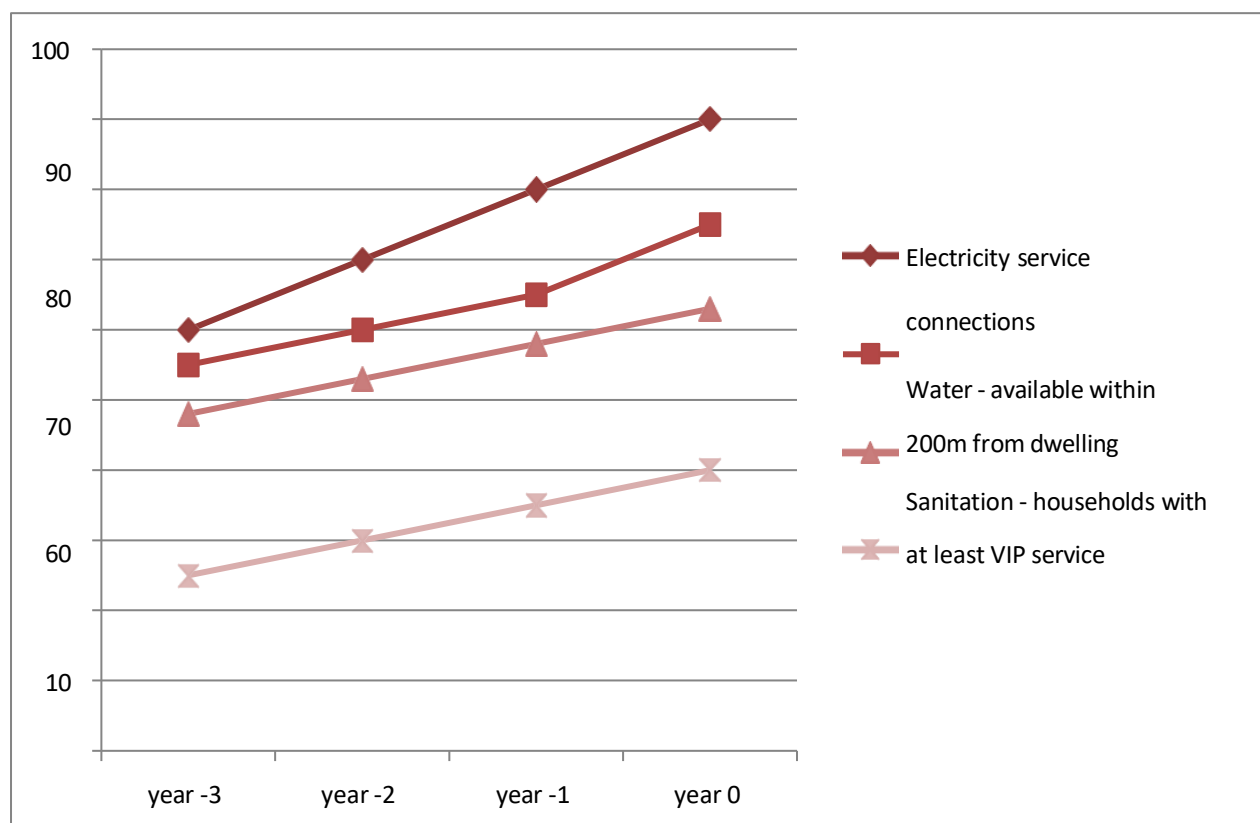
SERVICE DELIVERY INTRODUCTION

Basic service delivery achievements have been noteworthy and are continuing. Council has acknowledged that the biggest stumbling block to transformation and development within the municipal area has been suitable access to sufficient water. Council then embarked on a multi-year strategy to improve the water supply to the consumer base of Ndlambe Municipality. Implementation of these projects is underway. Other recent service delivery achievements include the various improvements and upgrades to various Wastewater Treatment Works, Technical upgrades to sewerage systems maintenance competency within staff.

Challenges include the following:

- Increasing unemployment Levels;
- Increasing migration from rural agricultural sector to urban nodes
- Cost of service delivery when revenue base is considered;
- Ageing infrastructure operating in physically aggressive environment.

PROPORTION OF HOUSEHOLDS WITH ACCESS TO BASIC SERVICES



COMMENT ON ACCESS TO BASIC SERVICES

It is a well-known fact that the reliability of the yields and the quality of the water from the respective water sources is in general inadequate. Furthermore the capacity of the bulk infrastructure is also inadequate especially during peak holiday seasons when holiday makers flock to the coastal resort town and the demand for municipal water supply cannot be met. This challenge is being addressed through grant funded projects. The present status quo results in many of the households in the area augmenting the Municipal supplies by establishing private rainwater harvesting facilities, which Council encourages and enforces within the building plan application process. All formal erven have access to

basic services, which includes, water, sanitation, electricity refuse removal and road access. There are various levels of service but in all cases the minimum levels of service are exceeded.

CHAPTER 2: GOVERNANCE

2. INTRODUCTION TO GOVERNANCE

Governance is examined under the following four (4) components:

Component A: Political and Administrative Governance

Component B: Intergovernmental Relations

Component C: Public Accountability and Participation

Component D: Corporate Governance

Each of these components is required to function optimally and the high levels of interaction and interdependence that is required to occur between these components, will impact positively on organizational & operational effectiveness overall.

2.1 COMPONENT A: INTRODUCTION TO POLITICAL AND GOVERNANCE

By necessity and design, formal political and administrative frameworks and infrastructure have been created both internally and externally in order to facilitate operational performance. To this end the required policy has been created and updated; structures (political and administrative) have been created and implemented, procedures and compliance prescriptions have been developed to aid and direct day-to-day operations; and an infrastructure and support system has been created. All of these ensure that operations occur in a sound and effective manner. In every instance, efforts are continuously made to meet community needs in an ordered and structured manner, while ensuring optimum levels of efficiency and effectiveness.

Ndlambe Municipality's operational focus is determined by its strategic objectives as reflected within its Integrated Development Plan (IDP). These objectives are initially translated into the performance targets that are reflected within the Service Delivery and Budget Integration Plan (SDBIP). These targets are translated further on an operational level by being cascaded into operational and management targets within the relevant performance scorecards within each directorate. This process facilitates that performance targets are monitored and met over a designated period of time and in the manner prescribed. The successful achievement of these objectives is dependent on the available resources i.e. operational, human and financial.

FUNCTIONS OF THE POLITICAL ARM:

- Advocating and protecting the needs of the community and in this manner, facilitating the possibility of a better quality of life for all; and
- Communicating effectively and involving all members of the community in decision-making wherever practical and possible, in order to give new meaning to the concept of a "people-centred government"

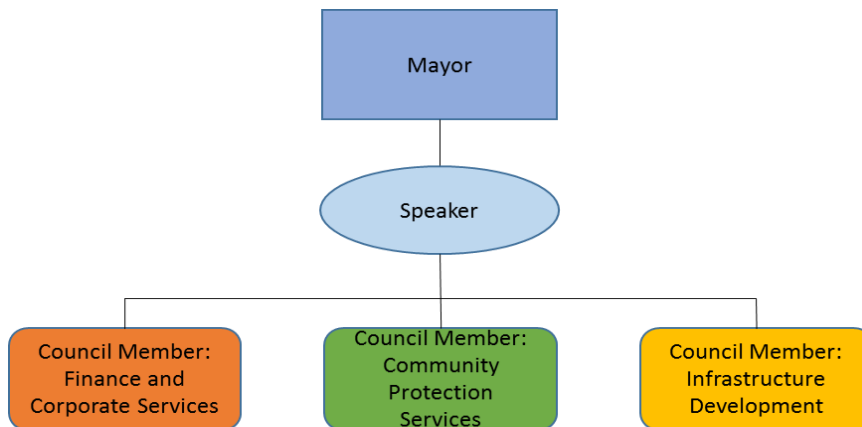
FUNCTIONS OF THE ADMINISTRATIVE ARM:

- Ensuring that there is sufficient infrastructure (human capital, resources, policies and procedures) in order to ensure that the strategic objectives can be met through effective management and control of operations, service delivery and matters of compliance; and
- Providing a supportive and administrative role and function overall.

2.1.1 POLITICAL GOVERNANCE
Introduction to Political Governance

As per the Municipal Structures Act, Act No. 117 of 1998, Ndlambe Municipality has a Collective Executive System. In terms of this and as depicted within the diagram below, it presents as a democratically elected Category B municipality with a structure that is categorized by elected Ward Councillors and Proportional Representative Councillors.

POLITICAL STRUCTURE OF THE MUNICIPALITY



Portfolio Councillors are allocated to oversee the functioning of each directorate including the Office of the Municipal Manager, thus enhancing the oversight role. By so doing, formal decision making is enhanced. In this manner, Councillors are better placed to make “informed decisions” and appropriate recommendations to Council for final approval where necessary.

COUNCILLORS

The Council has 20 seats (10 Proportional Representative (PR) Councillors and 10 Ward Councillors). All seats in the Council are filled. The Speaker is the Chairperson of Council. The party-political and demographic representation of Councillors is reflected in the table below:

Political Party	Number of Councillors	Gender of Distribution	
		Male	Female
African National Congress (ANC)	11	9	2
Democratic Alliance (DA)	6	4	2
Economic Freedom Fighters (EFF)	3	2	1
TOTAL	20	15	5

The Mayor of the Ndlambe Local Municipality is the Hon Cllr KC Ncamiso and the speaker is Cllr A Marasi. The Portfolio Councillor for Infrastructure Development is Cllr. S Dyakala, Community and Protection Services is Cllr. N Memani and the Portfolio Councillor for Finance is Cllr. S Venene and Corporate Services is Cllr Ncamiso.

LIST OF COUNCILLORS AND POLITICAL PARTY REPRESENTATIVES:

Initials and Surname	Political Party
Councillor K C Ncamiso (Mayor)	African National Congress
Councillor A L Marasi (Speaker)	African National Congress
Councillor A Nyumka	African National Congress
Councillor P Khungwayo	African National Congress
Councillor Z Myali	African National Congress
Councillor S Kolosa	African National Congress
Councillor M Sweli	African National Congress
Councillor T Dyakala	African National Congress
Councillor S Zweni	African National Congress
Councillor A Bukani	African National Congress
Councillor S Melani	African National Congress
Councillor S Venene	Democratic Alliance
Councillor N Haynes	Democratic Alliance
Councillor Y P Kani	Democratic Alliance
Councillor T Mbekela	Democratic Alliance
Councillor E Walker	Democratic Alliance
Councillor W Johannes	Democratic Alliance
Councillor X Runeli	Economic Freedom Fighters
Cllr M Mgweba	Economic Freedom Fighters
Cllr N Memani	Economic Freedom Fighters

ADMINISTRATIVE RESPONSIBILITIES OF COUNCILLORS/COUNCIL

- Attendance of Council meetings (quarterly) and Special Council meetings (convened to address urgent issues – requiring urgent attention/action);
- Political decisions are taken regarding service delivery;
- Provision of an oversight role regarding Council;
- Compliance with Chapter 3 of the Municipal Systems Act, (Act No. 32 of 2000). It is legislated and understood that the executive and legislative authority of a municipality lies with the Council and Council is required to take all the decisions of the municipality subject to s59.

COMMITTEES OF COUNCIL EXECUTIVE COUNCIL (EXCO)

Councillor K C Ncamiso	Mayor, Chairperson & Portfolio Head: Corporate Services	African National Congress
Councillor T Dyakala	Portfolio Head: Infrastructural Development	African National Congress
Councillor S Venene	Portfolio Head: Finance	Democratic Alliance
Councillor N Memani	Portfolio Head: Community and Protection Services	Economic Freedom Fighters

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

Councillor A Nyumka	Chairperson	African National Congress
Councillor N Haynes	Member	Democratic Alliance
Councillor M Sweli	Member	African National Congress
Councillor M Mgweba	Member	Economic Freedom Fighters
Councillor A Bukani	Member	African National Congress

Functions of MPAC

- Provision of an oversight role in respect of the administration and executive committee of the council;
- Reviewing the municipal / municipal entity's quarterly, mid-year and annual reports and providing an oversight report on the Annual Report for consideration by Council;
- Assisting Council to maintain oversight over the implementation of the Supply Chain Management Policy;
- Examining the financial statements and audit reports of the municipality and municipal entities (considering improvements from previous statements and reports);
- Evaluating the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- Promoting good governance, transparency and accountability on the use of municipal resources;
- Examining the Mid-Year Review documents in line with the Integrated Development Plan (IDP); and
- Recommending or undertaking any investigation that falls within the scope of this committee's responsibilities/ area of competence.

To fulfil its functions MPAC may/is required to:

- Seek / have access to any information required from any councillor/employee;
- Report to council on the activities of the committee;
- Perform any other function assigned to the committee through a resolution of Council;
- Call upon the accounting officer of the municipality or the chairperson of the municipal entity to provide information or clarity;
- Request the support of the internal and external auditors when necessary;
- Engage directly with the public and consider public comments when received;
- Have permanent referral with regard to the following reports:
 - Mid-year /In-year s72reports
 - Annual Financial Statements
 - Reports of Auditor General and audit committee
 - Any other financial audit report from the municipality
 - Information on compliance in terms of sections 128 and or sections 133 of the MFMA
 - Information in respect of any disciplinary action taken in terms of MFMA on matters serving or having been served before the committee; and
 - Performance information of the municipality.

Note:

- As with the previous year, the annual work plan was drafted and implemented;
- Oversight was provided as prescribed and in terms of any other issues deemed necessary;
- The oversight report for 2023/2024 as part of the Annual Report will be drafted and tabled to Council. This report will incorporate comments and recommendations on management's action plans developed in order to address findings raised by the Auditor General in its audit report

AUDIT COMMITTEE

Committee Responsibilities and Performance

- The Audit Committee was established in terms of s166 of the MFMA 56 of 2003 and is comprised of four (4) independent members;
- This Committee is bound by the Council approved Audit Committee's Charter;
- The Committee performs an advisory function and role for the municipality and is directly accountable to Council. In this regard, it plays a key role in ensuring that there is accountability and transparency within the organization;
- The quarterly performance information is required to be reviewed in terms of compliance;
- The unaudited financial statements are required to be reviewed prior to submission to the Auditor – General as per prescriptions of compliance;
- The committee is required to provide an objective view on the effectiveness of the municipality's risk management processes during each quarter in terms of compliance and specific feedback is then required to be provided to the Accounting Officer and Council in this regard;
- The committee is responsible for oversight on the integrity of financial controls, combined assurance, compliance management and meaningful integrated reporting to stakeholders;
- The committee is required to discharge its responsibilities by using workdone/information received from the internal audit unit and other information presented to it by the management at its quarterly meetings;
- The committee minutes contain comments, resolutions and reports on work performed by the internal audit and the committee, and these are required to be approved during the quarterly meetings; and
- Approved internal audit reports are required to be distributed quarterly to the Accounting Officer, the Mayor and the chairperson of the Municipal Public Accounts Committee (MPAC) for notification and to management for action.

The Audit Committee was constituted as follows:

MEMBER	POSITION
Mr D M Pillay	Chairperson
Prof. W Plaatjies	Ordinary Member
Ms B Nqadolo	Ordinary Member

Note: A Manager: Internal Audit and 2 Internal Auditors facilitate the audit function in- house.

WARD COMMITTEES ESTABLISHMENT AND FUNCTIONALITY

Ward Committees were established in terms of section 73 of the Municipal Structures Act 117 of 1998.

PURPOSE

As per s74 of the Municipal Structures Act 117 of 1998, the purpose of these committees is to assist Municipal Councils in ensuring that ward issues are properly communicated to Council and are catered for should there be a need for a budget to address such issues. These meetings are required to provide opportunities to report to the Speaker on issues of interest to the municipality which are taking place in their wards. This has assisted the municipality in ensuring that public participation is enhanced and accountability of the municipality is not compromised.

During 2022/2023 Ward Committee meetings were held in all 10 wards on different dates and for each quarter. These meetings were attended by community members. Issues raised by ward committees are reported quarterly to the Executive Committee and Council. From the results thereof, it appears that these meetings and this method of communication appears successful with issues being resolved. This system ensures that council is kept current on all issues raised within Ward Committee meetings.

WARD COMMITTEES AND THEIR MEMBERS

WARD 1	
Nr.	Name and Surname
1.	Lulu R Jikolo
2.	Boyce Wandisile Jonga
3.	Sithembele Moko
4.	Boyce Stefano
5.	Mzolisi Centani (Cengani?)
6.	Jan Paul Smit
7.	P M Stutt
8.	Luyanda E.Z.Z Titi
9.	Zameka Dlakwe
10.	Siphosethu Njoli

WARD 2	
Nr.	Name and Surname
1.	Nobesuthu Vuso
2.	Catherine Coetzee
3.	Ian King
4.	Trevor Moko
5.	Hendrik September
6.	Thembisile Ketelo
7.	Ziyanda Funani- Magubela
8.	Lonwabo Mkhela
9.	Nomasomi Lawu
10.	Boniswa Kana

WARD 3	
Nr.	Name and Surname
1	Selda Masimla
2	Nomatslake Zozi
3	Akhona Gqupu
4	Nomangesi Tshukulane
5	Lindeka Nela
6	Thembisile Bili
7	Malibongwe Mangele
8	Susan Muirhead

WARD 4	
Nr.	Name and Surname
1.	Dumisa Kinqana
2.	Mvulakazi Magopheni
3.	Ntobeko Magwaxaza
4.	Nomachina Xanise
5.	Ntombise Dumezweni
6.	Walicia Roux
7	Mzwandile Nobadula
8	Adrian Purdon

WARD 5	
Nr.	Name and Surname
1.	Xolelani Nyamla
2.	Zameka Minyelela
3.	Bulelwa Draai
4.	Xolisile Krala
5.	Mtehető Manyathi
6.	Sivuyile Memani
7.	Simon Blauw
8.	C Dewey
9.	C Boyd
10.	Siphokazi Mkrakra

WARD 6	
Nr.	Name and Surname
1.	Roslyn Baartjies
2.	Bukelwa Ntolokwana
3.	Terri Harrewyn
4.	Clive Naido
5.	Bonilile Hendele
6.	Lionard Trolip
7.	Theodore Willemse
8.	Rob James Crothall
9.	Raymond Schenk
10	Bandile Nomlomo

WARD 7	
Nr.	Name and Surname
1.	Mila Hoyi
2.	Babalwa Vulindlu
3.	Thembisa Booï
4.	Thembekile George
5.	Nomawethu Feni.
6.	Thembisa Mpoli
7.	Linda Makinana
8.	Nkosiyethu Madotyeni
9.	Zukiswa Bavuma
10.	Xolelwa Konza

WARD 8	
Nr.	Name and Surname
1.	Anathi Mandilakhe Beja
2.	Zikhona Nesi
3.	Bongani Qhakamfana
4.	Nandipha Precious Sakata
5.	Nobendiba Ncumani
6.	Xolani Bukani
7.	Samkelo Buzani
8.	Sinethemba Matyumza
9.	Nomaxabiso Ngece

WARD 9	
Nr.	Name and Surname
1.	Luyanda Tambo
2.	Luvuyo Sonanzi
3.	Mziwethu Mafani
4.	Bonani Gareth Nginase
5.	Ntomboxolo Jali
6.	Lulama Maduba
7.	Bonani Mhomho
8.	Sandiswa Tokota
9.	Mandlakazi Platjje
10.	Mbulelo Kiti

WARD 10	
Nr.	Name and Surname
1.	Lindsay Ann Luppnow-Burrow
2.	Stuart Boucher
3.	Richard Pryce
4.	Clinton Millard
5.	Zweli Nkwinti
6.	Antony D. de Bruin
7.	Ann Edwards
8.	Stuart Furstenburg
9.	Daniel Lodewyk Slabbert
10.	Dawie Van Wyk

COMMUNITY DEVELOPMENT WORKERS (CDWs)

Community Development Workers are required to interact with the community and identify households in need and to ensure that community relationships are nurtured so that community participation, support and correct utilization of services occur as a result of effective marketing.

Functioning of CDW's

- All CDW's are required to undergo the appropriate training (ensuring that they clearly understand their role and purpose);
- Issues and observations noted, are forwarded monthly to the municipality via the Speakers Office.

CDW's report to the relevant government department by utilizing designated reporting mechanisms in an effort to obtain required support and assistance for particular households. CDW's report on their activities performed, while detailing challenges experienced within the communities in which they work – with a view to resolving these at higher levels.

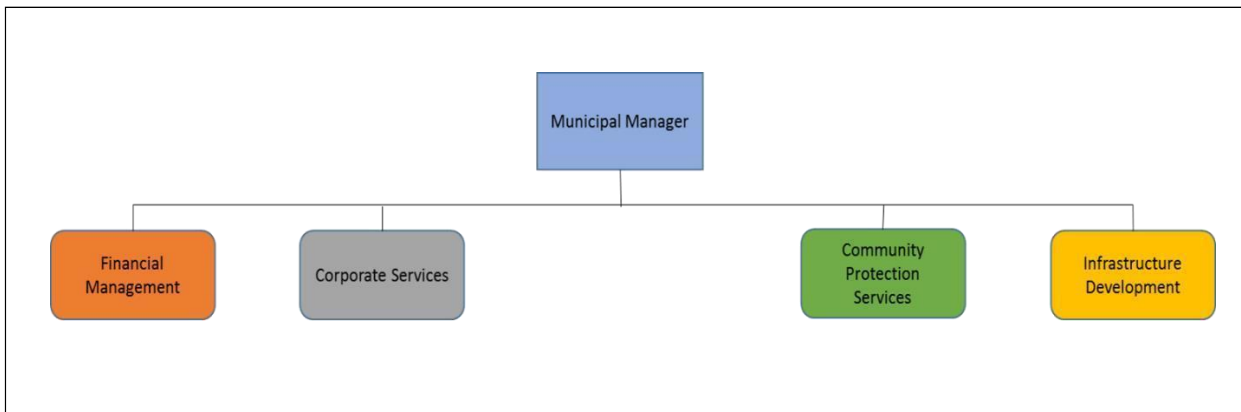
While this programme has achieved great success through its marketing campaigns, it is hampered by the lack of transport and telecommunications that would enable CDW's to ensure that the requested services reached the required families.

2.1.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

Introduction to Administrative Governance

The functional structure representing administrative governance is reflected as follows:

Basic Organisational Structure



Within the Ndlambe Local Municipality, there are four departments that report to the municipal manager (Adv. Rolly Dumezweni) namely; Financial Management (CFO: Mr Mlungisi Klaas), Corporate Services (Director: Ms Lazola Maneli-Payi), Community Protection Services (Director: Ms Nombulelo Booysen-Willy) and Infrastructure Development (Director: Dr Noluthando Vithi- Masiza).

The political leadership and the administration complement each other to achieve the objectives of the IDP. The organogram of the municipality showing filled, vacant funded and unfunded and proposed positions will be attached when the IDP goes to Council.

2.2 COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.2.1 INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

It is recognized that organizations benefit from both individual and shared experiences. In this manner, opportunities are created for organizations to share and learn from each other and to develop more effective skills in handling day to day operations and specific challenges.

Efforts to improve and facilitate these relationships have led to the development of IGR (intergovernmental relations) structures which have been put in place and are driven at the local level. The IGR Forum has been established in order to formally promote and to improve this process. In order to govern and facilitate this process further, an Intergovernmental Relations Terms of Reference were developed by the municipality.

EXISTING AND FUNCTIONAL STRUCTURES

Additionally, the following structures exist to enhance IGR:

- District Municipal Managers Forum
- District Mayor;s Forum (DIMAFU)
- MUNIMEC Meetings
 - Attended by the Mayor and Municipal Manager

- Driven and Coordinated by the MEC for Co-operative Governance and Traditional Affairs (to evaluate the performance of government programmes)
- Presidential Hotline
The Presidential Hotline continues unabated. This hotline is to be commended for all its efforts and achievements over the last two years in particular; Regular monthly reporting on issues raised and resolved/failure to resolve have been provided as required.
- IDP Representative Forum
These are held in order to consult with Sector Departments and in order to link IDP processes; and it is to be noted that all required meetings were held as planned.

2.2.2 INTERGOVERNMENTAL RELATIONS

National Intergovernmental Structures

All the programmes that are developed by Ndlambe Municipality are derived from the legislative policies that are approved by National and Provincial Government.

Provincial Intergovernmental Structures

Munimec meetings are attended as and when scheduled.

2.3 COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

Every year formal opportunities are created in order to provide the public with opportunities to input into organizational objectives and the manner in which services need to be and are addressed. In addition, they are given opportunities to “interact” with information regarding service delivery, operational and financial performance (IDP and Budget meetings, SDBIP reporting, Performance and Annual Reports and the like). In this manner, a “people centered” organization is created – one in which the needs of the community are noted and plans are made to address these through processes of interaction and inclusion.

The IDP Process and Budget Plan are just a few of the structures that have been created in order to ensure that public participation occurs effectively—ensuring that the needs of the public are met.

2.3.1 PUBLIC MEETINGS, COMMUNICATION, PARTICIPATION AND FORUMS

Historically, it is noted that the Communication Plan and Strategy was adopted and implemented successfully.

Communication continues through Ward Committee meetings, radio talk shows, social and printed media. Additionally, the Presidential Hotline and the manual receipt of complaints are also being utilized in order to address all complaints received from communities and other stakeholders.

In an effort to heighten the success of customer care initiatives, the municipality has established a Customer Care Unit to deal with issues and/or complaints raised by communities. Mayoral outreaches provide a forum for community complaints and it is here that many community complaints are received. The Customer Relations Officer register the complaints in the Complaints Register, facilitating that this is then formally handled.

Efforts to improve public participation and communication have involved the extensive use of other communication media. These include:

- Newspapers;
- Broadcast and social media such as: advertising of Mayoral Outreaches and in order to communicate with the community generally.
- IDP/Budget consultations occur in order to collect community needs and to report on needs. These meetings usually include ratepayers, community members, ward committees and other interest groups applicable to these wards.

Initiation Forum:

The initiation forum meets twice a year during the initiation seasons (June as well as December) to look into initiation-related issues, to provide training sessions and workshops for traditional nurses and traditional assistant nurses. The main aim is to ensure that the initiation period is free of any health-related issues and the avoidance of deaths.

Round Table Meetings:

Round table meetings are convened by Cogta on a quarterly basis. The main purpose of these meetings is to strengthen relations between the various spheres of government and sector departments, additionally the implementation of state-related programmes.

Communications Forum:

This forum meets quarterly in order to discuss issues relating to communications within the region. It consists of local municipal communicators, GCIS and local media representatives.

Ward Committees:

As s73 structures (as per s73 of the Municipal Structures Act, Act 117 of 1998) these have been created in order to facilitate ward communication with Council.

2.4 COMPONENT D: CORPORATE GOVERNANCE

CORPORATE GOVERNANCE OVERVIEW

Corporate Governance is required to ensure that all legislative prescriptions are adhered to and in so doing to ensure that the rights of all stakeholders are protected.

Governance and compliance issues are required to be managed in the strictest sense. The administrative arm and related/designated human resources are required to ensure that all prescriptions (legal / policy prescriptions) are adhered to as prescribed, in order to ensure that the organization functions effectively and minimizes/eradicates all identified aspects of risk.

2.4.1 RISK MANAGEMENT

Section 62(i)(c) of the Municipal Finance Management Act prescribes that formal risk management is a matter of compliance. In terms of this, it is required that all municipalities develop and adopt an effective, efficient and transparent system of risk management.

It is acknowledged that the failure to identify and manage identified risks will impact negatively on the organisation (financially and operationally). Costs and the negative impact of failing to manage cannot be justified, particularly if the risk had been noted and no appropriate action was taken. The lack of appropriate action would reflect as poor business practice and poor management overall. The “fall out” in respect of this would include extreme costs to the organisation, audit queries and possible audit qualifications. The Internal Audit Committee is required to provide oversight on matters of risk – especially in respect of the top five risks identified. This oversight is provided while evaluating the perceived and actual risk experienced. In a recognized manner, approved processes of measurement, reporting and control are undertaken to manage risk effectively.

2.4.2 ANTI-CORRUPTION AND FRAUD

Council adopted Anti-corruption and fraud policy which is reviewed from time to time so as to align it with amendments in legislations like Prevention and Combating of Corrupt Activities Act No.12 of 2004, Promotion of Access to Information Act (No.2 of 2000), Financial Intelligence Centre Act No. 38 of 2001 etc. Council has also adopted whistle blowing policy which is also reviewed from time to time.

Council has also established MPAC, Audit Committee and Disciplinary Board to do oversight and also investigate matters where there is suspected malice to the public purse. These committees report to Council which is the powerhouse. Council would appoint forensic investigation on some matters of serious nature. The case in point is when in June 2023 the municipal offices were burnt down, and it was suspected that this was an internal job.

The administration as led by the Municipal Manager appoints tribunals when employees are subjected to disciplinary hearings as directed by the South African Local Government Bargaining Council Collective Agreement. The case in point are the three employees who worked in the burnt traffic department offices. They were suspended and are subjected to disciplinary hearings. They are not the only ones. That is the modus operandi of the municipality to all employees including those that are involved in corruption and fraud.

The unfortunate thing is that the municipality do not have a hideout for whistleblowers except to protect those by remaining anonymous. There is also no security or protection of any kind, and this is a serious and dangerous gap in the execution of these policies. This is a matter that must be looked at closely by Council as much as it will be very expensive to execute.

2.4.3 SUPPLY CHAIN MANAGEMENT

Supply Chain Management Policy – Paragraph 6(3)(a) and 6(4) Report

Extracted from the SCM Policy as approved by Council:

“6. Oversight role of the council

(3) For the purposes of such oversight, the accounting officer must –

*(a) within 30 days of the end of each **financial year**, submit a report on the implementation of this policy to the council through its mayor;*

(b) whenever there are serious and material problems in the implementation of this policy, immediately submit a report thereon to the council through its mayor.

*(4) The accounting officer must, within 10 days of the end of **each quarter**, submit a report on the implementation of this policy to the mayor.*

(5) The aforesaid reports must be made public in accordance with section 21A of the Municipal Systems Act.”

1. Staffing Matters

During the 2023/2024 Financial Year, the department operated with seven (7) permanent employees, which included the SCM Manager who was appointed in August 2023 and two (2) officials to establish the Contract Management unit within SCM.

Four employees were appointed on a contract basis to supplement the staff complement within the unit, this was to assist with acquisition-related duties due to the migration of SCM processes from decentralised to centralised process.

The recruitment process for the position of Acquisition Officer has been completed and the incumbent will resume duties on 01 July 2024. The job evaluation processes for the positions of the Buyers have been completed, and the remaining positions are to be concluded during the 2024/2025 financial year.

2. Office Infrastructure

Office infrastructure is a key component that contributes to the productivity and efficiency of the staff. As such the SCM offices have been extended to ensure that the office of the SCM Manager and Contract Management staff are housed in one building. Furthermore, the staff have been provided with the relevant tools of trade to enable them to execute their duties. However, there have been noted challenges regarding the use of the office printer for large-scale scanning of tender documents, as such the unit requires a high-volume scanner/printer.

Furthermore, there have been challenges related to the downtime of the telephone system and internet connectivity within the unit, this has a negative impact on the execution of duties and increases the turnaround time to source quotations, generate purchase orders and communication with stakeholders.

3. Decentralised Supply Chain Processes

Following the Council resolution, the SCM functions have been centralised to the Office of the CFO, where the SCM unit performs the sourcing of quotations. The user departments have been provided with training on the use of the municipal financial management system Munsoft, to enable the automation of the requisition process. A commodity database is being developed and continuously updated to cater to departmental needs.

4. Ndlambe Municipality Supplier Database

By amendment to the Supply Chain Management Policy, the municipality's supplier database, with effect from 1 July 2016, has become, de facto, the Central Supplier Database (see below).

5. Web-Based Central Supplier Database (CSD)

With effect from 1 July 2016, Municipalities started using the CSD supplier number starting with (MAAA) which is auto generated by the Central Database System after successful registration and validation of the prospective provider as a mandatory requirement as part of listing criteria for accrediting prospective provider in line with Section 14(1)(b) of the Municipal Supply Chain Management Regulations. This means that the requirement for Ndlambe Municipality to operate and maintain a separate supplier database has fallen away, as all organs of state (including municipalities) must, make exclusive use of suppliers who are registered on the CSD.

To this end:

- An amendment to the Supply Chain Management Policy of the municipality, in line with the recommendations of the National Treasury regarding compulsory CSD registration, was approved by the Council.
- SCMU officials have been assisting local potential suppliers to register on the CSD.
- Prospective internal users of the CSD, can be registered by the Supply Chain Manager. This is an ongoing process.

6. Minimum Competency Levels

Section 119(1) of the MFMA states that: "The accounting officer and all other officials of a municipality or municipal entity involved in the implementation of the supply chain management policy of the municipality or municipal entity must meet the prescribed competency levels."

Both the Head: Supply Chain Management and Acquisition Officer must therefore comply with the requirements of the National Treasury: Local Government: Municipal Finance Management Act: Municipal Regulations on Minimum Competency Levels in this regard. The SCM Head,

Senior Buyer, Buyers, Contracts Management Officer, and Contracts Management Clerk have attained this requirement.

7. Munsoft System

MunSoft procurement system has been implemented, manual and automated requisition processes have been done parallel due to the migration of the SCM process from decentralised to a centralised system. The manual requisitions shall be discontinued once the full commodity database is developed.

8. Deviations from SCM Processes

Although tendering procedures and many other provisions of the Supply Chain Management Policy were adhered to, deviations were approved for goods and services in accordance to the provisions of Section 36 of the SCM Regulations and Para 39 of Ndlambe Municipality's SCM Policy). Internal controls have been strengthened where a SCM review of the conditions of the deviations is undertaken to ensure they meet the requirements of Section 36 of the SCM Regulations and Para 39 of Ndlambe Municipality's SCM Policy. This is an effort to reduce the number of deviations approved that are not compliant to SCM legislation and reduce the reliance of user departments on deviations as a means of avoiding the normal procurement processes.

2.4.4 BY-LAWS

The municipality has a number of by-laws that it needs to review but financial constraints have been experienced. During 2023/2024 the municipality started the process of reviewing three of its by-laws namely: Commonage By-law, Impoundment of animals By-law and Public nuisance and keeping of animals By-law. The institution has planned to start the process of reviewing all its by-law in the 2024/2025 financial year.

- Spatial Planning and Land use Management Bylaw
- Street Trading Bylaw
- Stormwater management Bylaw
- Sporting Facilities Bylaw
- Roads and Traffic Bylaw
- Solid Waste Disposal
- Areodome Bylaw
- Commonage Bylaw
- Electricity Bylaw
- Outdoor advertising Bylaw
- Public amenities Bylaw
- Water supply and sanitation Bylaw
- Customer Care revenue management Bylaw
- Fences and Fencing Bylaw
- Funeral Parlour Cemeteries Bylaw

2.4.5 MUNICIPAL WEBSITE

The municipality has a functional website, but it requires regular updating for ease of information access and to market the municipality. The website was developed in order to improve communication with communities. The website needs to be revisited and perhaps redesigned and updated timeously for purposes of meaningful information dissemination.

MUNICIPAL WEBSITE: CONTENT AND CURRENCY OF MATERIAL	
Documents published on the Municipality's Website	Yes /No
Full Council details	Yes
Contact details of the Municipal Manager	Yes
Contact details of the CFO	Yes
Physical address of the Municipality	Yes
Postal address of the Municipality	Yes
All budget-related documents:	Yes
All budget-related policies	Yes
Annual report	Yes
The annual performance agreements for the municipal manager and other senior managers are placed on the website.	Yes
The date these agreements were posted on the website is shown	Yes
All service delivery agreements	Yes
All long-term borrowing contracts	No
All supply chain management contracts above R30 000	No
An information statement of capital assets that have been disposed	No
Contracts which impose a financial obligation on the municipality beyond 3 years	No
All quarterly reports tabled in council	Yes
Public invitations for formal price quotations	Yes
Public invitations for competitive bids	Yes
The number of quarterly reports tabled to council on the implementation of the budget	No
Oversight reports	Yes
Monthly budget statement	No
Mid-year budget and performance assessment	Yes
The IDP is placed on the website	Yes
The SDBIP is placed on the website	Yes
Strategy (LED)	No
Delegations	No
Internal Audit charter	No
Audit Committee charter	No
Risk Management Policy	No

2.4.6 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

In an effort to provide opportunities for Customers to rate municipality and/or to complain, address issues of concern the following tools/opportunities are provided:

- Complaint boxes have been installed at designated Community Halls within the municipal jurisdiction;

- The Customer Care section has further developed a Customer Complaints Register for all external complaints (including calls, walk-ins and anonymous complaints).
- The Presidential Hotline is provided to ease the resolution and reporting of complaints; and
- The public are encouraged within all public participation initiatives to use these opportunities to discuss and resolve issues. Notwithstanding these efforts, the suggestion boxes are not fully utilised as the communities prefer face-to-face interactions with staff members at the Customer Care Unit.

CHAPTER THREE: SERVICE DELIVERY PERFORMANCE

3.1 COMPONENT A: BASIC SERVICES

3.1.1 WATER AND SANITATION

WATER

The Regulator for all Water and Sanitation Services is the Department of Water and Sanitation. Compliance monitoring and process control management oversight is done by this department.

Ndlambe Local Municipality is located within the Sarah Baartman District Municipality and is home to some 87 797 people. The Ndlambe Municipality (NM) is the legislated Water Services Authority for the area.

Ndlambe Municipality was appointed to act as both the Water Services Authority and Water Services Provider and fulfils both of these functions. However, the institutional arrangements profile consists of the following bulk & retail functions listed below:

Water Services Authority: Ndlambe Municipality, with Community Protection Services doing all water quality control monitoring operations.

Water Services Provider: Ndlambe Municipality, with Infrastructural Development doing all water provision, with the exception of the following operations:

- **Alexandria Water Supply:** *P&S Consulting Engineers* has been appointed to provide bulk water within a Water Services Support agreement.
- **Kenton/Bushmans Water Supply:** *Amatola Water Board* has been appointed to provide bulk water within a Water Services Provider agreement.
- **Cannon Rocks/Boknes Water Supply:** *P&S Consulting Engineers* has been appointed to provide bulk water within a Water Services Support agreement.
- **5ML RO Plant in Port Alfred:** *Nuwater* has been appointed to operate, maintain, and manage the Reverse Osmosis Plant.

All other Water Supply Systems are managed and operated by Ndlambe Municipality's Infrastructural Development Directorate, as the Water Services Provider. These include the following Water Supply Systems:

- Port Alfred Water Supply System
- Kleinemonde Water Supply System
- Bathurst Water Supply System
- Cannon Rocks / Boknes Water Supply

Ndlambe Municipality operates and maintains all water supply systems within both Water Services Authority and Water Services Provider functions, with the exception of the Amatola Water Board

(previously Albany Coast Water Board) supply footprint, where bulk water is supplied by the Amatola Water Board.

There are six (6) local water supply schemes which service the main settlements within the area. Port Alfred, Seafield and Bathurst are all fed mainly from surface water, ground water and desalinated water through the Reverse Osmosis plant schemes whilst Boesmansriviermond, Kenton on Sea, Alexandria, Boknestrand and Cannon Rocks are supplied from ground water scheme. Boesmansriviermond, Marselle, Klipfontein and Kenton on Sea augment their groundwater supplies with desalinated water through the Reverse Osmosis plant situated at Boesmansriviermond. The towns of Cannon Rocks and Boknes receive Reverse Osmosis processed water from saline borehole sources.

Potable treated water is piped to all formal urban communities within Ndlambe, and is available to the vast majority of households. However, some of the Bathurst, Martindale and Trappes Valley communities still rely on rainwater and private boreholes. The latter are considered for municipal supply within the IDP.

Where informal settlements occur, such as the Braakfontein Farm commonage on the periphery of Alexandria, tankers transport water to strategically placed communal tanks, which are accessible to those who need water. The area of Bathurst is getting its water supply from the Golden Ridge dam and the abstraction of water from the Lushington River to ensure continuous supply of water for the area.

Port Alfred area is getting water from Sarel Hayward dam which is fed by Kowie River Weir, Central belt boreholes, East bank dunes, 2ML/day seawater reverse osmosis plant. There is also 3ML/day reclamation plant that is in place but is not yet in operation due to insufficient inflow from the wastewater treatment plant. However there are various projects that are in progress which aims at addressing the shortage of wastewater for the reclamation plant. The municipality has signed a contract with the service provider where the municipality is getting 1ML/day seawater RO plant, this has also increased the water supply in the Port Alfred area.

The high lying areas in Port Alfred are still struggling to get water continuously due to low levels from our sources, but the situation is better than before as residents can get water for a longer duration than before. However, those high lying areas which do not receive water, has communal water storage tanks that are placed in strategic areas and these tanks are filled through water tankers daily to ensure the availability of water. The water tankers collect water from communities with more reliable water sources such as Cannon Rocks and Kleinemonde. The municipality has a minimum of 8 trucks that have been operating throughout the 2022/2023 financial, whereby two of the water trucks are Ndlambe internal trucks, five trucks were donated on temporary basis by either the Department of Water and Sanitation, Amatola Water or COGTA. The municipality would also hire additional trucks as and when the need would arise throughout the year.

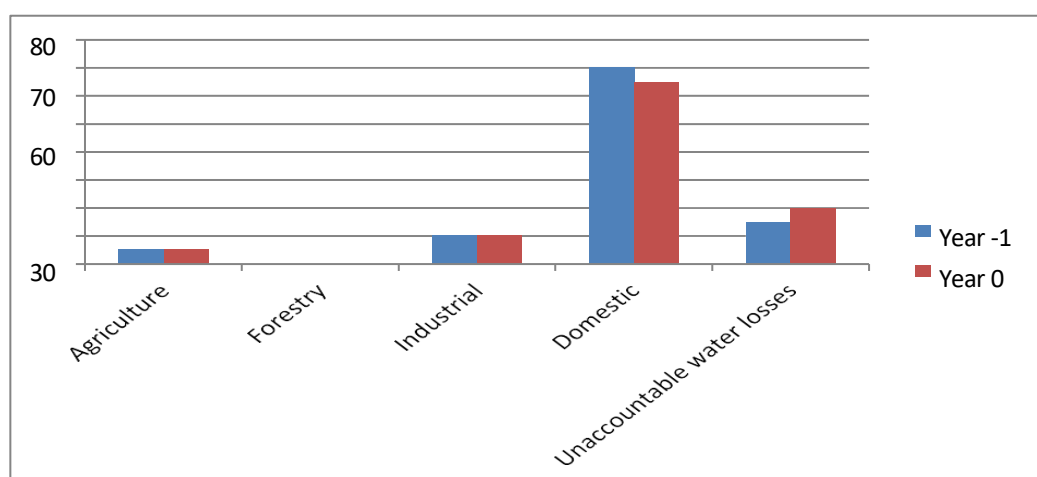
The water shortages have adversely affected the municipality's water quality supply, thus compelling the municipality to embark on projects that will not only increase the water quantity but improve the water quality to ensure that we supply water is complying with the SANS 241 standards.

The municipality has a dedicated WCDM team that investigate water leaks throughout Ndlambe to minimize the water losses in conjunction with the existing maintenance teams who deals with daily maintenance issues and attending to water leaks in main water lines and reticulation network. Subsequently, this has started to yield some improvement on the Municipality's Non-Revenue Water Status.

Through RBIG, UISP, MIG, OTP, WSIG & COGTA-MDGR funding, the municipality has managed to implement the following projects in the 2023/2024 financial year:

- Thornhill Ministerial Housing Project MIG: Balance phase 2 Contract 1 Link Water Infrastructure.
- Completion of Construction of 2.6 ML Thornhill Elevated Tower, Sewer Pump Station and Pumping Main – Water.
- Upgrade of the Nemato WWTW
- Refurbishment of Bathurst water treatment plant - Water
- Water Conservation and Water Management (Installation of booster pumps, Zonal Valves, bulk water meters, air valves, pressure relief valves and security tampering proof) in various locations in Ndlambe.

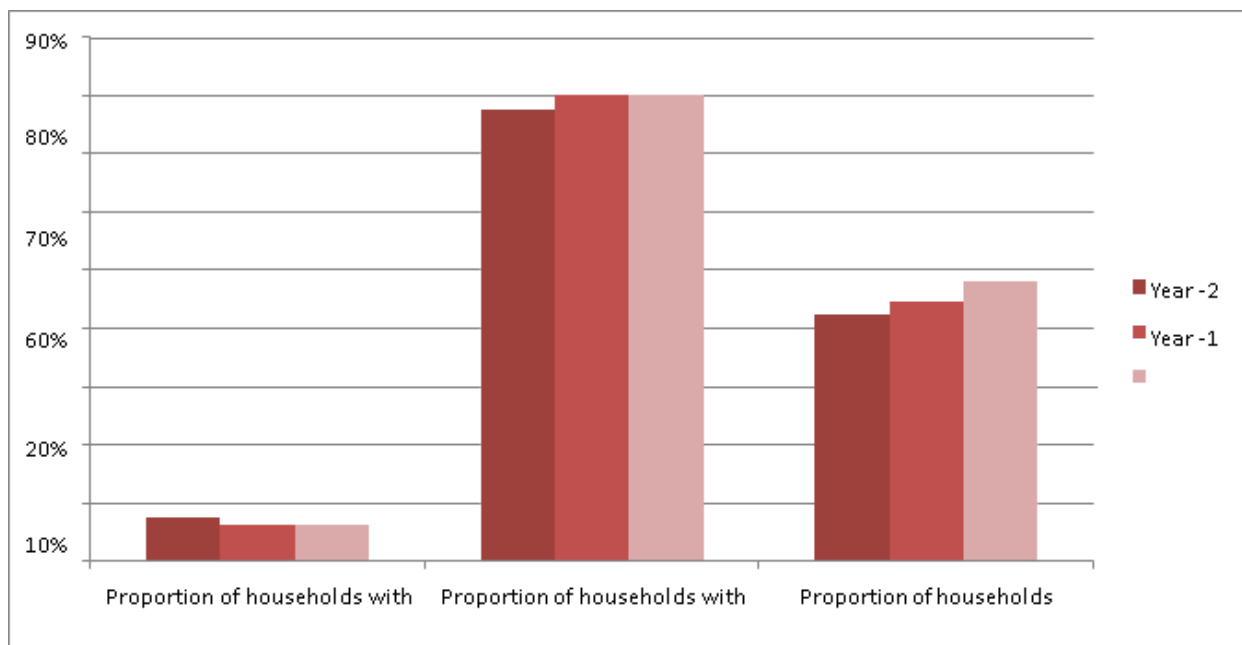
Total Estimated Proportional Use of Municipal Supplied Water by Sector					
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
Year -1	5	0	10	70	15
Year 0	5	0	10	65	20



Water Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Year 0
	Actual No.	Actual No.	Actual No.	Actual No.
Water: (above min level)				
Piped water inside dwelling	546	655	846	7432
Piped water outside yard (but not in dwelling)	865	456	486	9649
Using public tap (within 200m from dwelling)	486	465	546	1866
Other water supply (within 200m)				42
Minimum Service Level and above sub – total	1897	1576	1878	18989
Minimum Service Level and above percentage	80%	80%	76%	90%
Water: (below min level)				
Using public tap (more than 200m from dwelling)				560
Other water supply (more than 200m from dwelling)	486	486	486	757
No water supply				
Below Minimum Service Level sub-total	486	486	486	1317
Below Minimum Service Level Percentage	20%	20%	24%	26%
Total number of households*	2,476	2,384	2,062	1.876
* _ To include informal settlements				

Indigent Households – Water Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Year 0		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal Settlements						
Total Households	7696	8448	8905			9618
Households below minimum service level	0	0	0			0
Proportion of households below minimum service level	0	0	0			1866
Informal Settlements						
Estimated Total Households	1500	1000	1000			1000
Households below minimum service level	500	250	250			250
Proportion of households below minimum service level	33%	25%	25%			25%

ACCESS TO WATER



Employees: Water Service					
	Year -1	Year 0			
Job Level	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	26	30	26	4	
4-6	31	34	31	3	
7-9	8	8	8	0	
10-12	1	2	1	1	
13-15	0	0	0	0	
16-18	3	3	3	0	
19-20	0	0	0	0	
Total	69	77	69	8	2%

SANITATION:

Ndlambe Municipality operates and maintains all sewerage systems within both Water Services Authority and Water Services Provider functions. Water-borne sewerage is available to the majority of households.

The Ndlambe Municipality Council has determined that water-borne sewerage be the minimum level of service to the consumer base. This decision, although well intended, places tremendous strain on the available water resources. Leaking toilets have been identified as a leading reason for water loss. Astute management practice is being instilled within the unit responsible for operation and maintenance of these systems.

There are five (5) wastewater treatment works being fed from water-borne sewerage systems which service the following communities:

1. Wentzel Park, Alexandria and Kwanonqobela
2. Marselle and Harmony Park
3. Ekuphumleni
4. Port Alfred and Nemato
5. Nolutkhanyo

The provision of sewerage services excluding reticulation infrastructure includes a large proportion of the households in Ndlambe. Water-borne sanitation services are not available to several communities, who rely on conservancy tanks and septic tank sewerage systems. Ndlambe provides the service for the removal of sewerage using a fleet of sanitation vacuum tankers. These vehicles and their operational staff are under continuous pressure to deliver services. Breakdowns, due to an aged fleet, create backlogs and a dissatisfied consumer base.

The following communities still rely either solely on septic tank / soakaway systems or conservancy tanks or to some lesser degree:

1. Cannon Rocks
2. Boknes
3. Boesmansriviermond
4. Riversbend
5. Kenton-On-Sea
6. Seafield
7. Bathurst
8. Port Alfred and Nelson Mandela Township

These households are serviced by a fleet of sanitation tankers, several of which are well beyond their expected operating lifespan. Financial constraints dictate that Ndlambe must make decision to deal with this fleet. Ndlambe Municipality has managed to purchase sanitation vacuum tankers on the following financial years:

2021/22 – 2 Trucks

2022/23 – 3 Trucks

2023/24 – 0 Trucks

The municipality currently has six sanitation trucks but most of the time only three running due to the age and breakdowns on the two trucks. However, the municipality would also hire additional trucks as and when the need would arise throughout the year.

All municipal toilet facilities, change rooms and other ablution facilities not connected to water-borne sewerage pipes are serviced by this fleet. Blockages are also attended to, often resulting from the inappropriate utilisation of the service. It is the objective of the Council to achieve and sustain “Green Drop” status throughout all of Ndlambe. This is a compliance monitoring system which is managed and implemented by the Department of Water and Sanitation. This quality and service goal is being achieved by improving management performance, which should lead to acceptable discharge water quality.

The limited water in the Port Alfred resulted to most blockages experienced and the municipality is working tirelessly to attend to these within accepted time. The municipality’s Waste Water Infrastructure is aging and struggling to cope with the recent increase in population, therefore this compromises our wastewater treatment quality results and the Green Drop’s compliance status.

The municipality has also embarked on the following sanitation projects in the 2023/24 financial year to address the sewerage infrastructure challenges that are encountered in Ndlambe and improvement of our green drop status:

- Completion of Construction of 2.6 ML Thornhill Elevated Tower, Sewer Pump Station and Pumping Main – Water.
- Pumping Main and Gravity line from Mbabela and Mswela pump station
- Gravity Sewer Line from Wharf Street to Thornhill pump station
- Port Alfred Sewage Pump station Upgrades
- Thornhill Ministerial Housing Project Phase 2 Link Sanitation Services - Portion 1: Pump station and pumping main
- Upgrading of Sewer System in Port Alfred - Phase 1
- Upgrading of the Klipfontein and Alexandria Sanitation Infrastructure.

The refurbishment of pump stations will reduce the occurrence of pump overflows and direct everything to the Wastewater treatment works designed for the disposal while the retrofitting will reduce water losses. Subsequently the above mentioned project will yield improvement towards the municipality’s green drop status.

Part of the projects that were implemented through WSIG were the ‘Upgrading of Station Hill: Sewer Pipeline’ in carnation where the municipality was experiencing regular sewerage spillages. After the project was implemented all the spillages in the area are no longer existing. While the projects that aim to upgrade the various sewerage infrastructure in Port Alfred will assist in preventing sewer spillages and reticulating sufficient sewer effluent to the waste water treatment works.

Bulk sewer services projects is also under construction to ensure there is enough bulk sewer available for the proposed housing projects in Thornhill and Marselle.

COMMENT ON WATER AND SANITATION SERVICES PERFORMANCE OVERALL:

Performance of water services and the provision thereof has seen improvements on many fronts when one considers the IDP objectives and goals. Achieving targets are fund-related. Grants received are limited. Internal capital funds have not been available. The need exceeds the available funds, so the challenge has been to make a greater impact and improvements as much as possible within the available resource base.

The Municipality is committed to improving water service provision in its region despite the recent water service challenges, which include the following challenges and remedial action:

- Insufficient supply quantity to meet the growing demand

- Remedial actions include various Water Conservation projects. Ndlambe Municipality has established a WCDM team that consist of plumbers and general workers from internal staff that has started piloting the conservation of water in areas of Alexandria, Marselle and Kenton on Sea. Water conservation and demand management practices are continually being assessed and improved, as funds become available.
- A drought relief and WCDM projects are continuously implemented, which are aimed at dealing the refurbishment of existing water infrastructure such as Meter & Valve replacement, pump station refurbishment.
- Aged infrastructure operating within extreme environmental conditions.
 - Remedial actions include that the entire infrastructural “as-built” within this sector is being assessed within a master plan.
- Poor quality of low-cost house plumbing leads to leaks and subsequent loss.
 - Remedial actions include loss control and the addressing of leaks in indigent households. This has been done on a wide scale throughout Ndlambe.
 - Future low-cost house design will focus on the quality of all water and sanitation fittings included in the house construction.
- Source quality, where the main phenomena affecting the quality of the water in the region is the materialization (or salination) of the water in the main catchments due to the geology (marine origin) of the area.
 - Remedial actions include the establishment and operation of Reverse Osmosis Technology, which, although expensive, is effective in addressing salinity issues and is now operational in Cannon Rocks, Boknes, Kenton-On-Sea and Boesmansriviermond.
- Massive peaks in demand, due to the transient nature of this consumer base.
 - Bulk storage reservoirs have been prioritised within the Water Services Plan. Funding channels have been provided and prioritised projects have begun implementation.
- The municipality continue to submit business plans in order deal with both water and sanitation infrastructure required projects.

It is the intention of the municipality to achieve and sustain “Blue Drop Status” within water services provision. This is a compliance monitoring system managed and implemented by the Department of Water and Sanitation, as the regulator. Ndlambe Municipality has, as a result of the above, identified a need for the development of an Infrastructure Master Plan for water services (water and sanitation). Funding has been allocated to the Ndlambe Municipality by the Development Bank of South Africa (DBSA).The objective of the project is to develop a water service infrastructure master plan with associated as built drawings of the existing infrastructure.

3.1.2 ELECTRICITY

Electrical supply, at a basic Level of Service, is achieved and continues to improve. Housing projects do not get the go- ahead for implementation until such time as bulk services are installed, which includes electricity supply. Escalating cost of supply is a worrying factor, as affordability and sustainability of supply is under pressure. The Ndlambe Municipal Electrical Network Audit Report was prepared and submitted, highlighting component requirements, backlogs and strategic planning for future supply provision parameters.

Ndlambe Municipality renders electrical services in the towns of Port Alfred and Alexandria. Eskom supplies electricity in bulk to both components. Port Alfred town has one 11-kilovolt-supply point and Alexandria has one 11-kilovolt- supply point. Eskom supplies electricity to the rural areas outside

Ndlambe, also Boknes, Cannon Rocks, Bushmans River, Marselle, Bathurst, Nemato, Alexandria, Ekuphumleni, Station Hill and Kleinemonde.

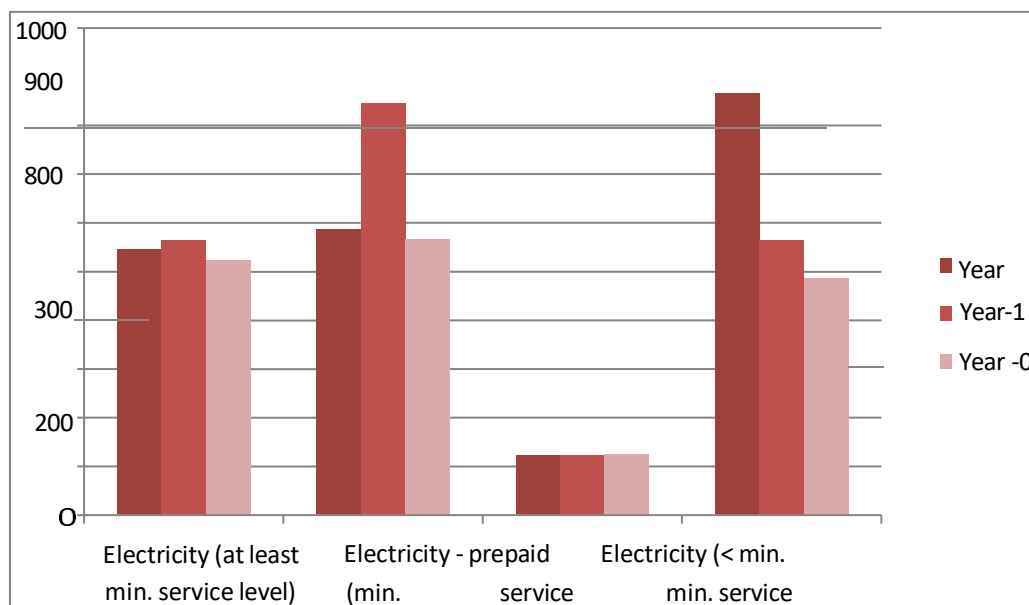
Ndlambe Municipality buys electricity in bulk from Eskom and is responsible for the distribution thereof within its approved areas of supply, under license from the National Electricity Regulator. Electricity is taken from Eskom at two intake substations, i.e. Port Alfred and Alexandria, and redistributed to the end consumer through a series of cables, lines and substations.

The infrastructure directorate is responsible, and employs a service provider, namely, CDR ELECTRICAL (PTY) LTD, for:

- The construction and maintenance of the distribution network as well as providing new infrastructure to ensure a reliable and affordable supply of electricity to all;
- The effective management of revenue by ensuring all electricity supplied is billed for and reducing losses in order to cover operating and capital expenses;
- The provision of a reliable and acceptable level of public lighting to improve the safety and living standards of residents, including street and public lighting for Boknes, Cannon Rocks, Bushmans River, Marselle, Bathurst, Nemato, Alexandria, Ekuphumleni, Station Hill and Kleinemonde.

The challenge experienced is a streetlight backlog in the areas that were formally under Eskom’s management. The Municipality is dealing with this. Management of public lighting, including high mast lights, is normally shopped out to an annual tender service provider.

The electrical supply to Port Alfred is of a high standard. The electrical supply to Alexandria, inclusive of Wentzel Park, needs upgrading. In Port Alfred there are still numerous medium voltage feeders which were laid many years ago. These have now become inadequate to carry the required increasing load and requires upgrading as it also prevents safe management practice. However, the municipality will continue to seek for funding application to upgrade this infrastructure.



Households – Electricity Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Year 0		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal Settlements						
Total Households	N/A	N/A	16684			N/A
Households below minimum service Level			1866			
Proportion of households below minimum service level						
Informal Settlements Only in ESKOM Supply Area						
Total Households	To Be Established	To Be Established	To Be Established			To Be Established
Households ts below minimum service						
Proportion of households ts below minimum service level						

Electricity Service Policy Objectives Taken from the IDP									
Service objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
Service Indicators		Target	Actual	Target		Actual	Target	Target	
(i)	(ii)	*Previous year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current year (viii)	*Current year (ix)	*Following year (x)
Service Objectives : That Ndlambe community has access to a reliable and consistent supply of electricity and street lights, as provided by CDR and Eskom									
Provision of minimum supply of electricity	Additional households (HHs) provided with minimum supply during the year (Number of HHs below minimum supply level)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)
4335	0	509	509	509	0	29	0	1000	0

Electricity Service Policy Objectives Taken from the IDP									
Service objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
Service Indicators		Target	Actual	Target		Actual	Target	Target	
(i)	(ii)	*Previous year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current year (viii)	*Current year (ix)	*Following year (x)
Service Objectives : That Ndlambe community has access to a reliable and consistent supply of electricity and street lights, as provided by CDR and ESKOM									
To provide free basic alternative energy to all indigent households with no electricity by 30 June 2015	All registered indigents		1261		All registered indigents	2636			

Employees: Electricity Service					
	Year -1		Year 0		
Job Level	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	1	2	1	1	
4-6					
7-9	0	1	0	1	
10-12	1	1	1	1	
13-15					
16-18					
19-20					
Total	2	4	2	3	

Financial Performance Year 0: Electricity Services (R'000)					
Details	Year -1		Year 0		
	Actual	Original Budget	Adjustment Budget	Actual	Variance to budget
Total Operational Revenue	38 344 135	54 404 169	55 069 306	54 404 169	
Expenditure:	34 631 435	50 792 779		51 833 420	
Employees	378 570	471 720		118 028	
Repairs and Maintenance	3 334 130	1 672 520		729 349	
Other					
Total operational Expenditure	38 344 135	54 404 169		54 404 169	
Net Operational Expenditure					

Although there is an urgent need for capital expenditure there are presently no funds available to address this need.

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

Power supply characteristics in the areas supplied by Eskom are not ideal. Surges and spikes in power supply have a negative impact on equipment and machinery. Even though measures are taken to reduce the impact of the above, there is still regular damage to pumps and motors. This is due to being at the end of the Eskom supply line.

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

INTRODUCTION TO ROAD TRANSPORT

Ndlambe Municipality manages road alignments which are within the urban footprints of the Spatial Development Plan. Management includes operations, maintenance, upgrades and refurbishment. All other alignments are managed by other sector departments, including Department of Roads and SANRAL, these include both surfaced and gravel roads.

There is the Ndlambe Roads Forum, which meets on a regular basis and is well represented by stakeholder groups within the district.

The major alignment and road artery runs through Ndlambe from east to west is the R72, the management of which falls under SANRAL. This road is a vital link between the two development nodes of Coega outside Port Elizabeth and the IDZ on the outskirts of East London. The route contributes to the economy of the municipality and provides access to the heart of the Sunshine Coast, being Port Alfred and surrounds, thereby bringing tourists and visitors on an ever-increasing scale.

It is a well-known and measured fact that the road network servicing Ndlambe Municipality is in a poor state. A general shortage of maintenance staff, necessary to maintain in excess of 280km of surfaced and gravel roads, is a continual challenge. The table below indicates the extent of the road network in the various towns within Ndlambe.

It was established in this study that an amount of approximately R10 million per annum was required for road maintenance. Given the lack of internal capital budget, the municipality is faced with a mammoth uphill task of maintaining the road network, with an escalating backlog but is doing the best it can to upgrade the roads.

3.1.3 HOUSING

INTRODUCTION TO HOUSING

The Ndlambe Municipality's strategy for the provision of subsidised housing is to eliminate housing backlogs and to provide appropriate housing for those who cannot provide for themselves. Intensive projects have been implemented in the past, additionally in Year 2017 new projects were initiated. These are dependent on the provision of basic services prior to top-structure and for which basic service projects are currently underway.

There are areas where subsidised housing backlogs are growing, due to several factors. Migratory trends have seen an influx of indigent people into the area. Disaggregation of families into more than one housing unit has also resulted in expanding backlogs.

The top 3 service delivery priorities for Council have been water, sanitation and road priorities. The impact of these projects has been that essential upgrades and improvements have taken place during Year 0 which will enable stalled subsidised housing projects to be revisited. These projects were stalled due to the lack of sufficient bulk services.

The Ndlambe Municipality identifies and responds to those communities that are living in poverty by providing land and certain essential services to decrease the deficiencies in basic service delivery. There is a housing section within the Infrastructural Development Directorate, which has satellite offices in Alexandria, Kenton-on-Sea and Boesmansriviermond. The level and extent of service provision is as support to the Dept Human Settlement and to assist the indigent with the application process for a subsidised house.

Expanded housing requires expanded bulk services. The cost of renewing and upgrading core infrastructure to maintain the demand for housing is a continual challenge. This balance affects net demand in the municipality as project lists need to be prioritised for implementation. Ndlambe

Municipality is responding well to the challenges created, by ensuring adequate bulk services are available and that indigent registers are maintained.

Expenditure on housing is done by the Department of Human Settlement and is facilitated by Ndlambe Municipality.

Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
Year -3			
Year -2			
Year -1	21769	9009	41%
Year 0	21769	9009	41%

Housing Service Policy Objectives Taken from the IDP									
Service objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
Service Indicators		Target	Actual	Target		Actual	Target	Target	
(i)		(ii)	*Previous year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current year (viii)	*Current year (ix)
Service Objectives : Adequate shelter for all people throughout Ndlambe with specific emphasis on low income households.									
Provision for housing for all households	Additional houses provided during the year (Houses required at year end)	613 additional houses (Planned)	0 additional houses	0 additional houses	0 additional houses (Planned)	0 additional houses			
Kenton on Sea Housing project	488 new houses built	564	455	564	33	488(Stalled by unavailability of land)	0		76
Completion of Bushman 269	5 New Houses	20		29		29 Complete			
Nemato 120	0 (Slab/Foundation phase)	120		120		85 Complete (Project Blocked)			

Employees: Housing Service					
Job Level	Year -1	Posts No.	Year 0	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts)
	Employees No.		Employees No.		
0-3			2		
4-6					
7-9					
10-12	5	6	5	1	83%
13-15	0	0	0	0	0%
16-18	1	1	1	0	0%
19-20					
Total	7	8	9	1	15%

The funding for houses is directly from human settlement as stipulated in the constitution, Council only manages projects.

COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

The trend towards disaggregation of families into more than one housing unit; and the cost of renewing and upgrading core infrastructure is a challenge, especially within the context of affordability. Recent standards and norms in subsidised housing practice have tended towards Breaking New Ground Projects, such as has been implemented in Thornhill, Port Alfred. This development could only go ahead once bulk services were installed and available. As a result, only 509 of 5000 houses were built in the first phase, awaiting bulk services for the balance of houses. There is an addition 523 planned (Thornhill) which will be implemented in the 2024/2025 financial year.

In Kenton on Sea the bulk is completed, 488 out of 564 housing units have been built. The only hindrance to complete the 564 is the non-availability of sites but Ndlambe Municipality and the Department of Human Settlements have purchased the South Gorah Farm which will unlock service sites for completion of the project and creating opportunities for further housing development initiatives.

Many municipalities, including Ndlambe Municipality, have started the process of formalising informal settlements. Ndlambe has started the process of designing and planning Informal Settlements around its jurisdiction. Planning and organising the informal areas have many advantages inter alia the following:

- A positive, legible urban structure that integrates the settlement with its surrounds;
- A safer integrated public realm;
- Emergency and services vehicular access and egress roads;
- Safe and convenient paths for movement of people on foot;
- Open space, where achievable, for essential community facilities that may proceed the formal upgrading process;
- Better located and maintained basic municipal utility services.
- The successful re-blocking of an informal settlements aim to-
- Reduce the risk of fire developing and spreading quickly over large areas

The following Informal Settlements have been approved by the department of Human Settlements:

INFORMAL SETTLEMENT	SITES	WATER TANKS	TOILETS	WHEELIE-BINS	OTHER ACHIEVEMENTS
Cricket Field	136	40	79	130	
New Rest	556	388	377	390	1KM Access Road
Ezidonkini	79	27	79	55	
Byso	50	27		50	
Nomzamo/ Marselle	500	195	195	390	
Klipfontein	50	50	50	50	
Brakfontein	335	290	290	290	2,5 KM of paved roads is under construction

Funding has been approved and will be available via HDA who will act as funding manager on behalf of the provincial department of Human Settlements.

New Informal Settlements have been approved by the department of Human Settlements:

INFORMAL SETTLEMENT	SITES	WATER TANKS	TOILETS	WHEELIE-BINS	OTHER ACHIEVEMENTS
Potyopayi	20	0	0	0	Planned for 2024/25
Ndokwenza	193	0	0	390	Planned for 2024/25
Horseplay	212	0	0	55	Planned for 2024/25
Bathurst	354	0	0	50	Planned for 2024/25
Boknes Road-Alexandria	400	0	0	390	Planned for 2024/25

3.2 COMPONENT B: ROAD TRANSPORT

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

INTRODUCTION TO ROAD TRANSPORT

Ndlambe Municipality manages road alignments which are within the urban footprints of the Spatial Development Plan. Management includes operations, maintenance, upgrades and refurbishment. All other alignments are managed by other sector departments, including Department of Roads and SANRAL. These include both surfaced and gravel roads.

There is the Ndlambe Roads Forum, which meets on a regular basis and is well represented by stakeholder groups within the district.

The major alignment and road artery which runs through Ndlambe from east to west is the R72, the management of which falls under SANRAL. This road is a vital link between the two development nodes of Coega outside Port Elizabeth and the IDZ on the outskirts of East London. The route contributes to the economy of the municipality and provides access to the heart of the Sunshine Coast, being Port Alfred and surrounds, thereby bringing tourists and visitors on an ever-increasing scale.

It is a well-known and measured fact that the road network servicing Ndlambe Municipality is in a poor state. A general shortage of maintenance staff, necessary to maintain in excess of 280km of surfaced and gravel roads, is a continual challenge. The table below indicates the extent of the road network in the various towns within Ndlambe.

In 2004 Ndlambe received a grant from the DBSA and commissioned Consulting Engineers, Stewart Scott Inc. to prepare a Roads Management Programme. The report, received in 2005, indicates that an amount in excess of R400 million was required to address essential road maintenance backlogs. An additional sum was also determined for capital investment in order to upgrade the existing road network and to establish new alignments.

It was established in this study that an amount of approximately R10 million per annum was required for road maintenance. Given the lack of internal capital budget, the municipality is faced with a mammoth uphill task of maintaining the road network, with an escalating backlog but is doing the best it can to upgrade the roads.

3.2.1 ROADS

INTRODUCTION TO ROADS

Ndlambe Municipality faces numerous challenges when it comes to road maintenance services. However, intensive upgrades have recently been achieved from previous financial years even in the 2022/23 financial year. For 2023/24 financial year, the municipality embarked on the following road construction projects through MIG grant funding:

- Upgrading of Kwanokqubela main road
- Upgrading of Solomon Mahlangu Road phase 2
- Upgrading of Xhanti Street Bathurst
- Upgrading of Zola Street in Bathurst
- Upgrading of Mjuza Street in Marselle
- Upgrading of Protea Crescent in Station- hill
- Upgrading of Westbourne Road

In addition to the above projects, the municipality also received grant funding from COGTA in order to rehabilitate the following roads which were severely affected by the floods experienced in September 2023;

- Refurbishment of Road Ekuphumleni: Anglers' Way
- Refurbishment of Road Port Alfred: Magongo Street
- Refurbishment of Road Port Alfred: Mbabela Street
- Refurbishment of Road Port Alfred: Ntini Street
- Refurbishment of Road Port Alfred: Sagwityi Street
- Street Outfall Stormwater Drainage
- Construction of Newrest link (Port Alfred)
- Construction of Klipfontein Link Roads
- Construction of Erf 96 internal roads in Marselle.
- Graveling of internal roads in Braakfontein.

Routine maintenance (day to day pothole repair, repair and unblocking of drains and blading of gravel roads) expenditure for 2024/2025 was R22.1 million. The actual expenditure was R 25.5 million, a shortfall of almost 23%. The periodic maintenance (Slurry sealing of surfaced roads and regravelling of gravel roads) is recommended to have been in the order of R7.8M for the current year in review and in the order of R30M to date since the recommended implementation of the road management programme. Subsequently, due to budgetary constraints this scale of implementation has been impossible. The above figures would have been adequate just to maintain the status quo with regard to the condition of the road transportation network.

Based on these figures, our 172km of surfaced roads and 140km of gravel roads represent an asset on the ground with a replacement value in the order of R 500 million rand. Easily the single most valuable asset owned by the municipality. Given that the average design lifespan of a road is in the order of 10 – 25 years and given that this can be drawn out to 30 – 50 years with adequate and timeous remedial and maintenance actions, it is clear from the above that the single biggest challenge with regards to the road network is to secure adequate funding from internal or external sources. This will be to reverse the

deterioration of the current network and to enable the municipality to embark on a realistic upgrading programme for the social and economic benefit of all residents and visitors.

The ongoing periods of relatively heavy and sustained rainfall has impacted negatively on all road surfaces, mainly due to the poor or complete lack of stormwater drainage infrastructure. There has been a rapid deterioration in riding surfaces, as a result.

The municipality is also introduced a slurry sealing operation, where critical roads that always develops, potholes are sealed to minimize the development of potholes on surfaced roads. Limited funding for roads rehabilitation and upgrading is a challenge for the municipality as the condition of our roads become worse as their life span is overdue.

Gravel Road Infrastructure (kilometres)				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar/block paving	Gravel roads graded/maintained
Year -2 (2022/24)	135.78	0	1.86	73 km
Year -1 (2022/23)	137,64	0	1.86	137,64 km
Year 0 (2021/22)	138,14	0	9	54.4km

Tarred Road Infrastructure					
	Total tarred roads	New tarred roads	Existing tar roads re-tarred	Existing tar roads sheeted	Tar roads maintained
Year -2 (2022/24)	150.62	1.8	2.0km	0	186km
Year -1 (2022/23)	150.62	1.86	02.25	0	123km
Year 0 (2021/22)	148,76	0	0	0	148,76km

3.2.2 STORMWATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

The floods which occurred in September 2023 highlighted the reality of how marginal and in places how completely absent stormwater infrastructure is within the various urban footprints of Ndlambe Municipality. Township development practice did not always consider appropriate stormwater infrastructure, due to affordability and pressing need to house the homeless, bulk infrastructure such as water and Sanitation. This backlog is real and growing, due to the absence of funding required to address this situation. Existing infrastructure, especially underground reticulation, is mostly undersized or completely absent.

The municipality has a challenge of eroding gravel roads during heavy rains and stormwater pipes get blocked by the eroded material. The upgrading of these gravel roads will be a solution in order to control the stormwater with limited solids/ material to stormwater system, but again limited funding is a challenge to address this problem.

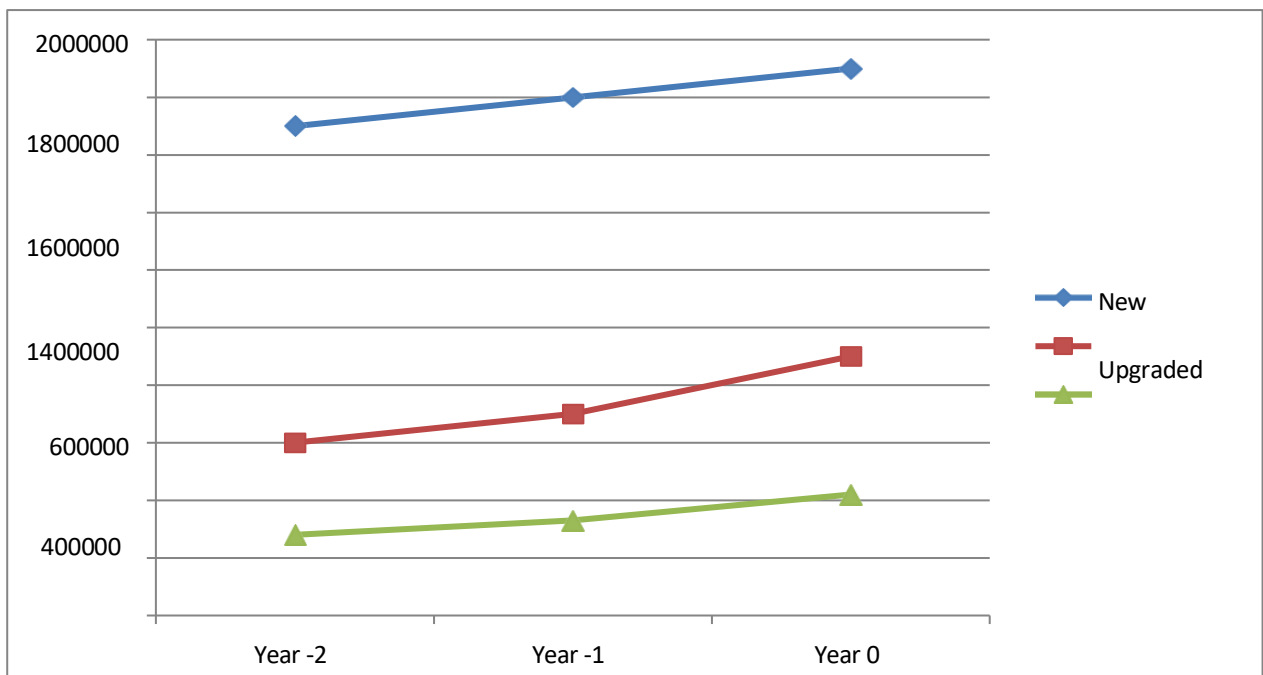
Stormwater Master Plans have been solicited and these will be prioritised and implemented as and when funding allows. These will be linked to dovetail with the planned road maintenance plan, as discussed previously.

Subsequent to the flood disaster which occurred in September 2023, the Municipality received funding from the disaster grant funded by COGTA in order to implement the following stormwater related project:

- Reburishment of Boknes:Daniel Scheepers Street Outfall Stormwater Drainage

The below tables and graphs illustrates our the municipality's status quo in terms of the maintenance and upgrading of storm water infrastructure in Ndlambe Local Municipality:

Stormwater Infrastructure				
	Total Stormwater measures	New Stormwater measures	Stormwater measures upgrade	Stormwater measures maintained
Year -2	115,40	115,40	0	65,24
Year -1	125,56	125,56	10,16	75,17
Year 0	125,56	125,56	0	68,50
Cost of construction / maintenance				
	Stormwater Measures			
	New	Upgraded	Maintained	
Year -2				
Year -1				
Year 0	Included in roads, above	Included in roads, above	1 341 510	



Stormwater Policy Objectives Taken from the IDP										
Service objectives	Outline Targets	Service	Year -1		Year 0		Year 1	Year 3		
			Target	Actual	Target	Actual	Target	Target	Target	
Service Indicators			*Previous year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current year (viii)	*Current year (ix)	*Following year (x)
(i)	(ii)									
Service Objectives : Community of Ndlambe has safe and efficient stormwater management, to minimise the risk of flooding and collateral damage.										
Development of fully integrated stormwater management systems including wetlands and natural water courses	Phasing in of systems		Strategy approval (Yes/No); Timescale x yrs	Strategy approval (Yes/No); Timescale x yrs	Strategy approval (Yes/No); Timescale x yrs	Strategy approval (Yes/No); Timescale x yrs	Strategy approval (Yes/No); Timescale x yrs	Strategy approval (Yes/No); Timescale x yrs	Completion (Yes/No); x yrs remaining	Completion (Yes/No); x yrs remaining

Employees: Stormwater Service					
Job Level	Year -1		Year 0		
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a %of total posts) %
0-3	16	26	16	10	63%
4-6					
7-9					
10-12	1	1	1		
13-15					
16-18					
19-20					
Total	17	27	17	10	63%

Financial Performance Year 0: Stormwater Services (R'000)					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to budget
Total Operational Revenue	1 050 870	1 341 510		1 341 510	
Expenditure:	672 790	838 280		838 280	
Employees	60 000	63 000		63 000	
Repairs and Maintenance	318 080	440 230		440 230	
Other					
Total operational Expenditure	1 050 870	1 341 510		1 341 510	
Net Operational Expenditure					

COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:

Historically, town plans were developed by the respective Local Town Councils. These towns concentrated on developing the business areas as residential properties were seen as being holiday accommodation. Stormwater drainage performance does not achieve expectations due to various factors, which can be considered as follows:

- Sub-surface stormwater infrastructure is costly to install and was rarely considered in the urban development of communities within Ndlambe Municipality;
- Former subsidised housing projects did not prioritise the establishment and implementation of stormwater systems and it is now with hindsight that this oversight is so glaring;
- Consecutive development has exacerbated the lack of stormwater drainage insufficiencies.
- Stormwater Master Plans were previously not considered within the urban development criteria.

The municipality is in process of developing storm-water maintenance plan with the assistance by Sarah Bartman District Municipality; this will assist the municipality to source funding in order to deal with storm-water issues.

3.2.3 FLEET MANAGEMENT

Municipal transport is provided strictly for official services only and is not to be used for private purposes. Council will provide transport to on-duty employees in accordance with its normal operational requirements, as well as in specific circumstances approved by the relevant director. The municipality has a shortage of fleet due to lack of internal capital budget. Furthermore, extended downtime of fleet when it is in the workshop is another hindrance to service delivery.

Despite the above challenges and financial constraints, the municipality has procured the following new fleet for the 2023/24 financial year:

- 1 x Water Truck (Fire Department)
- 1 x Hino Fire truck (Fire Department)
- 2 x 4x4 bakkie (Fire Department)
- 3 x 4x4 bakkies (CPS & Infrastructure Department)
- 5 x 2x4 bakkies

Fleet Management Policy Objectives Taken from the IDP									
Service objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
Service Indicators		Target	Actual	Target		Actual	Target	Target	
(i)		(ii)	*Previous year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current year (viii)	*Current year (ix)
Service Objectives : Ensure an effective fleet management system, to include maintenance, refurbishment, procurement and disposal of fleet related resources owned, managed and maintained by the Ndlambe municipal workshop									
Ensure an effective fleet management system, to include maintenance, refurbishment, procurement and disposal of fleet related resources owned, managed and maintained by the Ndlambe municipal workshop			There is an effective fleet management in place. The policy has been updated and will go to council for adoption			There is an effective fleet management in place. The policy has been updated and will go to council for adoption			

3.3 COMPONENT C: PLANNING AND DEVELOPMENT

3.3.1 PLANNING IN SPATIAL

INTRODUCTION TO SPATIAL PLANNING

The revision of planning legislation pertaining to governance of spatial planning and land use management in municipalities commenced several years ago with the enactment of the Spatial Planning and Land Use Management Act (SPLUMA), Act 16 of 2013. Since the introduction of SPLUMA, Ndlambe Municipality has undertaken measures to ensure compliance with the Act. To this end, the municipality has established its Municipal Planning Tribunal and Appeal Authority, and has adopted an Integrated Land Use Scheme, 2019. Additionally, Ndlambe Municipality has also approved and gazetted its Spatial Planning and Land Use Management By-law, 2016. In 2023, the municipality completed a review of its Spatial Development Framework to ensure alignment with the provisions set out in SPLUMA.

STAFF CAPACITY IN THE TOWN PLANNING OFFICE

The table below details the employees level working within the Town Planning Office. These staff members play a vital role in the successful implementation of the Spatial Planning and Land Use Management Act (SPLUMA). Their responsibilities include processing land development applications, conducting assessments, and ensuring that all proposals comply with the relevant planning regulations. The expertise and dedication of these professionals are essential in facilitating effective land use management and promoting sustainable development within the municipality. Their work not only supports regulatory compliance but also contributes to the overall development goals of the municipality.

Employees: Town Planning					
Job Level	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	Nil	Nil	Nil	Nil	Nil
4-6	Nil	Nil	Nil	Nil	Nil
7-9	1	1	1	Nil	100%
10-12	1	1	1	Nil	100%
13-15	1	1	1	Nil	100%
16-18	1	1	1	Nil	100%
19-20	Nil	Nil	Nil	Nil	Nil
Total	4	4	4	-	-

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The SDF also functions as a marketing tool to facilitate public and private partnerships in the implementation of projects and to assist to bring about economic and social regeneration of the various towns and settlements. It also:

- provides a long-term vision of the spatial development of the municipality
- aligns the municipality's spatial development goals, strategies and policies with relevant national and provincial spatial principles, strategies and policies;
- guides the proposals contained in the more detailed local plans which cover a shorter planning time frame and the preparation of Local Spatial Development Plans (LSDF's);
- helps to spatially coordinate, prioritise and align public investment in the municipality's five-year Integrated Development Plan (IDP);
- directs private investment by identifying areas that are suitable for urban development, areas where the impacts of development needs to be managed, and areas that are not suited for urban development;

- identifies strategies to prevent indiscriminate loss and degradation of critical biodiversity areas, and to ensure the necessary level of protection for the remaining areas;
- provides policy guidance to direct decision-making on the nature, form, scale and location of urban development, land use change, infrastructure development, disaster mitigation and environmental resource protection.

A Spatial Development Framework (SDF) is to a large extent influenced by the following legislation:

- The Local Government: Municipal Systems Act (Act No. 32 of 2000);
- The Spatial Planning and Land Use Management Act (Act No. 16 of 2013).

The reviewed SDF gives effect to the development principles contained in the Spatial Planning & Land Use Management Act (Act No. 16) of 2013 including:

- Spatial Justice;
- Spatial Sustainability;
- Efficiency;
- Spatial Resilience; and
- Good Administration

NDLAMBE SPATIAL DEVELOPMENT FRAMEWORK (SDF), 2023

The 2013 Ndlambe Municipality's Spatial Development Framework (SDF) was reviewed. A service provider was appointed in July 2020 to review the Ndlambe SDF. The progress on the review of the SDF has been hampered by the COVID-19 Pandemic and a lengthy public participation process coupled with many engagements. The project has been finalized and the SDF was approved and adopted by Council in May 2023. The SDF was then Gazetted and came into effect from 1 July 2023.

SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, 2013 (ACT NO. 16 OF 2013)

The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) (SPLUMA) was promulgated on 5 August 2013 and its Regulations to come into effect on 1 July 2015. The objects of the Act are the following:

- Provide for a uniform, effective and comprehensive system of spatial planning and land use management for the Republic;
- Ensure that the system of spatial planning and land use management promotes social and economic inclusion;
- Provide for development principles and norms and standards;
- Provide for the sustainable and efficient use of land;
- Provide for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and
- Redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

SPLUMA IMPLEMENTATION PROGRESS

In relation to the implementation of SPLUMA, the Municipality has made significant progress in enforcing the Act. The table below outlines the progress achieved in relation to the provisions of SPLUMA.

Table 1: SPLUMA Compliance Table for Ndlambe Municipality

SPLUMA REQUIREMENTS	COMPLIANCE%	NDLAMBE STATUS	COMMENTS
Approved & Gazetted SPLUMA By-law	100%	By-law Approved & Adopted By Council. Gazetted on 4 February 2016.	Complied
Appointed Authorized Official	100%	Council Appointed Authorized Official: Director Infrastructure.	Complied
Land Use Applications Categorized	100%	Council Approved and Adopted Re-categorized Land Use Applications in October 2023. Category 1 Applications are considered by the Tribunal and Category 2 Applications are considered by the Authorized Official.	Complied
MPT Established	100%	Ndlambe has its Tribunal fully functional and operational Considering Category 1 Applications. The establishment 100% compliant with SPLUMA requirements.	Complied
Appeal Authority Established	100%	Council confirmed that the Executive Committee will be the Appeal Authority for Ndlambe. The Appeal Authority has been re-established by Council in March 2022. Technical Advisers for the AA appointed. The Appeal Authority has been trained.	Complied
Integrated Land Use Schemes	100%	The new Integrated Land Use Scheme has been approved and adopted by Council and further Gazetted in the Provincial Gazette and came into operation effective from 1 June 2019.	Complied
SPLUMA Compliant SDF	100%	The SDF has been approved and adopted by Council on 31 May 2023. The SPLUMA compliant SDF has been adopted and will come into operation from 1 July 2023.	Complied
Town Planning Personnel Capacity	100%	<ul style="list-style-type: none"> - 2 Registered Professional Planners - 1 Admin Officer 	Complied

		1 x Town Planning Technician and MPT Administrator	
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INTEGRATED LAND USE SCHEME

In terms of Section 24 of the Spatial Planning and Land Use Management Act (Act 16 of 2013) all municipalities are required to adopt and approve a single Land Use Scheme for its entire area within five (5) years from the commencement of the Act. The Ndlambe Integrated Land Use Scheme was approved and adopted by Council on the 27th of March 2019 and was thereafter gazetted in the Provincial gazette. The commencement of the Ndlambe Integrated Land Use Scheme, 2019 was the 1st of June 2019.

POLICY FORMULATION

There has been an increasing need for policy formulation in the town planning department, however due to capacity issues within the section it has been a challenge to ensure that policy formulation is prioritized as there needs to be proper SPLUMA compliant systems in place. The following policies are policies that the section need to draft:

- Land Use Management Policy.
- Geographical Name Change Policy.
- Telecommunication Mast Policy.
- Tavern Policy.
- House Shop Policy.

SYSTEMS

Systems deal with the establishment of planning processes and procedures. These can only be effectively instituted if there is a personnel appointed by the municipality. Planning has a lot of administration that needs to be done by personnel with the necessary qualifications and skills. It has been apparent in most planning judgments that planning decisions are not set aside by courts because they are wrong decisions but because of PAJA where administration process was not procedurally done fairly and correct. It is easy to have systems in place but without the necessary tools and personnel to do the work, there is little that can be done. The Municipality has appointed a service provider to develop an integrated property and spatial information system and the system used is OVVIO. The aim of the system is supposed to have less paper and ensure that everything is done on the system. The Ovvio system also has spatial data that is being utilised for administering effective spatial planning and land use management by the Town Planning Office.

3.3.2 PROJECT MANAGEMENT UNIT

ROLES AND RESPONSIBILITIES – PMU

Responsible for the implementation, monitoring, evaluation and reporting sequences of outcomes associated with programmes designed to accomplish key service delivery objectives with respect to town and spatial planning, and through the co-ordination of technical and administrative operations against departmental, statutory and audit guidelines in order to ensure that service delivery is strategically managed and maintained in accordance with laid legislated standards.

MUNICIPAL INFRASTRUCTURE GRANT PROJECTS (PMU)

No	Financial Year	Allocation	PROGRESS
1	2023/2024	R 29 819 000.01	100% Completed
2	2024/2025	R 31 238 000.00	0% Completed
3	2025/2026	R 32 611 000.00	0% Completed

ALLOCATIONS FOR THE THREE YEAR MTEF CYCLE

Projects for 2023/2024 financial year MIG

PROJECT	BUDGET	EXPENDITURE TO DATE	BALANCE	%
Upgrading of Xhanti street Bathurst	R 4 890 801.39	R 0.00	R 4 890 801.39	100%
Upgrading of Zola street in Bathurst	R 2 906 498.62	R 0.00	R 2 906 498.62	100%
Upgrading of kwanokqubela main road	R 1 300 000.00	R 548 968.20	R 751 031.80	100%
Thornhill Ministerial Housing Project MIG: Balance phase 2 Contract 1 Link Water Infrastructure	R8 057 124,90	R 0.00	R 8 057 124.90	100%
Upgrading of Solomon Mahlangu Road phase 2	R 2 243 838.08	R 192 956.70	R 2 050 881.38	100%
Upgrading of Mamityi Gidana Sportsfield	R 10 959 937.01	R 0.00	R 10 959 937.01	100%
PMU ADMIN.	R 1 597 800.00	R 1 597 800	R 0	100%
Total Amounts				R 29 819 000.01

List of Projects for 2024/2025 financial year MIG

PROJECT NAME	WARD	SECTOR	BUDGET
Outfall Sewers:Thornhill Link Sanitation Service Portion 1	8,7,9&10	Sanitation	R7 899 072.88
Upgrading of Mamityi Gidana Sportsfield	8,9	Sports field	R648 738.57
Upgrading of Mjuza Street in Marselle	3	Roads	R239 121.00
Upgrading of Protea crescent in Station- hill	6	Roads	R3 313 396.14
Upgrading of Tana Square in Kenton on Sea	4	Roads	R5 500 000.00
Upgrading of Koti Street in Bathurst	5	Roads	R3 358 453.44
Upgrading of Mbundwini Road in Nemato	8	Roads	R2 185 000.00
Upgrading of Atherstone Road	10	Roads	R6 532 317.97
PMU 5%	N/A	Roads	R1 561 900.00
TOTAL			R 31 238 000.00

List of Projects for 2025/2026 financial year MIG

PROJECT NAME	WARD	SECTOR	BUDGET
Upgrading of Atherstone Road	10	Roads	R 5 122 218.55
Upgrading of Mswela road in Nemato	9	Roads	R 4 185 000.00
Upgrading of Gladiola Street road in Alexandria	2	Roads	R 4 137 483.46
Development of Infrastructure Asset Managemet	All Wards	Roads	R 1 630 550.00
Rehabilitation of Mbundwini road in Nemato phase 2	8	Roads	R 2 875 000.00
Upgrading of phandle street Alexandria	1	Roads	R 4 137 483.46
Bathurst Waste water Treatment Works and Bulk sewer Reticulation	5	Sanitation	R 8 199 912.79

PMU 5%	N/a	N/a	R 5 122 218.55
TOTAL			R 32 611 000.00

List of Projects for 2022/2023 financial year EPWP

PROJECT	BUDGET	EXPENDITURE TO DATE	BALANCE	%
Upgrading of Westbourne road phase 1	R 1486 000.00	R 1486 000.00	R 0	100%
Total Amounts	R 1486 000.00			

List of Proposed Projects for 2024/2025 financial year EPWP

PROJECT	WARD	SECTOR	BUDGET
Upgrading of Westbourne road phase 1	R 1 317 000.00	Roads	R 1 314 000.00
Total Amounts	R 1 317 000.00		

3.3.3 LOCAL ECONOMIC DEVELOPMENT (KPA 3)

Local Economic Development (LED) has been identified as a key means of improving the economic prospects of South African citizens. The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.

Ndlambe Municipality is land locked between four Municipalities namely Nelson Mandela Metro, Makana, Ngqushwa and Buffalo City Metro. Ndlambe Local Municipality is a predominantly rural area with agriculture and tourism dominating the economy. It encompasses the towns of Kenton-on-Sea, Boknes, Bathurst, Boesmansriviermond, Alexandria and Cannon Rocks.

The recently released population statistics by Stats SA indicates that Ndlambe has a population of 61 176 out of which youth unemployment is generally high especially in the townships. Unemployment is at 30.3% as per 2011 statistics. The Key economic sectors for the Ndlambe Municipal area are:

- Tourism and Heritage
- Agriculture
- Services sector
- Enterprise Development

The employment within Ndlambe is largely spread across the following economic sectors: government, agriculture, and services industry. Government and the agricultural Industry has for quite some time

been the contributors in employment. Agriculture is less diversified with key farming activities being Dairy Farming, Beef Farming, Chicory, and Pineapple Farming. Most of the farming activities within the area are pursued by white farmers with black communities being the mere providers of labour. This is largely due to unaffordable high costs of production in farming in particular chicory production.

The Agricultural industry has in the past 10 years been in a state of decline the chicory industry has been the hardest hit with many farmers either shutting down operations or switching over to other commodities like beef farming. The decline in any of the key sectors always has a direct negative impact in the townships in terms of jobs losses and employment. Government has for the past few years started land acquisition initiatives by buying farms to settle groups of farmers or communities to take over some of the white owned farms. The land acquisitions through the Land Reform Programme have not been a great success, in many instances farms bought on behalf of communities and or farming groups started declining thus shedding more jobs with declining productivity. Government owned land and that owned by the municipality e.g. commonages is hardly commercialised or used productively to benefit local communities in a sustainable manner.

As part of a strategy to revive the contribution of the agricultural sector in the local economy, the municipality undertook to invite potential funders and DFI's to visit the declining projects requesting to be resuscitated. Amongst those was National Empowerment Fund (NEF) that expressed interest to assist. The LED section is busy with the process and requirements of the NEF.

REVEIUAL OF LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

Local Economic Development (LED) is supported by various legislative frameworks and policies aimed at empowering municipalities to drive economic growth and development at the local level.

The establishment of the Local Economic Development within municipalities is guided by these prescripts. It is essential for municipalities to promote economic growth, attract investment, support small businesses, foster innovation, and achieve broader social and environmental goals, all of which contribute to the well-being and prosperity of the local community. The LED Strategy provides a clear direction for economic development initiatives within the municipality. It outlines goals, objectives, and action plans to stimulate economic growth, attract investment, and create jobs.

In partnership with the Department of Cooperative Governance and Traditional Affairs in the province (Cogta-EC) we embarked on the process of reviewing the current LED Strategy to ensure that it is relevant and responsive to the current changing economic conditions, evolving community needs, opportunities, and the economic landscape. The process of reviewal will assist in the enhancement and effectiveness towards promoting local economic growth and prosperity of the municipality.

The final document will be presented to the Municipal Council for approval as soon as it is complete.

SPECIAL PROGRAMMES

- **LED Strategy**

Assisted was solicited from COGTA-EC to assist the municipality with the development of the LED Strategy to be able to facilitate growth and development of the area focusing on the natural resources that Ndlambe is endowed with. The LED Strategy will also assist in bringing potential investors into the area. A Draft document has been received, at this point we are currently finalising the process of filling in the gaps and soliciting inputs and comments from relevant stakeholders. Upon finalisation of the process the Strategy will be tabled to Council for adoption.

- **Maritime Youth Development Programme (MYDP)**

South African Maritime Safety Authority (SAMSA) is interested in partnering with the municipality on implementing the NDP-Vision 2023. The plan focuses on creating employment opportunities that seek to create jobs and expand the economy to absorb labour and address the youth unemployment. South African Maritime Safety Authority (SAMSA) as a government agency mandated amongst other strategies to promote transformation, decent number of jobs, entrepreneurs and localisation expressed willingness and commitment to partner with the LED Unit to assist local youth to access job opportunities through their Maritime Youth Development Programme (MYDP).

In a developmental municipality, the Local Economic Development (LED) Unit is responsible for implementing strategies and initiatives that stimulate local economic activity, create jobs, and improve the overall quality of life for residents. It is on this basis that partnership with SAMSA is critical. The Maritime Youth Development Programme (MYDP) will open a window of opportunities to our local youth such as Ship Cruises. There are also various ways in which the Ship Cruise programme can significantly contribute to the growth and development of our coastal communities and economies, whilst equally playing an important role in the ocean economy.

- **Partnerships with SANParks**

Fisherman's Development Programme it involves capacitation, provision of fishing equipment to local fishermen and granting of fishing permits. Arts and Craft also, capacity building and marketing through SANParks curio shops. Currently having cooperatives from Kenton on Sea, Alexandria and Marselle that are part of the programme and also farms identified from the local area for economic infrastructural development.

- **Lighting of the Bridge**

The Cacadu Development Agency has committed to assist the municipality to have the iconic bridge cleaned and have lights. We are grateful for the assistance as it has been battling to get assistance in this regard. We are hopeful that it will change the image of our town.

- **Small Town Revitalisation**

In implementing the Provincial Small Town Development Framework aligned to the Integrated Urban Development Framework and Provincial Spatial Development Framework whose primary purpose is to better coordinate initiatives aimed at the revitalization of small towns. The department nominated Ndlambe Local Municipality to support the implementation of the programme. The nature of support ranges from the development of small-town master and precinct plans, general cleaning and beautification initiatives, maintenance of road infrastructure through potholes repair as well as paving pedestrian walkways and streets within small towns. The project is focusing on two areas in Ndlambe, being Alexandria and Port Alfred.

1. IMPACT OF THE PROJECT FOR THE MUNICIPALITY

Port Alfred Precinct Plan -Central Waterfront Precinct

- The Master Plan identified the CBD, the Civic Centre node, and the East Bank of the Kowie River between the bridges as the primary business, tourism and service precinct of the Town and surrounding region.
- The precinct is central to the Town and functions as the Town's and Region's heart and de facto Gateway.
- Collectively these areas represent the brand of the Town and the Ndlambe Municipality.
- The areas require upgrading and redevelopment to capitalise on and leverage existing business, sport and recreation, civic and community, tourism and infrastructure services.
- assets to boost the potential community building and economic development value they possess for the Town and Municipality.
- As the "heart" of the Town, the Central Waterfront Precinct should be planned and designed to optimise equitable access to and distribution of its inherent economic development and social upliftment opportunities.
- It must be made accessible and attractive to residents, tourists and through traffic as a destination and a "portal" to explore the attributes, experiences and opportunities of the Town the Region.

Alexandria Precinct Plan- The High Street

- The Master Plan indicates that the portion of Main Road 72 running through Alexandria and forming the business "High Street" and "gateway" into the town and surrounding region and requires focus regarding initiating redevelopment as part of the Town's turnaround strategy.
- The areas within the Precinct require upgrading and redevelopment to capitalise on and leverage existing business, civic and community, tourism, and infrastructure

services assets to reignite the community building and economic development value they possess for the Town and Municipality.

- The Precinct needs to be designed as a “funnel” to capture the varied economic market potential associated with the through traffic.
- It should expose the traffic to the attributes of the town and region and provide opportunities for access to, marketing and distribution of local economic development and social upliftment opportunities.
- It must be a place that provides the space for residents to collaborate and generate ideas and opportunities for development as well as provide an attractive marketplace that captures economic value from passing traffic.

The proposed developments:

- Chicory Square.
- Heritage lanes.
- Church Forecourt.
- Retail strip and
- Gateways.

Attached to the plans for both Alexandria and Port Alfred is a costed Business plan with projects that can be implemented in the short, medium, and long term.

1. SMME DEVELOPMENT

Small, Medium, and Micro Enterprises (SMMEs) play a vital role in the local community, contributing significantly to economic development, job creation, and social stability. In pursuing this realisation the following activities have been undertaken,

- **Business Registrations**

The Unit has been experiencing serious delays with Business registrations in particular cooperatives. The turnaround time for finalising registrations is quite lengthy. This has been reported to CIPRO in Pretoria several times with no success. We are hoping that their system will be back in full speed for quick processing of registrations.

- **Ndlambe Arts and Craft Co-operatives**

In partnership with the Department of Agriculture, Land Reform and Rural Development, 45 beneficiaries made up of cooperatives from Bathurst, Marselle and Kenton on Sea have been supported with capacity building trainings involving, Basic and Advanced Sewing Skills to improve the quality of their garments. They have also been assisted with working space through provision of containers. The containers have been electrified and slabs around the containers have been completed.

The municipality through the LED Section has assisted the project with servicing of all their sewing machines to get maximum performance of the machines whilst also increasing their production levels.

AGRICULTURAL DEVELOPMENT

- **Chicory Production**

This industry has been hit hard by the current economic downturn, however after various attempts to salvage the industry, the Department of Rural Development and Agrarian Reform in the province has committed funding for the next five years to promote chicory producers to maximise their production. We are hopeful that the commitment will bring back the stability which will also benefit the chicory producers and the community of Alexandria and surrounding areas. However, the burning issue is the non-confirmation of the factory acquisition by the potential buyers.

The situation has also taught us not to focus on a single commodity but explore other commodities to guard against situations of this nature.

- **Alexandria Beef Abattoir Project**

As a way of assisting the municipality on the effects of the current economic downturn the country is confronted with, the municipality being responsible for ensuring economic growth within the area, it became necessary to urgently develop a vehicle to assist in retaining and reviving the local economic growth. Unlike other municipalities that are endowed with mineral resources to generate employment opportunities, Ndlambe has none of those. In pursuit of its mandate to create conducive economic environment, creative ways to help revive and retain the economic growth of the area must be explored.

The Alexandria Beef Abattoir Project is but one of those economic initiatives that can bring economic benefits to the local community. Even with the many relief schemes that were set up to assist small businesses during the COVID-19 Lockdown, local small businesses closed shop with Chicory SA in Alexandria being one of those after being in the area for more than five decades. Majority of Alexandria communities were reliant on CSA for employment, with it being closed, scores of local people are facing a blink future with no possibility of employment.

A vigorous drive towards building effective and sustainable economic initiatives is seen as an intervention to give hope to the community of Alexandria. To this end, the municipality engaged services of a consultant to provide transaction advisory services for the establishment of the Alexandria Beef Abattoir also analysis of the business plan that was submitted by the Alexandria Commercial Farmers for assistance. Upon perusal and scrutiny, it transpired that the Alexandria Commercial Farmers did not follow the required process in having a B-BEE partner on board. As part of complying with accepted business principles relating to advancing the transformation and enhancement of participation of Black people in the South African economy (B-BEE) a Shareholder Agreement for the B-BEE partner with Alexandria Beef Project owners had to be developed. The Shareholding Agreement is currently with the lawyers of the Alexandria Commercial Farmers for inputs.

There is also a hurdle in respect of Water Use License application for the project.

- **Marseille Piggery Project**

The agricultural industry has for quite some time been a contributor to employment in the Ndlambe area. Pig farming business is a profitable business, as such many local people are striving to make money. However, to build a successful, sustainable pig farming business, you require sufficient knowledge of how to efficiently raise the pigs, good management skills, and a good piggery business plan.

The municipality is currently in partnership with the Marseille piggery farming cooperative to increase the scale of pig production. Pig production can be a lucrative business, providing income for people, venture into the market of piggery business by providing locals, however the pigsty requires proper designs and specifications. To this end, the municipality has identified Erf 1 in Marseille as the potential site and pegging has been concluded and structural designs finalised. BoQ costed based on the site plans. The construction to commence and anticipating by end November 2024 the project be completed.

SMME DEVELOPMENT

Small, Medium, and Micro Enterprises (SMMEs) play a crucial role in fostering economic sustainability and growth within local communities. In recognizing their significance, various initiatives and support mechanisms have been implemented by the municipality to nurture the growth of these enterprises. These mechanisms include, even though not limited to:

- Financial Assistance
- Capacity Building
- Market Access
- Regulatory Support

Even though not always, these interventions assist in Job Creation, Community Development, Innovation, and creativity and enhancing economic resilience. Despite the interventions offered to promote expansion and retention of the local enterprises, there are challenges such as, Access to funding, Skills Development and Market penetration that create serious barriers to emerging businesses. The municipality has gone beyond the call in some instances offering to assist with payment of advance rentals to relieve the enterprise from operational costs.

Supporting SMME development is integral to promoting economic sustainability and growth at the local level. By addressing key challenges and implementing effective support mechanisms, governments, organizations, and communities can empower SMMEs to thrive, thereby fostering a resilient and vibrant economy. It is worth noting that there have been funding organisations that have been sympathetic to the plight of development of, such as NYDA, ECDC, Department of Economic Development, Environmental Affairs, Department of Rural Development, Department of Agriculture and the Sarah

Baartman District Municipality. SMME's. Continued collaboration and innovation are essential to maximize the impact of SMME support initiatives and ensure long-term economic prosperity.

DEVELOPMENT OF SMALL BUSINESS POLICIES

Policies play an important role in the development of small businesses in municipalities by creating an environment that fosters growth, innovation and sustainability. Local government plays a vital role in shaping these policies, and their commitment to supporting small businesses can have far-reaching positive effects on the overall economy. These are the policies that have been developed to assist in the development of small businesses:

- Business Licence Policy
- SMME Policy
- Funding Policy

TOURISM AND HERITAGE

2. TOURISM AND HERITAGE DEVELOPMENT

Integrating tourism and heritage into Local Economic Development strategies offers a multifaceted approach to economic growth. It leverages cultural assets to create economic value, fosters community pride and identity, and promotes sustainable development. Tourism and heritage are significant in the Local Economic Development (LED) of a local municipality for several key reasons. Their integration into LED strategies can drive economic growth, job creation, and community development while preserving cultural and historical assets.

- **EMnyameni Music Festival**

EMnyameni Music Festival will be staged on the 28th of September 2024 at Alexandria. The organisers have been supported and payment has been made to ensure that they secure artists and do the necessary preparations in time. Will be awaiting a report after the event as part of promoting transparency and cooperative governance.

- **ECawa Music Festival**

Annually in December, the municipality has a music festival hosted by a service provider. The festival seeks to achieve the following objectives:

1. To stimulate economic growth within the municipal jurisdiction through attracting visitors and encouraging local business participation.
2. To showcase and promote local talent and cultural diversity.
3. To create a platform for community engagement and cohesion.

The festival's success translated into a substantial boost for the economy of Ndlambe in particular the township economy. The contribution was through the following factors:

1. Increased business activity

2. Tourism and Hospitality

1. Increased business activity

The event is a catalyst for increased consumer spending and benefits several establishments across various sectors. Local food vendors, informal traders, local businesses, and retail outlets report a surge in sales during the festival period.

2. Tourism and Hospitality

The success of the festival highlights the importance of effective planning, community engagement, and the transformative power of music in bringing people together. The influx of visitors impacts positively on the hospitality sector, with local hotels being fully booked for the day prior the festival and festival day. This translates to heightened occupancy rates and increased revenue.

- **Port Alfred Gospel**

Gospel festivals are more than just music events. They serve as powerful vehicles for local economic development, they attract visitors to the area, create jobs for local residents, support local businesses and enrich the social fabric of the community. Investing in such events is a strategic move towards fostering economic growth and enhancing community spirit.

- **Heritage Sites Mapping**

Part of our activities as reflected in the Scorecard is to develop a register for Heritage Sites within the municipality. The register will be able to provide us with data in respect of Heritage Sites within the area, their status, ownership and declaration. To achieve this activity, the Cacadu Development Agency appointed a service provider to undertake the mapping of all Heritage Sites and stakeholder sessions were held with various stakeholders within the tourism and heritage sector.

In Ndlambe 12 Stakeholders attended, the report has been concluded, reflecting 18 Provincial Heritage sites in the area, however Chungwa's Grave has not been included. We intend to include it after it has been declared and graded. This is being done with the assistance of South African Heritage Agency.

The identification of these Heritage Sites is intended to establish the potential each site has in the contribution of tourism within the area. These cultural assets when properly maintained and looked well after can create economic value, fosters community pride and identity, and promote sustainable development of our local municipality.

- **Upgrading of Chief Chungwa's Grave**

The LED Unit as part of promoting and developing tourism products through preserving our heritage approached the Eastern Cape Provincial Heritage Resources Authority (ECPRA) to ensure that Chungwa's grave is recognised and preserved. Due to the history associated with Chief Chungwa, his grave would qualify to be included in the list of recognised Heritage Sites both nationally and provincially.

SANParks committed to upgrade the grave in line with other graves with similar relevance that have been upgraded. Designs have been shared with the family for approval and what to be inscribed on the Interpretive boards.

The Chungwa Royal family has since forwarded a concept document with projects proposed in honour of Chief Chungwa. Amongst the proposed projects is the hosting of the Chungwa Memorial Lecture which they want both the District Municipality and Ndlambe Municipality to commit.

Jobs created during Year 0 by LED initiatives (Excluding EPWP projects)				
Total jobs created / Top 3 initiatives	Jobs Created No.	Jobs lost / displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created / lost
Total (all initiatives)	6 initiatives	45 jobs lost	494 jobs created and CWP	CWP Registers
Year -2	6	30 (closure of CSA)	43	CWP Registers, Time Sheets
Year -1	4	Due to the current economic climate pandemic which left many business enterprises closed, the municipality took a conscious decision to assist and support local business enterprises through provision of start-up capital.	Due to the current economic climate pandemic the municipality took a conscious decision to assist and support local business enterprises through provision of start-up capital.	CWP Registers, Time Sheets
Year 0	5	N/A		EPWP Contracts and Time Sheets

Job Creation through EPWP projects

Details		EPWP Projects		Jobs created through EPWP projectsNo.	
		No.			
Year -1		7 EPWP Projects		147	
Year 0					
Employees: Local Economic Development Service					
	Year -1	Year 0			
Job Level	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a %of total posts) %
6	2	2	2	0	
7-9	0	0	0	0	
10-12	1	2	1	2	
13-15	1	1	1	0	
16-18	1	1	1	0	
Total	5	5	5	2	

The following Cooperatives and local businesses have been assisted for funding, machinery and equipment:

PROJECT NAME	DESCRIPTION	WARD	TARGET
Alexandria Easter Tournament	Sport	1 & 2	Youth
Piggery	Agriculture	1& 2	All ages
Hair Products	Beauty Salon/Product Testing	2	Youth
Links Royal House		9	All ages
6185 Barbershop	Barbershop	2	Youth
Lhozar General Trading	Entertainment	9	Youth
Thandwayoo Consultant	Consultant	6	Youth
Klipfontein Livestock Farmers	Agriculture	3	Male
Amanzi Festival	Tourism	10	Male
C And J Tyres	Manufacture	10	Male
Kenton Mobile Kitchen		4	Women
Kenton Hawkers	Hawkers	4	Women
Gorah Farm	Agriculture	4	All ages
VMap Trading	Sewing	5	Women
Konza Wellington	Maintenance	6	Male

Libitex Trading	Equipment	10	Male
Glam And Glow	Fashion	8	Women
Yonz Trading	Tourism/Accommodation	10	Women
Nabho Trading	Catering	9	Youth
Bongolwethu Primary Cooperative	Equipment	4	Youth
Yannick Trading Spares	Mechanic	2	Male
Kavod Enterprise	Sewing	9	Youth
Siyanceda Trading	Equipment	9	Women
Fodini Trading	Transport	2	Male
Kawayan Cafe	Retail	10	Women
T.F.Bete	Hawker	4	Women
Zinto Trading	Bakery	9	Youth
Sarah Baartman Football Club	Sport	5	Youth
Nemato Youth	Sport	9	Youth
Zoelegacy Trading	Catering	7	Youth
Caro Solutions	Equipment	7	Male
Bathurst Welding	Welding	5	Male
Ndzima Entertainment	Entertainment	7	Youth
Sarah Baartman Netball	Sport	1 & 2	Youth
Ndlambe Tigers Rugby	Sport	10	Male
Z.M Enterprise	Ice Machine	4	Youth
Cannon Rocks Cabins	Accommodation	1	Mixed
Mthombowempilo Chicory	Chicory	1	Male
Siphilise Sewing Cooperative	Art and Craft	2	Women
Wentzell Park Cooperative	Piglets	2	All ages
Kruisfontein Coop	Support on Tags/Medicine	1 & 2	All ages
Department Of Small Business	Support on Materials/Equipment	All Wards	All ages
Forrest Hill Farm	Agriculture	3	Male
Hlahlabone Trading	Boat Builder	4	Male
Nemato Engineering	Engineer	6	Male
Marwanqana Coop	Piggery	4	Youth
Ms Dumezweni Coop	Piggery	4	Women
Masiphathisane Co-op	Agriculture	5	Mixed
Umthombo Co-op	Agriculture	1	Mixed
Ndlambe Fishery Cooperatives(Alex, Marselle)	Fishing/ Occean's Economy	1,2,3,4	Mixed
Masarheni Co-op	Agriculture	8	Male
Marselle Piggery Project	Agriculture	3	Mixed

INTERGOVERNMENTAL RELATIONS

Intergovernmental relations play a crucial role in promoting LED programmes through fostering coordination, collaboration and cooperation. Effective and successful LED Strategy requires robust intergovernmental relations that leverage the strengths and resources of various governmental departments and developmental agencies at all levels. Collaborative approaches result in effective economic initiatives and innovations.

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

The LED Section is an important section of the municipality as it has a mandate of promoting and improving economic growth of the municipality for the benefit of residents. To provide an honest comment on the performance of the LED, such will involve examining various indicators and factors such as contribution in the economic growth of the municipality, investment attraction into the area, business growth within the area, the relations between the local stakeholders and the extent of the community engagement on potential and current economic initiatives in the area. The LED Section, however, continues to evolve and meet the needs of the community. Whilst there is always an issue of limited resources versus the community needs, the allocation of resources within the section is earnestly considered in an area where there are no industries and mineral resources to create employment.

3.4 COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.4.1 INTRODUCTION TO LIBRARIES; ARCHIVES; COMMUNITY

Ndlambe Libraries are gradually progressing in terms of services and diversity of patrons, and we currently have three mini-libraries which serve the visually impaired patrons within the Ndlambe district; they are found in Alexandria, Ekuphumleni and Port Alfred. The Libraries in Ndlambe Municipality have taken the role of promoting education by assisting schools to improve their pass-rate, and we also provide catering and transport for extra classes on Saturdays.

Library services have improved immensely as there are more newspapers offered than before, for example the libraries now have Sunday Times and City Press available as a result of community requests. Services also include Tablets in addition to computers; there is also Wifi available in libraries. This demonstrates improved technological progression in Ndlambe Libraries. Libraries are also now offering e-books to patrons.

CIRCULATION OF LIBRARY MATERIALS

All Functional nine Ndlambe Municipal Libraries have migrated to Brocade Library System and some are still transferring their members and books that were on the manual system onto the Brocade Library System. Statistics for the Ndlambe Libraries for the whole year are as follows:

LIBRARIES	CIRCULATION
ALEXANDRIA	3859
BUSHMANS	1158
KENTON	3647
EKUPHUMLENI	284

PORT ALFRED	3899
BATHURST	819
FREESTONE	254
DR. I. K. MABINDISA	1617
KwaNonkqubela	19 043
Total Circulation for Ndlambe libraries 23/24	19 043

LIBRARY STRUCTURES

Library Structures in the form of Book Clubs for any age group and Library Committees are part of Ndlambe Municipal Libraries. This ensures that the community can be part of the needs' analysis of Library services.

SCHOOL INTERVENTION PROGRAMME

As stated in the introduction, these are extra classes provided by the Municipality on weekends to improve the matric pass rate of Ndlambe Municipality. This initiative involved an agreement between the Municipality and the Nelson Mandela University where Third Year Level students tutor Ndlambe Municipal learners with subjects that need upgrading – this was interrupted due to C19 and have been re-resurrected in the form of assistance with Saturday classes and special learning camps.

COMPUTER / LAPTOP HUBS

Two sponsorship programmes facilitated by the Kariega Foundation via bbd as Facilitator, have resulted in the establishment of two computer hubs being established in the Marselle/BRM Library and the Ekuphumleni Library.

These hubs offer 14 and 17 laptop hubs respectively which offer the communities modules in Maths, Science, English and Robotics. Updated Children's sections have also been added to these projects.

AWARENESS PROGRAMMES

One way of Library Promotion and Marketing is through awareness programs or events where Ndlambe Municipal Libraries take services to the communities through outreach programs.

Outreach Programs include the following:

- South African Library Week: Celebrated in March of every year
- World Book Day: Celebrated in April of every year
- World Play Day: Celebrated in May
- Career Day: done in May
- Mandela Day: July
- Holiday Programs: During School Recess
- The National Book Week, previously held in September annually, has been replaced by National Literacy Week
- Spelling Bee: Celebrated in October
- Youth Empowerment Event: Celebrated in December

- World Aids Day Event: Celebrated in December
- Funda Mzansi which takes place locally, in a District forum as well as a Provincial forum.

The above Outreach programmes exclude the individual awareness programmes performed.

3.4.2 CEMETERIES AND CREMATORIUMS

INTRODUCTION TO CEMETRIES

This service falls under Parks and Recreation Section. The municipality is currently under pressure due to unavailability of land for cemeteries. In terms of the revised SDF there is a need to identify new cemeteries but this will require environmental impact assessments and identification of land.

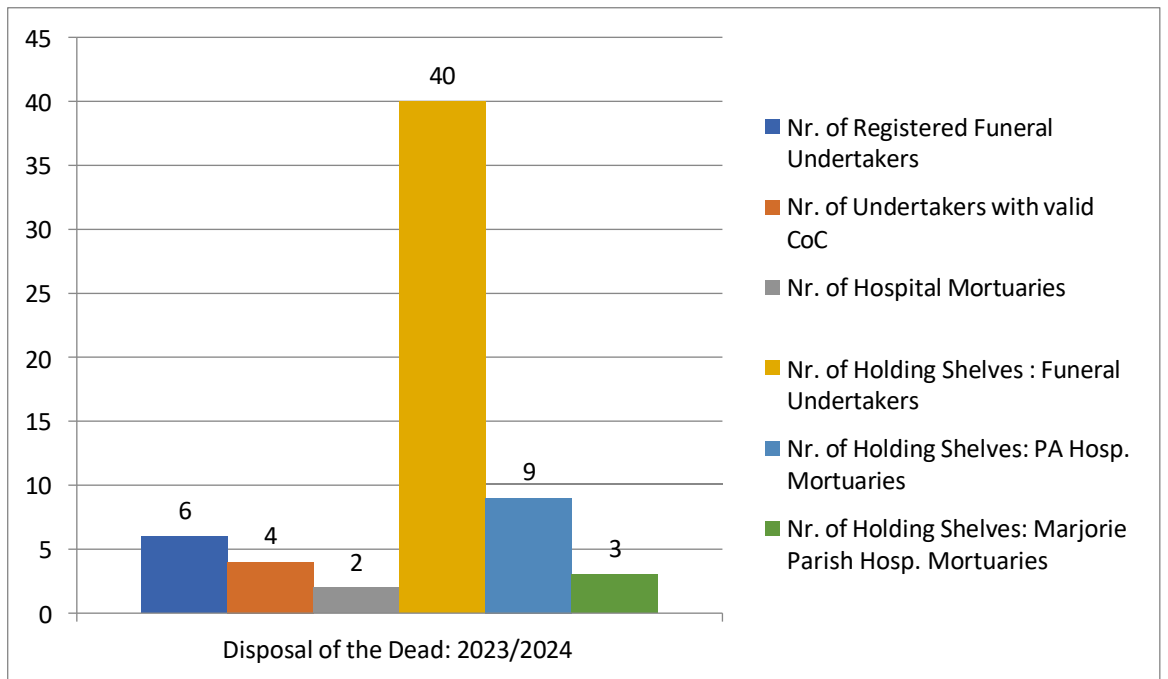
All cemeteries throughout the municipality are cleaned on a regular basis as and when required. The cemeteries are reaching capacity and once the land disposal policy process is completed land needs to be identified for cemetery space and the necessary EIA and legislative requirements be followed. .

The municipality does not have its own crematorium facility and as such individuals utilise the services of funeral parlours.

DISPOSAL OF THE DEAD

All funeral parlours or undertakers are inspected to ascertain that the premises are in compliance with the applicable legislation, which is Regulation 363 relating to the management of human remains including any other regulations relating to applicable health standards.

Graph below: Illustration of information relating to disposal of the dead



COMMENT ON THE PERFORMANCE OF CEMETERIES & CREMATORIUMS OVERALL:

- There is no staff specifically employed for “Cemeteries” – these employees fall under “Parks & Recreation”;

- There are no posts in the Organogram allocated for “Cemeteries”
- A consultant has been appointed and is currently conducting an EIA for 2 cemeteries, one on a portion of Kruisfontein far, Alexandria and another on a portion of Mill Farm, Port Alfred. The Environmental Impact Assessment studies are to be completed by the 3rd term of the 2024/2025 financial year.

REFUSE REMOVAL SERVICES

16929 formal +4632 informal households = 21 561 households

REFUSE REMOVAL NDLAMBE MUNICIPALITY				REFUSE REMOVAL NDLAMBE MUNICIPALITY			
GREATER AREA	COMMUNITY	WARD	Nr of HOUSEHOLDS	GREATER AREA	COMMUNITY	WARD	Nr of HOUSEHOLDS
Greater Port Alfred				Bushman's River Mouth			
Monday	Town of Port Alfred	10	872	Monday	Riversbend / Harmony Park	3	487
Tuesday	Nemato	7-9	709	Tuesday	Old Bushmans (Town)	3	254
	East Bank / Bottom West	10	861	Wednesday	Half Marselle / River Rd	3	581
Wednesday	Saltvei / Station Hill	10, 6	1119	Thursday	Rest of Marselle	3	750
	Nemato	7-9	695	Friday	Businesses, Bins & Beach	3	35
Thursday	Ndlovini	7-9	1595	Kenton-on-Sea			
	Thornhill	6	500	Monday	Kenton Businesses	4	36
Thursday / Friday	Businesses in PA	10	*	Monday	Kenton Town	4	146
TOTAL			6351	Tuesday	Kenton Residence	4	387
				Wednesday	Kenton Residence	4	375
				Thursday	Ekuphumleni	4	820
				Friday	Businesses, Bins & Beach	4	36
				TOTAL			3800

REFUSE REMOVAL NDLAMBE MUNICIPALITY			
GREATER AREA	COMMUNITY	WARD	Nr of HOUSEHOLDS
Greater Alexandria	Town of Alexandria	1	273
	KwaNonquela	1	1987
	Wentzel Park	2	736
Boknes / Cannon Rocks	Boknes	2	350
	Cannon Rocks	2	250
Greater Bathurst	Town of Bathurst	5	205*
	Nolukhanyo	5	856
	Freestone	5	918
Seafield / Kleinemonde	Seafield / Kleinemonde	6	235
Informal settlements			4632
TOTAL			10 442

A TOTAL OF 21 561 HOUSEHOLDS (INCL BUSINESSES) ARE SERVICED WEEKLY

3.5 COMPONENT E: ENVIRONMENTAL PROTECTION

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

3.5.1 POLLUTION CONTROL

- There is no staff employed for pollution control – the Environmental Health Practitioners are carrying out this function with the assistance of the cleansing and Environmental Law and Beach and Reserve management teams;
- There are no posts in the Organogram specifically for pollution control;
- There is no budget allocated specifically for pollution control.

3.5.2 BIO-DIVERSITY AND LANDSCAPE

KEY PERFORMANCE AREAS

- Blue Flag beach Management
- Beach Front and Infrastructure Management.
- Nature Reserve Management
- Environmental Education
- Environmental Compliance (Marine; Estuaries; Terrestrial)

BLUE FLAG BEACH MANAGEMENT

Ndlambe municipality was awarded 3 Blue Flag Beaches and successfully completed the season

- Kariega Main Beach (1 December 2023 to 30 April 2024)
- Kelly's Beach (1 December 2023 to 30 April 2024)
- Middle Beach K.O.S (1 December 2023 to 31 January 2024)

STAFF

- Conservations' portfolio includes management of: Blue Flag beaches; swimming Beaches, public facilities.
- Two permanent staff members: in that of a Blue Flag beach attendant; working every 2nd weekend and public holidays at Kelly's Kariega beach and a casual worker at Middle beach Kenton.
- Appointed 10 contractual lifeguards, 3 - Kelly's Beach, 4 - Kariega Main Beach. (01 December 2023 –30 April 2024) and 3 - Middle beach Kenton (01 December 2023 –31 January 2024)
- Appointed 13 short term lifeguards from December 2023 until January 2024 for the following beaches: Boknesstrand, East beach PA, Klienemonde and Bushman's Slipway.
- West Beach was manned by 2 beach marshal casuals over new year's 24 December 23 – 04 January 24 due to dangerous currents and prevention of public swimming.
- Casual staff were appointed throughout the year at various municipal beaches to assist with maintenance at public facilities.

BLUE FLAG STATUS BEACHES

- Ndlambe municipality applied for three full status beaches namely that of Kelly's Blue Flag Beach (18th season in a row), Kariega Main Beach (14th season in a row), and Middle beach KOS (2nd season).
- At the National launch, Ndlambe received three Blue Flags, namely that of Kelly's Beach (Ward 10), Kariega Main Beach and Middle Beach (Ward 4).
- Applications for season 2024 2025 have been submitted in April 2024 to WESSA and the National Jury will sit between October/November 2024 for this coming year evaluation. The results will be via a press release from WESSA.
- Both Kelly' beach and Middle beach facility's suffered storm damage during September/ October 2023
 - Emergency repairs were undertaken to reconstruct the embankment, stone wall, and viewing deck at Kelly's Beach, as well as the embankment at Middle Beach KOS, prior to the commencement of the Blue Flag season.

DUNE STABILISATION

Kleinemonde Island Beach ablutions; was recovered from being inundated under a dune through encroachment.

The municipality and consultant followed the letter of the law in the coastal zone.

Casuals were employed for manual sand removal labour, whilst large quantities of sand were moved by plant.

Wind nets have been erected, working in accordance with the predominant winds as well as revegetation of dunes for the stabilization of the area around the abluion to prevent future dune encroachment.

CONTRACTUAL/CASUAL STAFF

	Aug	Dec	Jan	Feb	Mar	Apr	May	Total
Kariega KOS		16 *	16 *					32
Kellys PA		1						4
Middle Beach KOS		3	2	2	2	2	2	13
West Beach PA		2 *	2 *					4

RESCUES / LIFEGUARDS

	KELLY	KARIEGA
Drownings/Near Drownings	1	6
Helpouts/RTB	6	15
Board/ski	0	0
Boat/IRB	0	0
Resuscitation	0	0

FIRST AID

	KELLY	KARIEGA
Cuts and Abrasions	3	0
Sprains/fractures	0	0
Stings	19	16
Sunburn	0	0
Hospitalised	0	0

DROWNINGS/NEAR DROWNING

INCIDENT REPORT SUMMARY

25 August 2023

- Location: Upper Kariega river
- Incident: Fatal drowning
- Details: 1 x body recovered

14 October 2023

- Location: Upper Kowie river
- Incident: Fatal drowning
- Details: 1 x body recovered following day

5 November 2023

- Location: Kowie river
- Incident: Non-fatal drowning
- Details: vehicle ended up in river – 2 x persons in vehicle rescued

2 February 2024

- Location: Kariega river mouth
- Incident: Fatal drowning
- Details: 2 x fatalities

26 February 2024

- Location: Kelly's beach
- Incident: Fatal incident
- Details: Surfer suffered gear attack and could not be revived despite lifeguard's resuscitation efforts

26 February 2024

- Location: Kariega river mouth
- Incident: Fatal drowning
- Details: 2 young males caught in an outgoing rip tide; bodies not recovered despite search efforts by lifeguards and NSRI

2 May 2024

- Location: West Beach
- Incident: Non-fatal drowning
- Details: Person saved from rip current by bystanders using pink buoy

RESCUES/HELP-OUTS

Several help outs were done this year with torpedo buoys and life craft. This was partly due to some freak strong currents at the beaches but mostly due to alcohol and negligence of parents.

Drinking at/on beaches is a huge concern and stricter enforcement of the law is needed. It is a major safety risk for the lifeguards and municipal officials when dealing with an intoxicated individual or individuals during those situations, where their lives are also at risk.

NATURE RESERVE MANAGEMENT

STAFF

Conservations' portfolio includes management of the local Authority Nature Reserves and private reserve guidance; monitor Public open space and commonage usage; further this liaises with rate payers urban and rural, to resolve complaints and queries.

Three Rangers (Vacant) and one Lodge Attendant, that are permanent staff members at the Kap River Nature Reserves. The last ranger retired at the end of June 2024

RESERVE MANAGEMENT

- Local Authority Reserves under Municipal Management of the Conservationist are namely:
 - Joan Muirhead Nature Reserve
 - Kap River Nature Reserve
 - Great Fish River Wetland Reserve
 - Roundhill Oribi Reserve Nature Reserve
 - Ghio Wetland Nature Reserve (SLA)
- The Kap River water level remains to fluctuate with the seasons and rainfall, thus the river does not maintain a continuous flow of water.

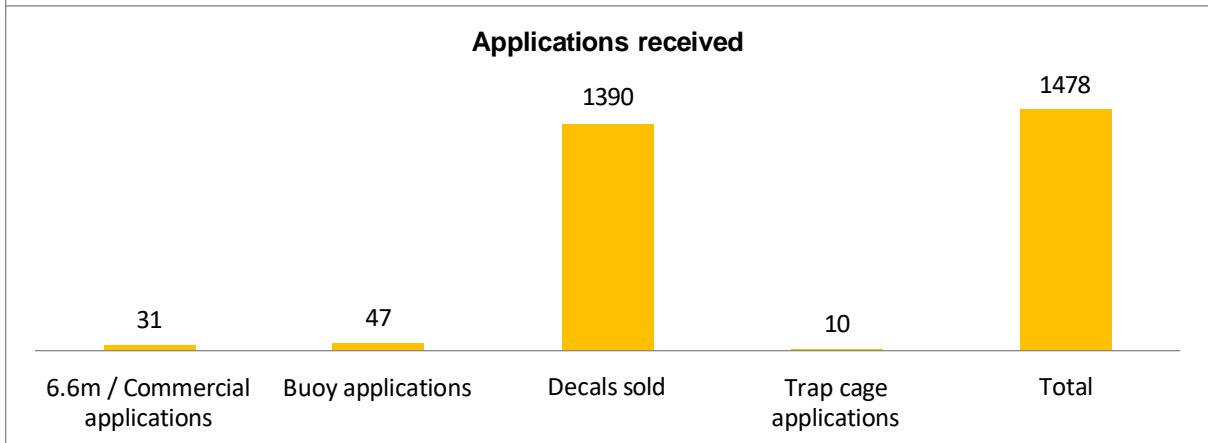
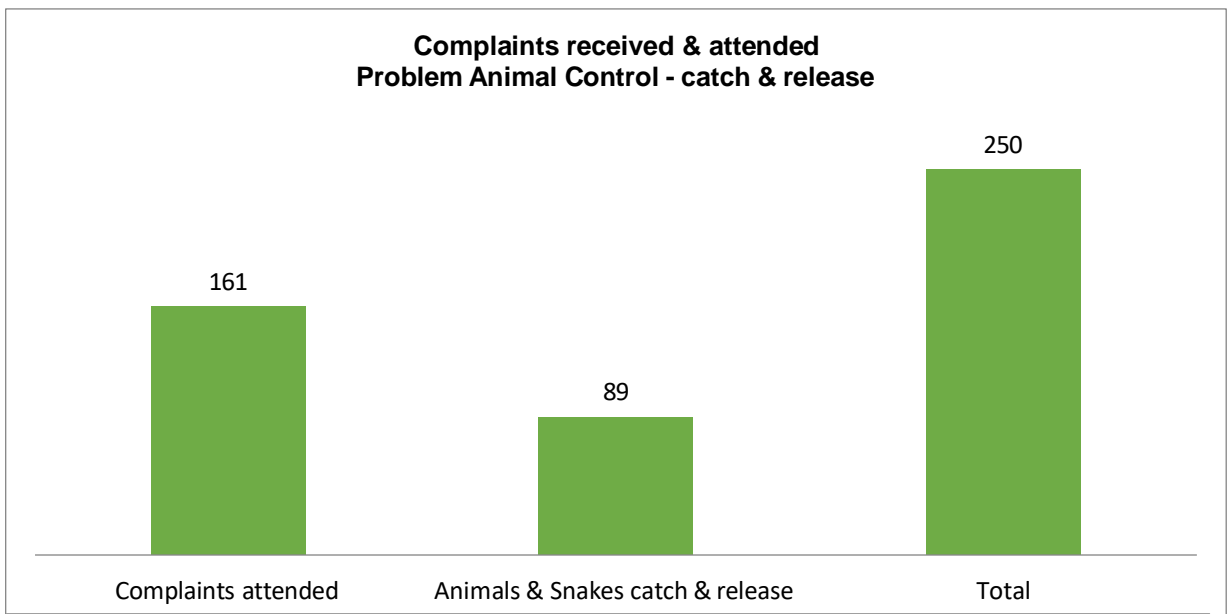
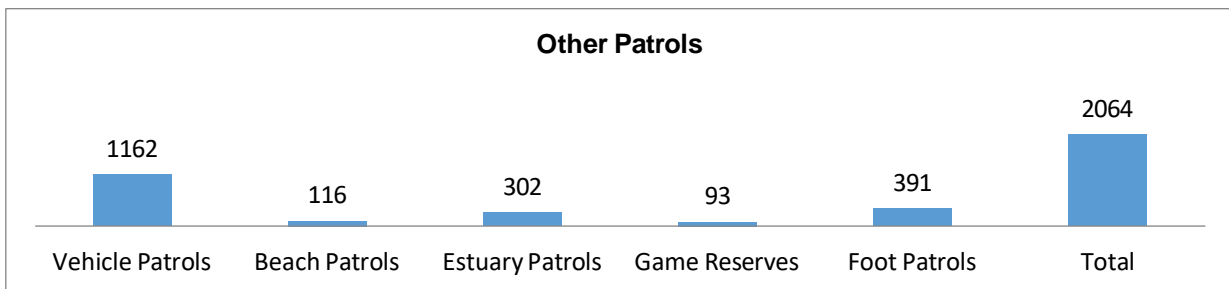
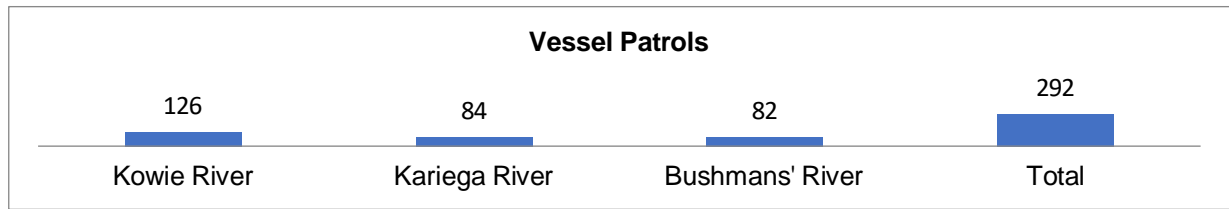
ACCESS CONTROL: FISH RIVER RESERVE

The fish river camping ground was closed to campers this year, however there was a human presence as usual over the December period.

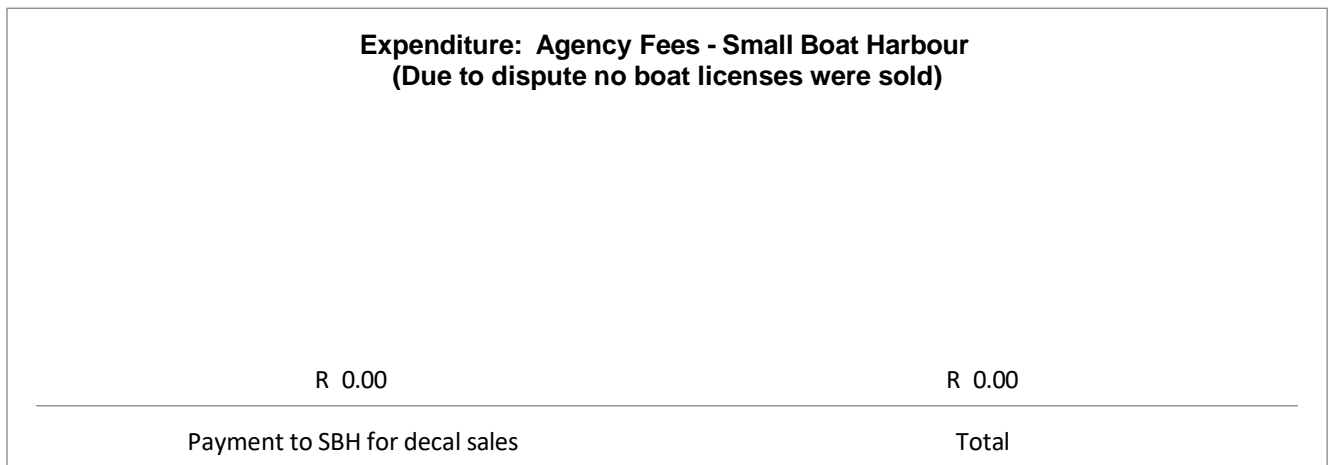
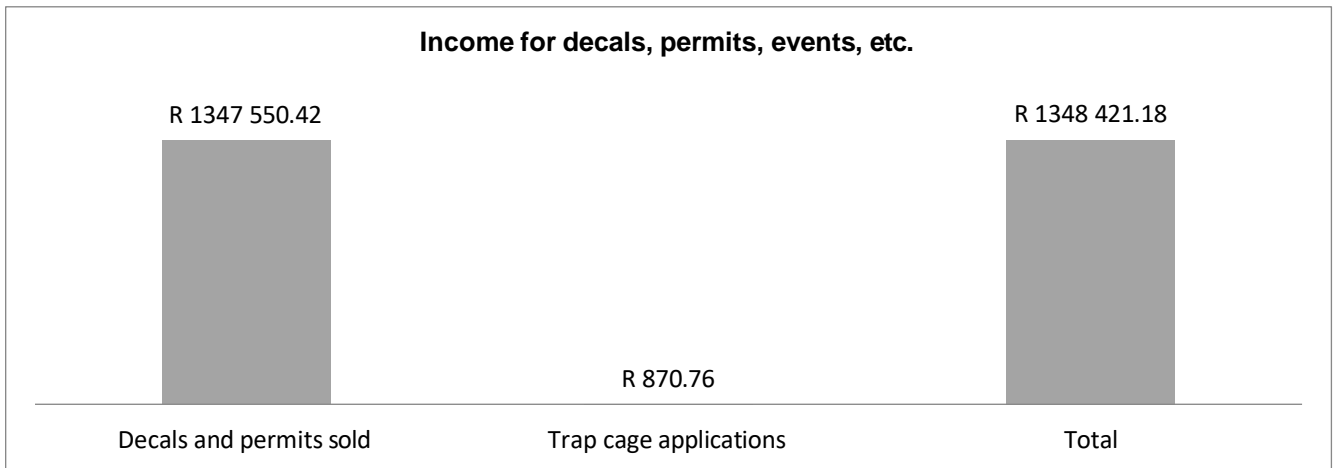
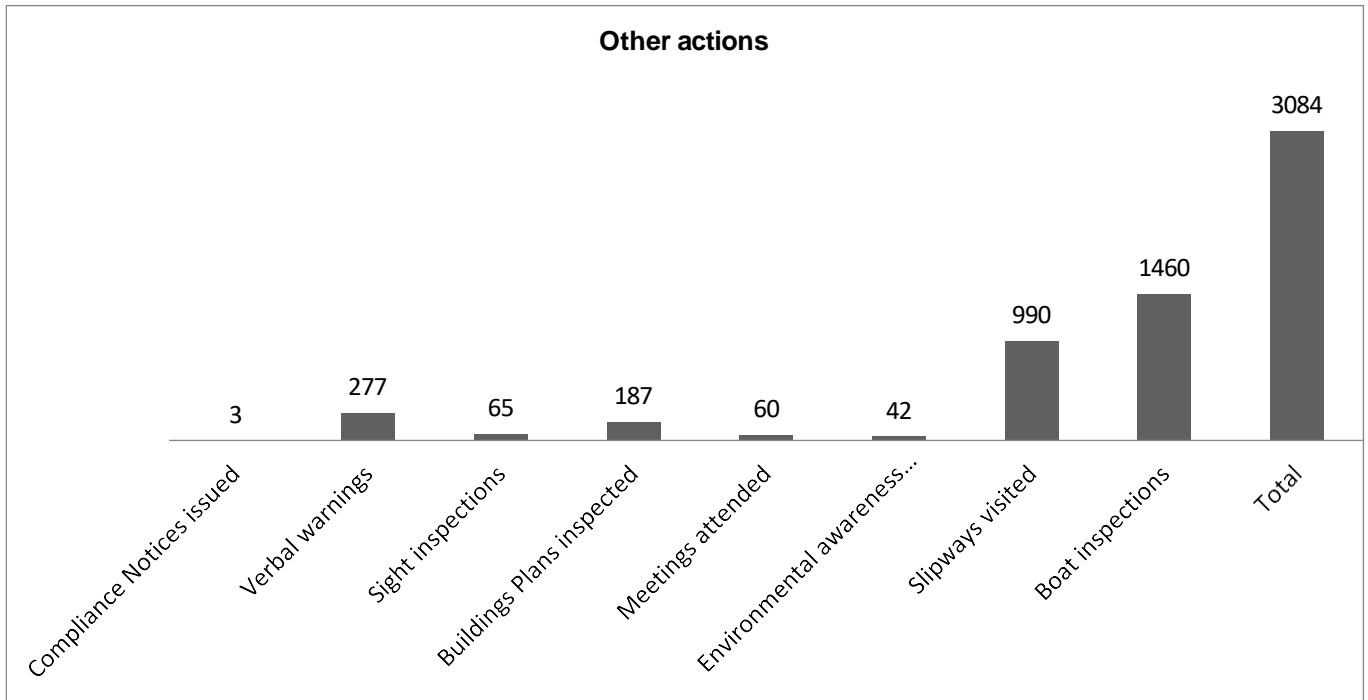
Game Count on Municipal Reserves

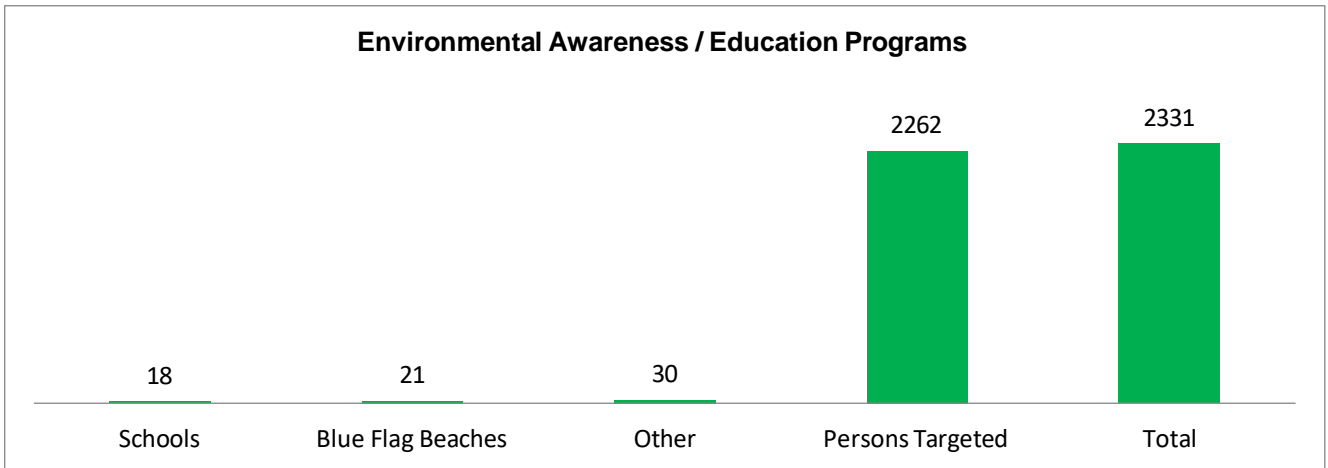
Round Hill Oribi Nature Reserve		Kap River Nature Reserve	
Species	Pop.	Species	Pop.
Bontebok	3	Bushbuck	8
Burchell's zebra	45	Common Duiker	3
Springbuck	11	Giraffe	19
Warthog	2	Impala	98
Bushbuck	1	Reedbuck	4
Common Duiker	1	Nyala	16
		Red hartebeest	7
		Warthog	27
		Waterbuck	6
		Burchell's zebra	66

3.6.10 ENVIRONMENTAL COMPLIANCE (incl EDUCATION)



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3.6 ENVIRONMENTAL HEALTH

3.6.1 BACKGROUND

Environmental health services means the health services falling within the definition of Municipal Health Services as outlined in the National Health Act, 2003 (Section 3.12 or 2.12), also known as Municipal Health Services in respect of which the District Municipality has full legislative and executive authority in terms of section 84(1)(i) of the Municipal Structures Act.

Ndlambe Municipality has entered into a Service Level Agreement with Sarah Baartman District Municipality to render Municipal Health Services Function on behalf of the district municipality. In the service level agreement Sarah Baartman District Municipality commits that the district will provide a subsidy that transfer of payment quarterly will be undertaken by the district for the purposes of rendering the agreed Municipal Health Services.

It is recorded that the package of Municipal Health Services which the District Municipality request Local Municipality to perform as agreed in terms National Health Amendment Act, 2013 (Act No. 12 of 2013) that only a health officer who is registered with as an Environmental Health Practitioner in terms of the Health Professions Act, 1974 (Act No. 56 of 1974) may exercise any of the powers conferred under this section.

The definition of Municipal Health Services is provided in section 1 of the National Health Act, (Act 61 of 2003) and includes:

- Water quality monitoring;
- Food control;
- Waste management;
- Health surveillance of premises;
- Surveillance and prevention of communicable diseases, excluding immunization;
- Vector control
- Environmental pollution control;
- Disposal of the dead; and
- Chemical safety.

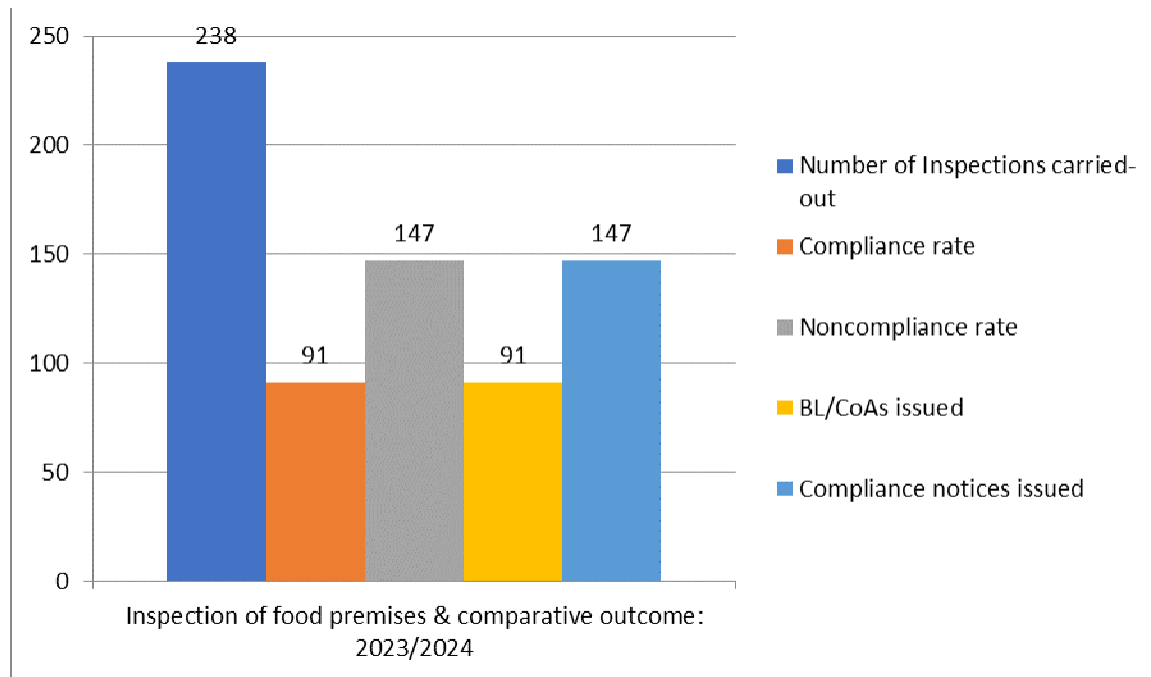
According to the National Norms and Standards for Environmental Health and the World Health Organization (WHO) norm for staffing of Environmental Health Practitioners, the acceptable ratio is 1: 10 000 population to enable Environmental Health Practitioners to render municipal health service

effectively. Currently, Ndlambe Municipality with the latest 2011 Census population which is estimated around 61 176, with this population, Ndlambe Municipality is not adhering to the WHO and National Norms and Standards for Environmental Health. The norms and standards stipulate that for such population there should be 6 functional Environmental Health Practitioners, instead of the current 2 Environmental Health Practitioners.

3.6.2 FOOD QUALITY CONTROL – INSPECTION OF FOOD PREMISES

Inspection of food premises is one of the most important Key Performance Areas for Environmental Health Services (Municipal Health Services). Food Quality Control is also set out on the municipal IDP as one of the key performance areas for environmental health services. Regular unannounced inspections are carried out on food premises to make sure that food premises are compliant with food hygiene handling requirements as per legislative requirement by ensuring food safety in respect of acceptable microbiological and chemical standards, quality of all food for human consumption and optimal hygiene control throughout the food chain. Vigorous efforts are made to assist and encourage all food premises inspected to be compliant with the regulations governing general food hygiene handling where there are contraventions with the regulations.

ANALYSIS INSPECTION CARRIED OUT



3.6.3 WATER QUALITY MONITORING

Water Quality Monitoring

Water quality monitoring is also the most important Key Performance Areas for Environmental Health Services (Municipal Health Services). Water Quality monitoring is also set out on the municipal IDP as one of the priority areas for basic service delivery. Regular drinking water samples are taken for bacteriological and chemical analysis as per legislative mandate (SANS 0241) to establish water quality fitness for human consumption.

The tables below indicate compliance/failure as a result of Escherichia coli (E. coli) which is an indicator of faecal pollution by warm blooded animals (often interpreted as human faecal pollution). E.coli is responsible for infectious diseases such as gastroenteritis, cholera, dysentery and typhoid fever after ingestion of contaminated water.

Tables further provide a summary of drinking water quality compliance information on monthly basis (from July 2023 – December 2023).

Water Quality Compliance Table: July 2023 – December 2023

E.coli (health) (count per 100 mL) for Ndlambe Municipality.

AREA	July 2023		August 2023		September 2023		October 2023		November 2023		December 2023	
	Samples Complied	% Compliance	Samples Complied	% Compliance	Samples Complied	% Compliance	Samples Complied	% Compliance	Samples Complied	% Compliance	Samples Complied	% Compliance
Ndlambe Municipality	22/22	100.0%	13/18	72.2%	16/16	100%	20/22	90.9%	21/22	95.5%	22/24	91.7%
Alexandria	4 / 4	100.0%	4 / 4	100.0%	1 / 1	100.0%	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%
Bathurst	3 / 3	100.0%	2 / 3	66.7%	2 / 2	100.0%	1 / 2	50.0%	2 / 2	100.0%	2 / 3	66.7%
Bushmans River	3 / 3	100.0%			3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%
Cannon Rocks/ Boknes	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%
Kenton-on-Sea	2 / 2	100.0%	0 / 2	0.0%	2 / 2	100.0%	2 / 2	100.0%	3 / 3	100.0%	2 / 2	100.0%

Kleinemonde / Seafield	1 / 1	100.0%	1 / 1	100.0%	1 / 1	100.0%	1 / 1	100.0%	1 / 1	100.0%	0 / 1	0.0%
Port Alfred	7 / 7	100.0%	4 / 8	50.0%	5 / 5	100.0%	7 / 9	77.8%	8 / 9	88.9%	8 / 10	80.0%

- Complying samples indicates the number of samples complying with **SANS: Microbiological - Standard Limits** vs. the total number of samples collected in an area.
- The percentage compliance displayed is the percentage of all samples collected in the area falling within **SANS: Microbiological - Standard Limits**.

Tables further provide a summary of drinking water quality compliance information on monthly basis (from January 2024 – June 2024).

Water Quality Compliance Table: January 2024 – June 2024

AREA	January 2024		February 2024		March 2024		April 2024		May 2024		June 2024	
	Samples Complied	% Compliance	Samples Complied	% Compliance	Samples Complied	% Compliance	Samples Complied	% Compliance	Samples Complied	% Compliance	Samples Complied	% Compliance
Ndlambe Municipality	17/24	70.8%	18/20	90.0%	21/22	95.2%	20/21	95.2%	13/21	61.9%	21/24	87.5%
Alexandria	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%
Bathurst	3 / 3	100.0%	0 / 1	0.0%	3 / 3	100.0%	1 / 1	100.0%	2 / 2	100.0%	3 / 3	100.0%
Bushmans River	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%	3 / 3	100.0%
Cannon Rocks / Boknes	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%
Kenton-on-Sea	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%	2 / 2	100.0%

Kleinem onde /Seafield	1 / 1	100.0%	1 / 1	100.0%	1 / 1	100.0%	0 / 1	0.0%	0 / 1	0.0%	1 / 1	100.0%
Port Alfred	3 / 10	30.0%	7 / 8	87.5%	6 / 7	85.7	9 / 9	100.0%	1 / 8	12.5%	7 / 10	70.0%

E.coli (health) (count per 100 mL) for Ndlambe Municipality.

- *Complying samples indicates the number of samples complying with **SANS: Microbiological - Standard Limits** vs. the total number of samples collected in an area.*
- *The percentage compliance displayed is the percentage of all samples collected in the area falling within **SANS: Microbiological - Standard Limits**.*

Water quality monitoring is also the most important Key Performance Areas for Environmental Health Services (Municipal Health Services). Water Quality monitoring is also set out on the municipal IDP as one of the priority areas for basic service delivery. Regular drinking water samples are taken for bacteriological and chemical analysis as per legislative mandate (SANS 0241) to establish water safeness for human consumption.

The tables below indicate compliance/failure as a result of Escherichia coli (E. coli) which is an indicator of faecal pollution by warm blooded animals (often interpreted as human faecal pollution). E.coli is responsible for infectious diseases such as gastroenteritis, cholera, dysentery and typhoid fever after ingestion of contaminated water.

Estuaries Water Quality Monitoring & Effluent Quality Monitoring

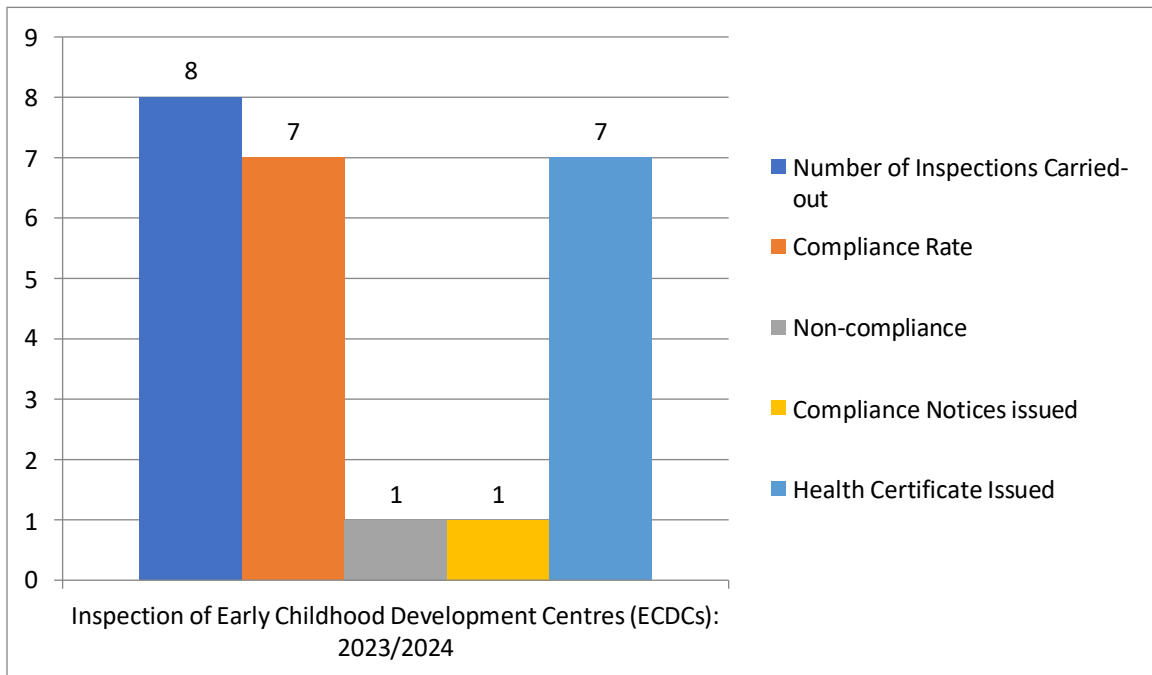
Months	Rivers Compliance for Recreational Purpose			Months	Effluent Compliance: General Authorizations		
	Rivers Collected	Samples Complied	% Compliance		Samples Collected	Samples Complied	% Compliance
July 2023	9	4	44.4%	July 2023	5	2	40%
Aug. 2023	9	7	77.7%	Aug. 2023	5	3	60%
Sept. 2023	10	7	70%	Sept. 2023	5	4	80%
Oct. 2023	10	10	100%	Oct. 2023	4	2	50%
Nov. 2023	10	8	80%	Nov. 2023	5	3	60%
Dec. 2023	10	7	70%	Dec. 2023	5	3	60%
Jan. 2024	10	9	90%	Jan. 2024	4	2	50%
Feb. 2024	10	9	90%	Feb. 2024	5	3	60%
Mar. 2024	10	6	60%	Mar. 2024	5	2	40%
April 2024	10	5	50%	Apr. 2024	5	1	20%
May 2024	10	10	100%	May 2024	4	2	50%
June 2024	10	8	80%	June 2024	4	2	50%

3.6.4 HEALTH SURVEILLANCE OF PREMISES

Health surveillance of premises falls within the scope of practice of environmental health practitioners, it is for this reason that Environmental Health Practitioners are required to carry-out inspections on the early childhood development centres, in order to ensure amongst others, the following:

- Conducting environmental health impact assessments of premises to ensure compliance with the National Environmental Health Norms and Standards for early childhood development centres;
- Assess aspects such as ventilation and indoor air quality, lighting and moisture proofing, thermal quality, structural safety and floor space;
- Assess overcrowded, dirty or other unsatisfactory health conditions on any occupied premises;
- Ensuring the prevention and abatement of any condition on any premises, which is likely to constitute a health hazard;
- Promoting health and hygiene, aiming at preventing environmentally induced diseases and related communicable diseases.

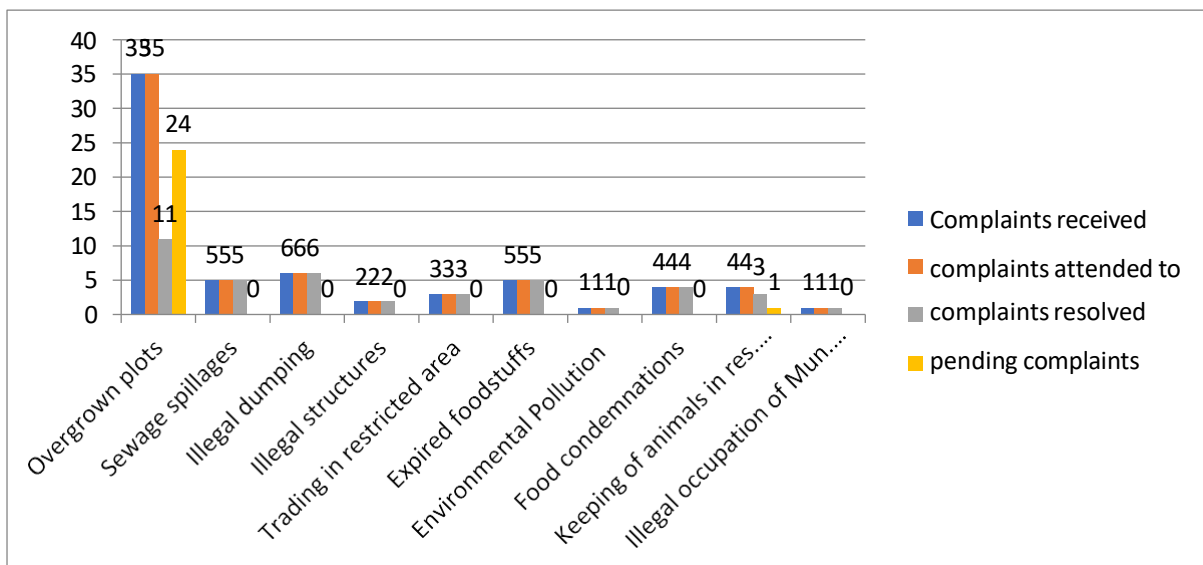
Inspection of Early Childhood Development Centres



Environmental Health Related Complaints

Environmental health is concerned with all aspects of natural and built environmental that may affect human health. Environmental health also contributes to the promotion of wellness and prevention of disease, primarily by controlling environmental factors that negatively impact on human health; it also encompasses the discipline of anticipating, recognizing, evaluating and controlling health hazards. Most of the complaints attended are the priority areas of the municipality as listed on the municipal IDP document.

The graph below illustrates environmental health related complaints received and attended to, during the 2023/2024 financial year. These environmental health related complaints were attended to, and are illustrated in the graph below:

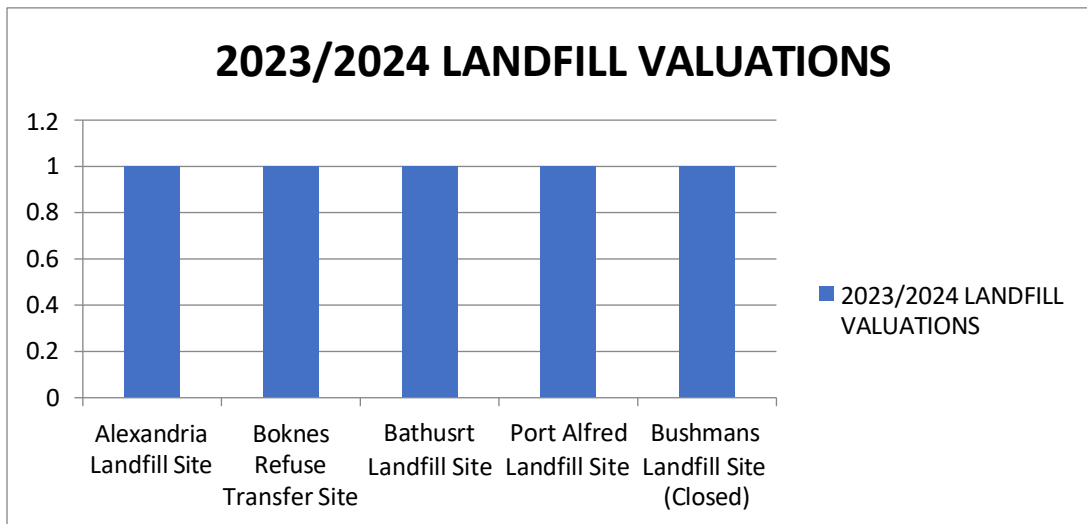


3.6.5 ANNUAL LANDFILL SITE: EXTERNAL VALUATIONS

Municipalities are required to recognize closure provisions for licensed and unlicensed waste management facilities due to legal obligations and report on these as required in terms of generally recognized accounting practice (GRAP 19).

The valuations of the municipal landfill sites were carried out by an independent service provider. Information used in compiling the valuations was mainly supplied by the Municipality, which has been supplemented by the visual inspections of the landfill sites undertaken by the service provider and municipal officials (Environmental Health Practitioners).

The chart below indicates facilities that were considered during the 2023/2024 financial year landfill valuations.



3.6.6 SECURITY SERVICES

PLACE	INCIDENT	DETAILS	OUTCOME
Ekuphumleni Library	Theft of Eskom cable connecting to Ekuphumleni library	10 metres of cable stolen	The incident was reported to the SAPS Kenton on Sea for criminal investigation
Ekuphumleni community hall	Damage to municipal property	Ablution facilities got vandalized and 8 metres of external Eskom connecting cable was stolen	The matter was reported to the SAPS Kenton on Sea by the security coordinator
Ekuphumleni community hall	Ekuphumleni residents protest	Open fire made at the door of Ekuphumleni hall	The incident took place during the special voters' days of the May 29 elections. The incident was attended to by SAPS Kenton on Sea
Clir Ward 4 office - Ekuphumleni	Malicious damage to property arson by the protestors	A group of protestors allegedly damaged the speaker's office	A criminal case was reported to SAPS Kenton on Sea for investigation
Kenton on Sea Municipal offices	Telkom data cable ripped from the wall	A cable data was tampered with	The matter was reported to Telkom by the Security coordinator
Community and Protection Services Supervisor office – Kenton on Sea	Vagrants causing a nuisance	The vagrants were spotted sleeping at the Kenton on Sea CPS office veranda	The security coordinator had them removed and the patrolling security company was requested to assist with ad hoc checks
Waste water plant – Kenton on Sea	Protesters forced the plant open	The protesters forced the plant open; no damage was caused, and nothing was stolen	The incident was reported to the SAPS Kenton on Sea for regular patrols. The security coordinator increased the patrols
Marselle Library	Break in /house breaking and theft	The suspect broke into the library and the alarm response company responded and caught the suspect on the scene	The suspect was arrested by Hi Tec Security and the Security Coordinator. The suspect was detained at Kenton SAPS
Marselle Library	Theft of copper pipes	Copper pipe fittings were stolen	The incident was reported to SAPS Kenton on Sea for investigation and point to point beams were increased to eliminate the risk
KwaNonqubela Community Hall	Theft of electrical fittings	The hall was forced open and electrical fittings were stolen	The incident was reported to SAPS Alexandria for criminal investigation.
Wentzel Park Community Hall	Malicious damage to Property	The hall was forced open and the ablutions were damaged nothing was stolen	Guarding of premises was activated and the intruder detection system has been installed. A criminal case has been reported to SAPS Alexandria
Community and Protection Services-Port Alfred	Theft of Airconditioning wiring	Aircon wiring was found stolen at CPS offices, the incident took place during loadshedding which affected the cctv footage. The point-to-point beams were also damaged	The incident was reported to SAPS Port Alfred for investigation. Frequency of patrols has also been increased. Extra security measures taken
Customer care-Port Alfred	Malicious damage to property	A lattice door was smashed by a mentally disturbed person.	A criminal case was reported to SAPS for investigation
Customer care – Port Alfred	Malicious damage to property	A lattice door was smashed by a mentally disturbed person	A criminal case was opened for investigation, one African male suspect was arrested by SAPS Port Alfred
Civic centre-Port Alfred	Theft of the air conditioner	A suspect was arrested by a private security service provider in	The suspect was detained as per SAPS Port Alfred

SECURITY RELATED ACTIONS	TOTAL
Patrols conducted on all Municipal properties	473
Security Incidents	23
Security audits conducted -Ndlambe East	36
Security audits conducted -Ndlambe West	42
Internal incidents investigated	6
Security awareness conducted	16
Municipal property recovered	4
Assets provided with physical security guards	19

3.6.7 TRAFFIC SERVICES

REPORT - MOTOR VEHICLE REGISTERING AUTHORITY (MVRA) 2023/2024

	Trx	Amount
Temporary permits issued	34	R3 570.00
Temporary permits (blank) issued	7	R7 350.00
Special permits issued	2	R162.00
Registration and deregistration of vehicles	1 656	R196 095.30
Duplicate registration and deregistration certificates issued	101	R138 561.00
Licencing of vehicles	8 459	R4 071 926.78
Allocated personal number plates	11	R2 376.00
Transaction fee	5 062	R364 464.00
TOTAL FEES COLLECTED BY RA		R4 784 504.78
TOTAL AGENCY FEES (NDLAMBE)		R971 303.26
TOTAL PROVINCIAL FEES		R3 448 748.16
RTMC FEES		R364 464.00

The Motor vehicle Licencing and Registration section collected a total of **R971 303.26** for the financial year 2023 / 2024

REPORT - DRIVING LICENCE TESTING CENTRE (DLTC)

	Trx	Amount
Application for Learner Licences	809	R172 317.00
Application for PrDP	782	R84 456.00
Application for Heavy Motor Vehicle tests	139	R47 955.00
Application for Light Motor Vehicle tests	80	R23 520.00
Duplicate Learner Licences issued	19	R3 420.00
Issued Driving Licences	3 645	R710 856.00
Issued Learner Licences	265	R18 285.00
Issued Temporary Driving Licences	1 673	R152 160.00

The Driving Licence Testing Centre section collected a total of **R1 212 969.00** for the financial year 2023 / 2024.

REPORT - LAW ENFORCEMENT (TCS)

Income collected by TCS		R143 350.00
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The Law Enforcement section collected a total of **R143 350.00** for the financial year 2023 / 2024.

TOTAL INCOME BY MVRA		R971 303.26
TOTAL INCOME BY DLTC		R1 212 969.00
TOTAL INCOME BY TCS		R143 350.00

INCOME GENERATED BY THE TRAFFIC DEPARTMENT: R2 327 622.26

3.6.8 FIRE AND EMERGENCY SERVICES

NUMBER OF VEHICLES	AREA /MUNICIPAL	CURRENT TOTAL	AGE AND CONDITION	TOTAL REQUIRED	ESTIMATED COST
Major Fire Pumpers	3	3 OOC	FAIR	3	5 400 000
Medium Pumper Fire Engines	3	2	GOOD	1	1 500 000
Light Rescue vehicles	2	2	NEW	0	0
Heavy Duty Rescue	1	0	N/A	1	1 500 000
LDV Fire Skid units	4	3 (1OOC)	1FAIR/ 2 GOOD/ 1NEW	0	0
Firefighting trailers	7	3	YEAR 2005 FAIR	4	80 000
Water Tankers	2	1	NEW	1	1 800 000
Hazmat trailer / vehicle	1	1	FAIR	0	0
Hydraulic Platforms	0	0	N/A	0	0
Turntable Ladders	0	0	N/A	0	0
OTHER: JOC	1	1	GOOD	0	0
TOTAL	24	9 and 5 trailers		10	8300000
FIRE SERVICES VEHICLES	TYPE	NUMBER	SINCE WHEN		
Vehicles involved in Accidents	0	0	N/A		
Vehicles Out of Commission	MAJOR PUMPER LDV GRASS UNIT	3 1	2020 2021		
TOTAL	0	4			
BUILDINGS / FIRE STATIONS	CURRENT	REQUIRED	ESTIMATED COSTS		
Location of fire stations	P/ALFRED / BUSHMANS	3			
No. of fire stations (Includes	2	3	50 000 (Using an existing building)		

Satellites)					
TOTAL	2	3	50 000		
TRAINING & DEVELOPMENT OF STAFF	ALL STAFF TRAINED TO DATE (NOT ONLY DURING THIS QUARTER)				
Number of staff trained in:	FIRE FIGHTER 1	FIRE FIGHTER 2	HAZMAT OPERATIONS	HAZMAT AWARENESS	BASIC AMBULANCE ASSISTANT /LEVEL 3
TOTAL	21	20	20	21	21
CATEGORY	1st Quarter July - September 2023	2nd Quarter October - December 2023	3rd Quarter January - March 2024	4th Quarter April - June 2024	Grand Total 2023/2024
IN- SERVICES TRAINING TO FIRE STAFF	104	61	53	97	315
<u>Specify subjects covered (e.g. ropes/ship/aircraft firefighting/hazmat)</u>	Fire Simulations and Equipment usage	Fire Simulations and Equipment usage	Fire Simulations and Equipment usage	Fire Simulations and Equipment usage	
Number of hours i.r.o theoretical and practical	208	122	106	194	630
TOTAL	104	61	53	97	315
FORMAL TRAINING BY FIRE STAFF	1st Quarter July - September 2023	2nd Quarter October - December 2023	3rd Quarter January - March 2024	4th Quarter April - June 2024	Grand Total 2023/2024
<u>Specify type of training (Eg. FF1/FF2/BAA/Hazmat etc.) aviation)</u>	0	0	High Angle 1&2, Vehicle Extrication, Adv Fire Prevention & Aviation	High Angle 1&2, Vehicle Extrication, Adv Fire Prevention & Aviation	
Number of Staff Trained during	0	0	8	6	

theQuarter					
TOTAL	0	0	8	6	14
AWARENESS AND TRAINING	1st Quarter July - September 2023	2nd Quarter October - December 2023	3rd Quarter January - March 2024	4th Quarter April - June 2024	Grand Total 2023/2024
Number of civilians made aware	58	18	350	517	943
Specify the type of institutions visited (e.g. Old age home/Hospital / Clinic / Factory / Govt. buildings / Library etc.)	Industrial	Commercial	Commercial	Institutional	
Number of children and teachers made aware	261	25	48	76	410
Number of schools covered	6	2	1	3	12
TOTAL	325	45	399	596	1365
FIRE SAFETY (number of inspections conducted)	1st Quarter July - September 2023	2nd Quarter October - December 2023	3rd Quarter January - March 2024	4th Quarter April - June 2024	Grand Total 2023/2024
General Inspections	164	151	114	147	576
Flammable Liquid	20	9	13	25	67
Building Plans	68	58	57	90	273
Fire Hydrants (specify the area)	240	209	190	204	843
Burning Permits Issued	24	11	9	22	66

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

- Disaster Management is a competency of Sarah Baartman District Municipality. A Disaster Co- Ordinator position exist under the District Municipality (servicing Ndlambe / Makana) with a satellite office at the Bushmans Integrated Emergency Centre outside Boesmansriviermond (by end June 2024 the position is vacant)
- There is a Contractual position of a Dog / Animal Control Officer that deal with Public Nuisance & Keeping of Animals By-law/
- Licensing of domestic animals (dogs and cats) will be rolled out in the 2025/2026 financial year.

- There is a Bylaw Compliance Officer that enforce all Municipal By-laws including the Public Nuisance by-law.
- Public Nuisances are shared between Bylaw Compliance Officer, Dog / Animal Control Officer, Environmental Compliance, Environmental Conservation and Environmental Health sections.
- There are currently 3 Environmental Management Inspectors (EMI's) as part of the Ndlambe Community Protection Services team and the Conservationist undertook EMI training on October 2023.

3.6.10 BY-LAW COMPLIANCE

July 2023

- Vehicle Patrols Conducted Area Boknes, Alexandria and Marselle- Illegal Dumping Hotspot Areas Patrols
- Complaint Received and Attended Spoeikop Fram, Commercial Cattle Involved with Truck, SAPS OB NO 125/07/2023, Stray Cattle Brought by Skylark Property Truck from their Property
- Stray Cattle Impounded SAPS OB NO: 253/07/2023
- Stray Cattle impounded SAPS OB NO: 291/07/2023
- Stray Cattle impounded SAPS OB NO: 907/07/2023
- Stray Cattle Impounded Fine and Amount Paid: Total: R13 376.50

August 2023

- Patrols Conducted in All Hotspot Cattle Area's Around Ndlambe Towns including R72 / R343
- Illegal Dumping Hotspot Area Visit and Monitoring at Bathurst which has becoming a Problem
- Complaint Received and attended, Vandalism Municipal Property Cas Of Malicious Damage to Property Opened two (2) Perpetrators/Suspect Arrested and Detained at Port Alfred Police holding Cells
- Complaint Received and Attended; Public Nuisance from Kenton Liquor trading Outlets (Taverns)
- Stray Cattle Impounded SAPS OB NO 347/08/2023
- Stray Cattle Impounded SAPS OB NO 877/07/2023
- Stray Cattle impounded SAPS OB NO 1595/08/2023
- Stray Goat impounded SAPS OB NO 1890/08/2023
- Stray Cattle Impounded SAPS OB NO 1783/08/2023
- Stray Cattle Impounded Fine and Amount: TOTAL R 10 354.30

September 2023

- Routine Patrols Conducted Bathurst Including Kapriver for Possible Stray and Possible Bylaw Contravention
- Route Patrols Conducted at Area Boknes and Cannon rocks for any Bylaw Contravention including any possible Illegal Dumping in the Area
- Complaint received and Attended Overflow from Neighbor at Bathurst ERF
- Visit of Marselle Township Piggery issue between Sponsor (Kariega) and Residents
- Meeting attended LED Offices with Alex Foot patrollers, Progress and Challenges
- Meeting held Bathurst and attended, public participation Tavern Owners [operating hours]
- Meeting Held Nemato township at Engubo creche Concerned Liquor Trading Bylaws
- Meeting held and attended Alexandria Led Offices, Liquor trading hours information
- Stray Cattle Vehicle Patrols on the R343 Towards Woodlands

October 2023

- Illegal Dumping Complaints Attended, Public Nuisance including newly established Illegal Dumping's in Area Nemato
- Routine Patrols on the R343 and R72
- Fine: Issued Contravention of section 39(a)local Authority act 142 of2006 Notice issued, Compliance Notice0001
- Local Spaza Shops Visited and Compliance Notices Issuing
- Stray Cattle impounded- 0
- Commonage Inspection and Visit Kruisfontein Commonage Alex and Ngxangani Commonage Bathurst

December 2023

- Vehicle Patrols Conducted and Monitoring Illegal Dumping Sites around Area including Industrial Area (Bushman's) which is becoming a Challenge as the Dumping Happened After Hours By Construction Vehicles
- Monitoring Street Traders and removing them from Illegal Spot to designated street trading Spot KOWIE CBD
- Ndlambe Beach Patrols and Kranz visit Entertainment Area for Illegal Fires and any Contravention of Municipal Bylaws, Landfill Site Visit, Commonage Visit and Pound Visit
- Event Planning Meeting Attended (Swimming event) Taking place at Kowie River including foot patrols possible bylaw contravention
- Complaint received and attended Illegal Woodseller in the residential Area, was removed and advised to apply for trading permit, attending open fires towards Guidos sport bar
- Ecawa Music Festival event Monitoring, no complaint either incident reported, only following day were Field was not Cleaned in time due to organizer and workers dispute,
- Cattle accident reported no serious injuries, hit and run Vehicle
- Stray Cattle impounded: 0

January 2024

- Stray Cattle Monitoring Kenton on sea R343 and Bathurst R67including vehicle patrols at Kleinemonde Area for possible Bylaws contravention
- Guidos car Park Monitoring for possible illegal street trading and beach patrols for open fires, Illegal Dumping Monitoring at Boknes, Pound Visits in Alex Pound
- Public nuisance Complaint attended fine issued: Control no 60/00402 /617 001481
- Stray Cattle impounded SAPSOB NO:204/01/2024
- FOOTPATROLS AT Bathurst R67 Route, and all Cattle hotspot
- Stray cattle fine and Amount: Total: R7 636

February 2024

- Monitoring of illegal dumping at Alexandria Area, Wentzel park and Kwanonqubela location,
- Challenge of waste and illegal dumping notice board theft in Port Alfred and Bathurst for Scrap METAL purpose
- Keeping of animals in residential area Compliance Notice issue no 32 Goniwe Street warning issued
- Contravention of public Amenity, fine issued notice no:60/800403 /617/001
- Stray cattle impounded SAPS OB NO1148/02/2024
- Stray Cattle impounded SAPS OB NO 1677/02/2024
- Stray Cattle impounded fine and Amount: Total R 4 671.60

May 2024

- Stray Cattle callout, attended and Vehicle Patrols Klipfontein R72 proceed to Boknes turn off
- Routine Vehicle Patrols in Nemato township Monitoring Illegal Dumping hotspot Area, Visit of Landfill site
- Complaint received and Attended Illegal Demarcation of sit /Plots at Ekuphumleni

- Stray Cattle impounded SAPS OB NO 434/05/2024
- Stray Cattle Impounded SAPS OB NO 663/05/2024
- Stray Cattle impounded SAPS OB NO 2056/05/2024
- Stray Cattle impounded SAPS OB NO 2103/05/2024
- Routine Patrols at and Pound Visit, checking and inspection of pound registers
- Stray Cattle impounded Fine and Amount: Total R8 486.23

June 2024

- Illegal Dumping Complaints and monitoring Illegal Dumpings at Station hill Opposite SPCA, Vehicle patrols conducted Kowie Area for Illegal Street Traders around Town
- Stray Cattle Monitoring Cattle Hotspot Area, Warfstreet, R67 and Thornhill Area
- Challenge of Stray Cattle in Bathurst due to Commonage amin gate being Hit and Destroyed by Local Residents who drive around with Quadbikes in the Commonage
- Vehicle Patrols Kenton on Sea R434 and R72 and Monitoring Illegal Dumping that has became a challenge on the R343
- Meeting Attended of Animal about information sharing on Livestock Auction and Tagging of Animals at Overberg, organized by DRDAR
- Visit at pound, challenges is camps and kraal need attention, rebuilding of new kraal to take place
- Vehicle patrols and visit on Spaza shop, checking expired dates on food and other
- Stray Cattle impounded SAPS OB NO 877/06/2024
- Stray Cattle impounded SAPS OB NO 1783/06/2024
- Stray Cattle impounded fine and Amount: Total R9 105.67

DOG / ANIMAL CONTROL

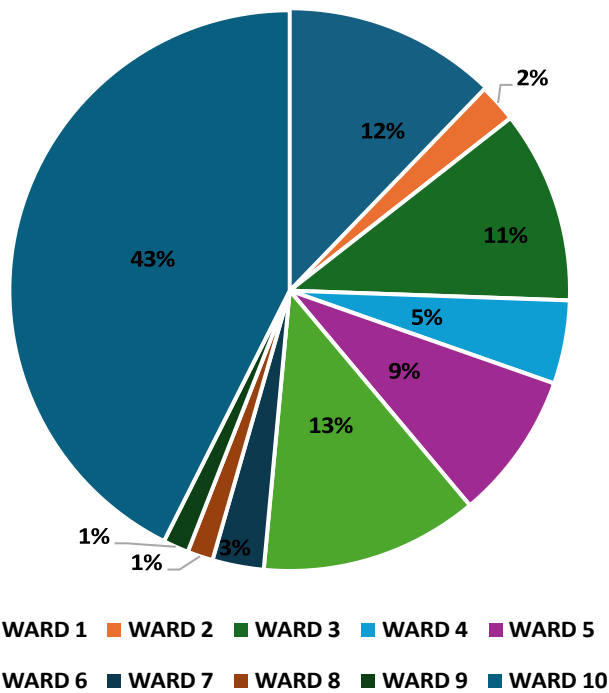
By-Law and Non-By-Law Related – (Reactive)

WARD No	Complaints Attended	Warnings Issued	Fines Issued	Notices to Remove Dogs Issued	Notices Issued for Destruction of Dogs Issued	Case Opened for None- Compliance
1	5	2	2	1	-	-
2	5	2	-	-	-	-
3	11	-	-	-	-	-
4	2	-	-	-	-	-
5	15	1	-	1	-	-
6	15	3	-	2	-	-
7	6	2	-	-	-	-
8	4	-	-	-	-	-
9	3	-	-	-	-	-
10	50	11	-	1	2	1
TOTAL	116	21	2	5	2	1

Serious – By-Law Related Complaints

WARD No	Barking Complaints	Roaming Complaints	Cat Complaints	Other Complaints	Dogs Loos on The Beach	Dog Bites/Attack Incidents on The Beach	Dog Attacking Dog/Cat	Dogs Attaching Livestock
1	5	17	-	1	4	-	-	1
2	-	1	-	-	-	-	-	-
3	1	12	-	3	3	-	-	-
4	-	-	-	-	7	3	1	-
5	4	1	-	-	-	-	-	3
6	6	4	1	1	3	3	1	-
7	-	-	-	-	-	-	2	-
8	-	-	-	-	-	-	-	-
9	-	-	-	1	-	-	-	-
10	19	26	1	5	8	-	6	-
TOTAL	35	61	2	11	25	6	10	4

TOTAL COMPLAINTS



Problem Pitbull's and other Dangerous Dogs

Wards №	Number of dogs	Warnings Issued	Fines Issued	Notice to Destruct	Case Opened
1	13	2	2	-	-
2	58	2	-	-	-
3	51	4	-	-	-
4	14	3	-	-	-
5	22	-	-	-	-
6	79	9	-	-	-
7	15	-	-	-	-
8	1	-	-	-	-
9	12	-	-	-	-
10	65	6	-	2	1
Total	330	26	2	2	1

Reported Dog Bites/Attack on Humans

Wards №	Quantity
1	1
2	1
3	3
4	1
5	1
6	3
7	4
8	2
9	2
10	4
TOTAL	22

Wildlife

Type	Specie	Quantity
Marine Reptiles	Green Turtle	1
	Loggerhead Turtle	1
Marine Mammals	Sub Arctic Seal	1
	Cape Fur Seal	1
Marine Birds	African Penguin	2
	Cape Gannet	2
	Shooty43 Shearwater	1
Reptiles	Rinkhas	1
	Puff Adder	8
	Brown House Snake	2
	Cape Cobra	3
Mammals	Re- Lipped Herald	1
	Leopard Tortoise	9
	Angulate Tortoise	1
	Common Duiker	2
	Bushbuck	1
Mammals	Hippopotamus	3
	Batoon	2
	Vervet Monkey	1
TOTAL		43

Pro-Active Work

WARD №	Beach Patrols (On Foot)	Patrols (Visible/Vehicle)	Education
1	28	32	✓
2	-	32	✓
3	28	33	✓
4	28	33	✓
5	-	30	✓
6	22	33	✓
7	-	35	✓
8	-	35	✓
9	-	35	✓
10	28	34	✓
TOTAL	134	332	✓

Inspections (To keep more than two dogs, cats or other animals) in Terms of Prevention of Public Nuisances and Keeping of Animals By-Law

WARD №	Approved	Declined	Reason
1	<ol style="list-style-type: none"> 1. To keep 3 dogs. 2. To keep 4 dogs. 	<ol style="list-style-type: none"> 3. To keep 5 dogs. 	Dogs has bitten a person before and dogs keep on getting out of their property.
3	-	<ol style="list-style-type: none"> 1. To keep 7 dogs. 	Continues complaints relating to barking, breeding, the smell of faeces and flies.
5	<ol style="list-style-type: none"> 1. To keep 3 dogs. 2. To keep 5 dogs, chickens and geese. 3. To keep 3 dogs, 5 cats 4 parrots and chickens. 4. To keep 4 dogs. 	<ol style="list-style-type: none"> 5. To keep more than <u>30</u> dogs on the property. 90 Days grace granted to find homes for the dogs. 	Cause to be a nuisance to homeowners in the area. Another homeowner cannot sell their property due to the noise and the fact that there is a no-kill shelter in the area. Property also not zoned for an animal sanctuary.
6		<ol style="list-style-type: none"> 1. To keep 7 dogs. 	Dogs has bitten people before. They continue to get out of the property and also causes to be a nuisance and danger to homeowners and pedestrians in the area.
TOTAL	6	4	

WARD Stray Dogs Collect and Take To SPCA

WARD №	
6	6

9	2
10	14
TOTAL	22

WARD №	Signage Erected Relating to Curb Dogs On The Beach	Total Signs
1	Boknes	2
	Cannon rocks	6
3	Bushman's River	4
4	Kenon-On-Sea	8
6	Fish River Cottages	2
	Kleinemonde	1
	Riet River	1
10	Port Alfred	6
	TOTAL	28

3.6.11 ORGANISATIONAL SCORECARD

The 2023/2024 Annual Performance Report (APR) of Ndlambe Local Municipality encompasses performance information covering the period from 1 July 2023 to 30 June 2024 and concentrates on the execution of the Service Delivery and Budget Implementation Plan (SDBIP), in relation to the strategic objectives articulated in Ndlambe Municipality's Integrated Development Plan (IDP) for the 2023/2024 fiscal year. Performance Management serves as the apparatus for assessing the extent to which the established targets aligned with strategic objectives have been achieved. The report provides a detailed analysis of the Municipality's Key Performance Indicators (KPIs) corresponding to each municipal Key Performance Area (KPA), thereby reflecting on the overall effectiveness and efficiency of service delivery initiatives within the Municipality. The APR 2023/2024:

Ndlambe Local Municipality
ANNUAL PERFORMANCE REPORT 2023/2024

Main Service Division	Department/Function Code	Responsible	Response	Description	KPI Name	Strategy Objective	Quarter ending September 2023			Quarter ending December 2023			Quarter ending March 2024			Overall Performance	Budget	Actual	Variance			
							Target	Actual	Variance	Target	Actual	Variance	Target	Actual	Variance							
							Target	Actual	Variance	Target	Actual	Variance	Target	Actual	Variance							
2.2.1.1.2	Director Community Protection Services	Community Protection Services	1	Number of formal houses built with access to water reticulation per site data	Provide sustainable, efficient, cost-effective and affordable access to water services	21.75	21.00	21.00	21.75	21.00	21.00	21.75	21.00	21.00	Director Community Protection Services: The water reticulation project for the site was completed in August 2023.	21.75	21.00	21.00	Director Community Protection Services: No reticulation measure as target was met.	21.75	21.00	21.00
2.2.1.1.3	Director Community Protection Services	Community Protection Services	1	Number of deep bins built per site data	Provide sustainable, efficient, cost-effective, affordable and affordable access to water services	1	1	1	1	1	1	1	1	1	Director Community Protection Services: Target was achieved (April 2023).	1	1	1	Director Community Protection Services: No reticulation measure as target was met.	1	1	1
2.2.1.1.4	Director Community Protection Services	Community Protection Services	1	Number of benches built per site data	Provide sustainable, efficient, cost-effective, affordable and affordable access to water services	1	1	1	1	1	1	1	1	1	Director Community Protection Services: The requirement was met (April 2023).	1	1	1	Director Community Protection Services: No reticulation measure as target was met.	1	1	1
2.2.1.1.5	Director Community Protection Services	Community Protection Services	1	Number of groups established to provide services (Health, Agriculture, Energy, Education)	Provide water and basic services to rural areas, to be self-sufficient and resilient to climate change	88	4	4	88	4	4	88	4	4	Director Community Protection Services: The target was not met for the quarter.	88	4	4	Director Community Protection Services: Achieved. Target was added due to the engagement of the community.	88	4	4
2.2.1.1.6	Director Community Protection Services	Community Protection Services	1	Number of biodiversity projects in progress (water services, health, agriculture, energy, education)	Provide water and basic services to rural areas, to be self-sufficient and resilient to climate change	1	1	1	1	1	1	1	1	1	Director Community Protection Services: The target was met.	1	1	1	Director Community Protection Services: No reticulation measure as target was met.	1	1	1
2.2.1.1.7	Director Community Protection Services	Community Protection Services	1	Percentage of households with access to water services	Provide water and basic services to rural areas, to be self-sufficient and resilient to climate change	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Director Community Protection Services: All targets were met (April 2023).	100.00%	100.00%	100.00%	Director Community Protection Services: No reticulation measure as target was met.	100.00%	100.00%	100.00%
2.2.1.1.8	Director Community Protection Services	Community Protection Services	1	Number of schools with access to water services	Provide water and basic services to rural areas, to be self-sufficient and resilient to climate change	88	4	4	88	4	4	88	4	4	Director Community Protection Services: The target was not met for the quarter.	88	4	4	Director Community Protection Services: High number of schools were not met (April 2023).	88	4	4
2.2.1.1.9	Director Community Protection Services	Community Protection Services	1	Number of households with access to water services	Provide water and basic services to rural areas, to be self-sufficient and resilient to climate change	1	1	1	1	1	1	1	1	1	Director Community Protection Services: The target was met.	1	1	1	Director Community Protection Services: No reticulation measure as target was met.	1	1	1
2.2.1.1.10	Director Community Protection Services	Community Protection Services	1	Number of households with access to water services	Provide water and basic services to rural areas, to be self-sufficient and resilient to climate change	1	1	1	1	1	1	1	1	1	Director Community Protection Services: The target was met.	1	1	1	Director Community Protection Services: No reticulation measure as target was met.	1	1	1
2.2.1.1.11	Director Infrastructure Development	Infrastructure Development	1	Number of roads in good condition	Improve the condition of roads to ensure safe and efficient transport	1	1	1	1	1	1	1	1	1	Director Infrastructure Development: The target was met.	1	1	1	Director Infrastructure Development: The target was met.	1	1	1
2.2.1.1.12	Director Infrastructure Development	Infrastructure Development	1	Number of roads in good condition	Improve the condition of roads to ensure safe and efficient transport	1	1	1	1	1	1	1	1	1	Director Infrastructure Development: The target was met.	1	1	1	Director Infrastructure Development: The target was met.	1	1	1
2.2.1.1.13	Director Infrastructure Development	Infrastructure Development	1	Number of roads in good condition	Improve the condition of roads to ensure safe and efficient transport	1	1	1	1	1	1	1	1	1	Director Infrastructure Development: The target was met.	1	1	1	Director Infrastructure Development: The target was met.	1	1	1
2.2.1.1.14	Director Infrastructure Development	Infrastructure Development	1	Number of roads in good condition	Improve the condition of roads to ensure safe and efficient transport	1	1	1	1	1	1	1	1	1	Director Infrastructure Development: The target was met.	1	1	1	Director Infrastructure Development: The target was met.	1	1	1
2.2.1.1.15	Director Infrastructure Development	Infrastructure Development	1	Number of roads in good condition	Improve the condition of roads to ensure safe and efficient transport	1	1	1	1	1	1	1	1	1	Director Infrastructure Development: The target was met.	1	1	1	Director Infrastructure Development: The target was met.	1	1	1
2.2.1.1.16	Director Infrastructure Development	Infrastructure Development	1	Number of roads in good condition	Improve the condition of roads to ensure safe and efficient transport	1	1	1	1	1	1	1	1	1	Director Infrastructure Development: The target was met.	1	1	1	Director Infrastructure Development: The target was met.	1	1	1
2.2.1.1.17	Director Infrastructure Development	Infrastructure Development	1	Number of roads in good condition	Improve the condition of roads to ensure safe and efficient transport	1	1	1	1	1	1	1	1	1	Director Infrastructure Development: The target was met.	1	1	1	Director Infrastructure Development: The target was met.	1	1	1
2.2.1.1.18	Director Infrastructure Development	Infrastructure Development	1	Number of roads in good condition	Improve the condition of roads to ensure safe and efficient transport	1	1	1	1	1	1	1	1	1	Director Infrastructure Development: The target was met.	1	1	1	Director Infrastructure Development: The target was met.	1	1	1

CHAPTER 4: ORGANISATIONAL DEVELOPMENT

4.1 COMPONENT A: ORGANISATIONAL DEVELOPMENT

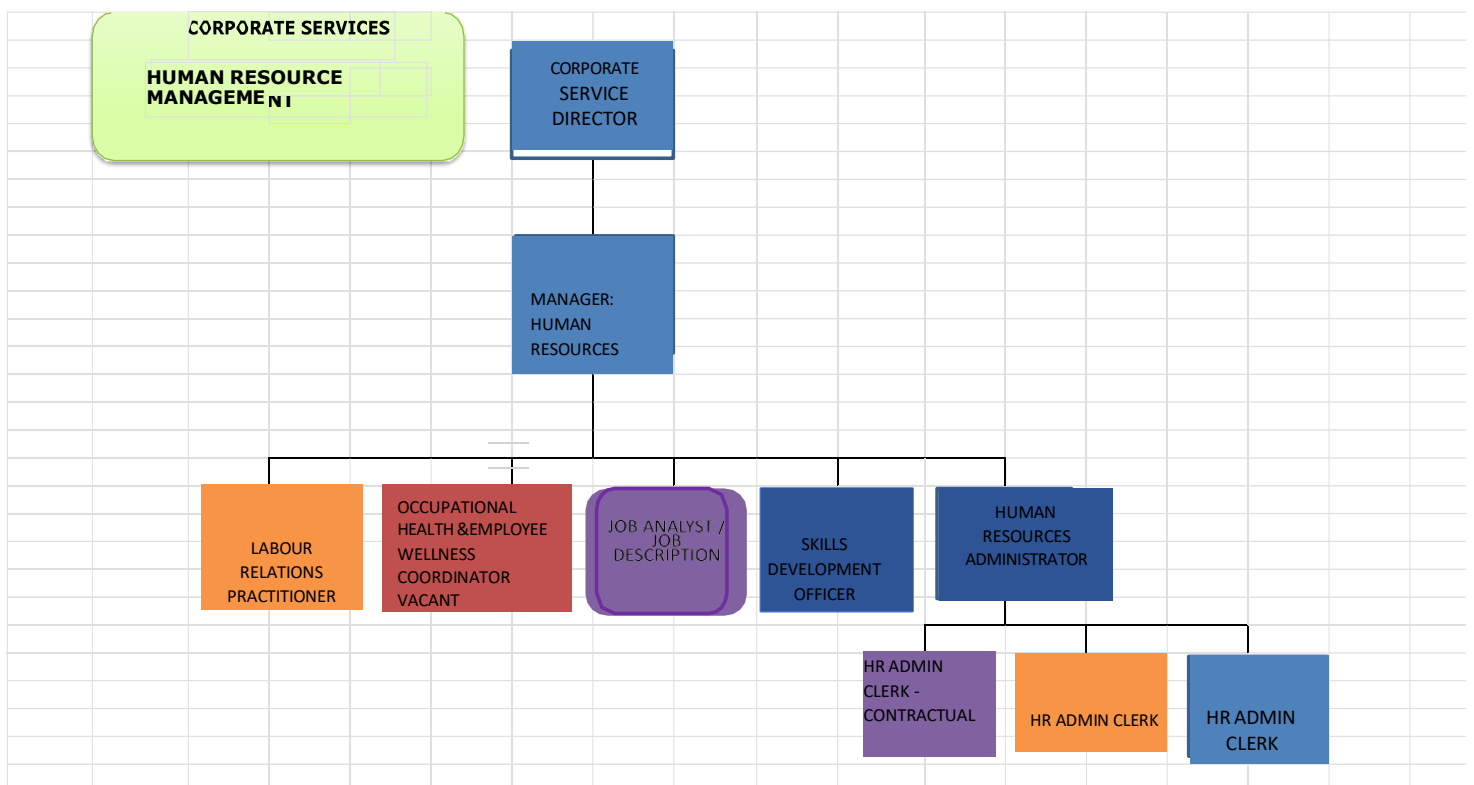
4.1.1 INTRODUCTION TO HUMAN RESOURCE SERVICES

Ndlambe Municipality employs approximately 505 people who currently account for more than 35% of the local municipality's overall budget. It should be understood that people are not only an organisation's most valuable assets, they are the organization. Without them nothing will happen. The staff should be seen and treated as the organisation's customers-it therefore becomes the duty of the municipality to work towards making them successful.

Critical to people management is management of their performance through not only goal setting but also regular performance reviews which is championed by the Office of the Municipal Manager. Of importance in Human Resource Management is the investment in the training of staff-the more staff know the more value will the Municipality be able to add to its customers.

Lastly the Municipality through Human Resources has to develop mechanisms to measure absenteeism and staff turnover so as to ensure that the people management process is working optimally through the PayDay System. The effective and strategic management of human resources therefore becomes the cornerstone of the wider transformation of the Local Government Service.

To survive and to remain a key player in sustainable development the municipality thus has to develop measures that will ensure a strategic human resource management approach. The Municipality has an adopted Organisational Structure.



4.1.2 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees: Human Resources Services					
	Year -1	Year 0			
Job Level	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
Sec 56	1	1	1	0	0
Sec 57	5	5	5	0	0
Task Grade 10 – 16	74	90	74	16	17

Employees					
Description	Year -1	Year 0			
	Employees No.	Approved Posts No.	Employees No.	Vacancies No.	Vacancies %
Water	37	37	37	0	0
Wastewater (sanitation)	28	30	28	2	
Electricity	3	3	3	0	
Waste Management (Refuse and Street Cleaning)	63	70	63	7	
Parks and Recreation, Beaches, Nature Conservation and Reserves Management	47	57	47	10	
Housing	9	10	9	1	
Roads and Wastewater (stormwater drainage)	109	115	109	6	
Mechanical and Workshop	8	8	8	0	0
Town Planning & Building Control	11	13	9	2	
Local Economic Development	4	6	4	2	
Planning (strategic and Regulatory)	0	0	0	0	0
Community and Social Services	49	50	49	1	
Environmental Protection / Health	3	3	3	0	0
Special Programmes	1	4	1	3	
Corporate Policy Offices and Other	105	124	105	19	

Vacancy Rate: Year 2022/23			
Designations	Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	1	0	0
CFO	1	0	0
Other S57 Managers (excluding Finance Post)	3	3	0
Other S57 Managers(Finance Post)	0	0	0
Fire Fighters	17	0	0
Senior Management levels 13 – 17 (excluding Finance Post)	19	4	21
Senior Management levels 13 – 17 (Finance Post)	5	2	40
Highly skilled supervision: levels 9 – 12 (excluding Finance posts)	17	0	0
Highly skilled supervision: levels 9 -12 (finance posts)	15	2	13
Internal Audit Staff:(Levels 9– 12)	3	0	0

COMMENT ON VACANCIES AND TURNOVER:

The critical positions mentioned in the above column are filled which positively reflect the stability of the Municipality and the functioning of the Retention Strategy of Ndlambe Municipality. However, other terminations in lower positions are as a result of resignations, deaths, retirements and dismissals.

4.2 COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2.1 INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

The Council has reviewed and adopted policies including new policies have been developed. The process of policy development is on-going or as the needs arise. It must be noted that the engagement process in consultation with labour at the Local Labour Forum meetings and with the working session with the Councillors in policy development has led to the final adoption of the policies. Local Labour Forum sits quarterly to discuss issues of mutual interest between the employer and organised labour. When the Local Labour Forum does not sit a memorandum of agreement is signed by the Employer and Organised Labour. This forum is very critical as it maintains stability in the institution.

4.2.2 POLICIES

Ndlambe Municipality currently has the following Human Resources Policies in place:

No.	Policy	Custodian(s) / Responsible person
1	Allowances Policy	Corporate Services
2	Bereavement Policy	Corporate Services
3	Employee Wellness Policy	Corporate Services
4	Labour Relations Policy	Corporate Services
5	Leave Policy	Corporate Services
6	Occupational Health & Safety Policy	Corporate Services
7	Overtime Policy	Corporate Services
8	Private Work (Code of Conduct) Policy	Corporate Services
9	Remuneration Policy	Corporate Services
10	Recruitment and Selection Policy	Corporate Services
11	Essential User Car Scheme Policy	Corporate Services
12	Study and Capacity Building Policy	Corporate Services
13	New Policy Disciplinary Procedure Agreement	Corporate Services
14	Motor Vehicle Allowance	Corporate Services
15	Policy On Casual or Contract Workers	Corporate Service
16	Grievance Policy	Corporate Services
17	Attendance and Punctuality Policy	Corporate Services
18	Relocation Policy	Corporate Services
19	Retention and scarce skills Policy	Corporate Services
20	Smoking Policy	Corporate Services
21	Substance abuse Policy	Corporate Services
22	Job Evaluation Policy	Corporate Services
23	Chronic illness Policy	Corporate Services
24	Sexual Harassment Policy	Corporate Services
25	COVID-19 Ready Workplace plan and return to work policy	Corporate Services
26	Data allowance Policy and Procedures for Audit Committee member	Corporate Services
27	Training, Education and development Policy and Skills Development Plan for Councillors	Corporate Services
28	Stand-by, Shift and night work allowance policy	Corporate Services
29	Telephone policy	Corporate Services
30	Anti – Corruption and fraud prevention Policy	Corporate Services
31	Whistle blowing Policy	Corporate Services
32	Appointment of Senior Manager’s Policy	Corporate Services
33	Post-Retirement Medical Subsidy Policy	Corporate Services
34	Danger Allowance Policy	Corporate Services

35	Mayor's External Bursary Policy	Corporate Services
36	Cellphone Allowance and Date card policy	Corporate Services
37	Termination of Services Policy	Corporate Services
38	Promotion, Transfer, Secondment and Acting appointment policy	
39	Skills development Policy	Corporate Services
40	Private Work and Declaration of Interest Policy	Corporate Services

4.2.3 INJURIES, SICKNESS AND SUSPENSIONS

COMMENT ON INJURY AND SICK LEAVE:

The use of injury on duty leave has been low as the injuries sustained during the year were not gross in nature. Nine cases were reported to the Compensation Fund for injuries. Two employees were dismissed for serious misconduct which involves theft and conflict of interest. On the other hand, the use of sick leave has proven to be high due to lifestyle diseases amongst other things however, the wellness programmes continue to mitigate this problem. Furthermore, there are various reasons to this, and they could be ill-health as there are chronic illnesses and also the abuse of sick leave. There has been one suspension of an employee and the matter was concluded.

Financial Competency Development: ProgressReport*						
Description	A. Total Number of officials employed by municipality (Regulations 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and(c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation14(4)(b) and (d))	Consolidated: Total number ofofficials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number ofofficials that meet prescribed competency levels (Regulation 14(4)(e))
Financial officials						
Accounting Officer	1	0	1	1	1	1
Chief Financial Officer	1	0	1	1	1	1
Senior Managers	3	0	3	3	3	3
Any other Officials	11	0	0	11	0	0
Supply Chain Management Officials	3	0	0	3	0	0
Heads of supply chain management units	1	0	0	1	0	0
Supply chain management Senior Managers	0	0	0	0	0	0
TOTAL	19	0	5	19	5	5

4.3 COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.3.1 INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

The municipality recognises the investment in human capital through capacitation of staff. Annually the Workplace Skills Plan is developed and submitted to the Local Government Seta. The plan contains the capacity building programmes for its Councillors and workforce.

TRAINING AND DEVELOPMENT: COUNCILLORS

NAME & SURNAME	TYPE OF LEARNING PROGRAMME	NAME OF LEARNING PROGRAMME
Cllr A Marasi	Learnership	MFMA
Cllr S Kolosa	Bursary	Diploma in Local Government
Cllr A Nyumka	Bursary	Bachelor of Public Administration
Cllr X Runeli	Bursary	Higher Certificate in Paralegal Studies
Cllr M Sweli	Bursary	Postgraduate in Public Management
Cllr A Bukani	Skills Programme	Local Government Councillor Practice NQF Level 3
Cllr A Bukani	Skills Programme	Local Government Councillor Practice NQF Level 3
Cllr EHK Walker	Skills Programme	Local Government Councillor Practice NQF Level 3
Cllr ZW Myali	Skills Programme	Local Government Councillor Practice NQF Level 3
Cllr MW Mgweba	Skills Programme	Local Government Councillor Practice NQF Level 3
Cllr SI Melani	Skills Programme	Local Government Councillor Practice NQF Level 3
Cllr M Sweli	Skills Programme	Local Government Councillor Practice NQF Level 3

EMPLOYEE TRAINING REPORT:

NAME & SURNAME	TYPE OF LEARNING PROGRAMME	NAME OF LEARNING PROGRAMME
1. Patrick Jokani Building Inspector	Bursary	Bachelor of Commerce
2. Simphiwe Daniso Committee Officer	Bursary	Bachelor of Public Administration
3. Khanyisa Kani Executive Secretary Municipal Manager	Bursary	Higher Certificate in Local Government and Development Management
4. Siena Hendricks Traffic Officer/Grade B Examiner	Bursary	National Diploma Traffic Safety and Municipal Police

5. Diane May Deputy Director Finance	Bursary	BCOMPT in Financial Accounting
6. Siyasanga Ngubo Contracts Clerk	Bursary	BCom in International Supply Chain Management
7. Simamkele Mbenga- Smaile Manager Supply Chain Management	Bursary	MBA
8. Sonwabile Landzela Manager Internal Auditor	Bursary	Post Graduate Diploma in Forensic Auditing
9. Zander Strydom eNaTIS Administrator	Skills Programme	eNaTIS Registration & Licensing Course
10. Mzongwana Boy-Boy Xabendlini General Worker	Skills Programme	eNaTIS Registration & Licensing Course
11. Yamisa Plaatjie General Worker	Skills Programme	eNaTIS Registration & Licensing Course
12. Bongani Mbabela Weed Eater Operator	Skills Programme	eNaTIS Registration & Licensing Course
13. Ntombina Mayinje Cleaner	Skills Programme	eNaTIS Registration & Licensing Course
14. Lindsay Hilpert Meter Reader	Skills Programme	eNaTIS Registration & Licensing Course
15. Vuyiswa Hanise Clerk	Skills Programme	eNaTIS Registration & Licensing Course
16. Ntombozuko Diko General Worker	Skills Programme	eNaTIS Registration & Licensing Course
17. Lazola Maneli – Payi Director Corporate Services	Skills Programme	Juta Annual Labour Law Update 2023
18. Unathi Nondzube Manager: Human Resources	Skills Programme	Juta Annual Labour Law Update 2023
36. Dinisile Coto Senior Housing Administrator	Skills Programme	Computer Training
19. Monwabisi Mnyanda General Worker	Learnership	NC: Water and Wastewater Reticulation Services (SAQA 60169) NQF Level 2
20. Milile Baskiti General Worker	Learnership	NC: Water and Wastewater Reticulation Services (SAQA 60169) NQF Level 2

21 Bongani Mvalo General Worker	Learnership	NC: Water and Wastewater Reticulation Services (SAQA 60169) NQF Level 2
22. Gcobani Lenya General Worker	Learnership	NC: Water and Wastewater Reticulation Services (SAQA 60169) NQF Level 2
23. Lindsay Hilpert Meter Reader	Learnership	NC: Water and Wastewater Reticulation Services (SAQA 60169) NQF Level 2
24. Nomawethu Mbozi Supervisor – Alexandria	Learnership	NC: Water and Wastewater Reticulation Services (SAQA 60169) NQF Level 2
25. Thandiwe Matiyase General Worker	Learnership	NC : Water and Wastewater Treatment Process Operations
26. Bonile Plaatjie - General Worker	Learnership	NC : Water and Wastewater Treatment Process Operations
27. Yandiswa Fana General Worker	Learnership	NC : Water and Wastewater Treatment Process Operations
28. Luvuyo Molefe Meter Reader	Learnership	NC : Water and Wastewater Treatment Process Operations
29. Ayanda Hani Meter Reader	Learnership	NC : Water and Wastewater Treatment Process Operations
30. Bongani Dyantyi General Worker	Learnership	NC : Water and Wastewater Treatment Process Operations
31. Lifa Matshisi General Worker	Learnership	NC : Water and Wastewater Treatment Process Operations
32. Nazo Dumsela Cleaner	Learnership	NC : Water and Wastewater Treatment Process Operations
33. Buyisile Mangangaza General Worker	Learnership	NC : Water and Wastewater Treatment Process Operations
34. Bongani Mbabela Weed Eater Operator	Learnership	NC : Water and Wastewater Treatment Process Operations
35. Nokuthula Futuse General Worker	Learnership	NC : Water and Wastewater Treatment Process Operations
36. Dinisile Coto Senior Housing Administrator	Skills Programme	Computer Training
37. Nel Jacquelyn Manager Administrator	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management

38. Fouche STefanus Jacobus Deputy Director CPS	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
39. Saul Olwethu Skills Development Officer	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
40. Van Niekerk Aubrina Grizelda Records Administrator	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
41. Nkombisa Ntombekhaya Georgina Customer Care Officer	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
42. Madlebe Mcingeli Senior Environmental Health	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
43. Mbolekwa Khululekile Cecil Sportsfield Facilities Management Officer	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
44. Maluleke ThulanI Ivin Joe Deputy Director Infrastructure	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
45. Qinela Xako Unathi Amanda Manager BTO	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
46. May Diane Deputy Director Financial Services	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
47. Jacobs Teressa Lungiswa Deputy Manager Traffic Services	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
48. MatonI Nomawethu Valencia Committees Administrator	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
49. Mdambatya Mlamli Foreman Cleansing	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
50. FENI Patrick Superintendent Parks	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
51. Mbenga Smaile SI mamkele Verishka Manager SCM	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
52. Mampana Qawekazi Nkinkie Manager LED	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management

53. Ngwema Vukile Foreman Cleansing, Refuse and Parks	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
54. Mtiki Thokozani Mthuthuzeli Communication Assistant	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
55. Siqoko Thabisa Magawu PMS Coordinator	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
56. Nel Willem Environmental Law Officer	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
57. Tshangana Vuyokazi Manager PMU	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
58. Dixon Mark Graham Conservationist Beaches & Reserves	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
59. Mxokozeli Lulamile Sidwell Foreman Cleansing, Refuse and Parks	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
60. Ncapayi Mluleki Enoch Manager SPU	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
61. Sauls Mervyn Allen Manager Fire & Emergency Services	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
62. Nondzube Unathi Manager Human Resources	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
63. Maneli Payl Lazola Director Corporate Services	Short Learning Programme	Training of Presiding Officers and Prosecutors in Disciplinary Enquiry and Management
64. Nomawethu Mbozi Supervisor Roads and General Works	Skills Programme	Training for Road Works Patching
65. Ntomboxolo Stemele General Worker	Skills Programme	Training for Road Works Patching
66. Zameka Kenjini General Worker	Skills Programme	Training for Road Works Patching
67. Jo-ann Lotter Dickson General Worker	Skills Programme	Training for Road Works Patching

68. Mzoxolo Njokweni General Worker	Skills Programme	Training for Road Works Patching
69. Mbuzeli Sam General Worker	Skills Programme	Training for Road Works Patching
70. Sindile Mbele General Worker	Skills Programme	Training for Road Works Patching
71. Bernadette Samuel General Worker	Skills Programme	Training for Road Works Patching
72. Luyanda Matomela General Worker	Skills Programme	Training for Road Works Patching
73. Thembikhaya Boo General Worker	Skills Programme	Training for Road Works Patching
74. Helga Leslie General Worker	Skills Programme	Training for Road Works Patching
75. Magugu Magobiyane General Worker	Skills Programme	Training for Road Works Patching
76. Vuyisile Matshotyana Foreman Roads & General Works	Skills Programme	Training for Road Works Patching
77. Phumeza Phangalala General Worker	Skills Programme	Training for Road Works Patching
78. Thandiwe Puwe General Worker	Skills Programme	Training for Road Works Patching
79. Khayaletu Mgoduka General Worker	Skills Programme	Training for Road Works Patching
80. Babalwa Faltein General Worker	Skills Programme	Training for Road Works Patching
81. Yamisa Plaatjie General Worker	Skills Programme	Training for Road Works Patching
82. Mzameni Njanjula General Worker	Skills Programme	Training for Road Works Patching

83. David Mehlo General Worker	Skills Programme	Training for Road Works Patching
84. Sabelo Mtyapha General Worker	Skills Programme	Training for Road Works Patching
85. Phikile Dawete General Worker	Skills Programme	Training for Road Works Patching
86. Nomhle Somqo General Worker	Skills Programme	Training for Road Works Patching
87. Thomas Kiti General Worker	Skills Programme	Training for Road Works Patching
88. Micheal Trompeta General Worker	Skills Programme	Training for Road Works Patching
89. Chistian Els General Worker	Skills Programme	Training for Road Works Patching
90. Luvuyo Dyala General Worker	Skills Programme	Training for Road Works Patching
91. Mhlangabezi Saki General Worker	Skills Programme	Training for Road Works Patching
92. Clayton Leander General Worker	Skills Programme	Training for Road Works Patching
93. Vumile Mbula Supervisor Roads and General Works	Skills Programme	Training for Road Works Patching
94. Welcome Gongqa Artisan/ Plumber Foreman	Skills Programme	Training for Road Works Patching
95. Xolani Tyatya Superintendent Roads & General Works	Skills Programme	Training for Road Works Patching
96. Nqab'ohlanga Kiswa Superintendent Roads & General Works	Skills Programme	Training for Road Works Patching
97. Olwethu Saul Skills Development Officer	Skills Programme	The SETA – QTCO Transition

98. Gerhardus Germishuizen Manager IT	Skills Programme	ICT Digital Training
99. Mark Dixon Conservationist	Skills Programme	Environmental Management Inspector Course
100. Mark Dixon Conservationist Reserves and Beaches	Skills Programme	Environmental Management Inspector Course
101. Lungiswa Teresa Jacobs Manager Traffic Services	Skills Programme	Task Management System Training
102. Zander Strydom eNatis Administrator	Skills Programme	Task Management System Training
103. Phumlani Sebe Grade B Examiner for Driving License	Skills Programme	Training for EDL Grade B
104. Bonani Nqobo Examiner for Drivers License	Skills Programme	Training for EDL Grade B

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

The expenditure on skills development is prioritised according to the needs of the organisation in order to enhance service delivery. All the Head of Departments have attended the financial competency regulations. The municipality also invests on its employees through formal education. The Finance Interns are also trained in the financial competency space through the MSIG.

CUSTOMER CARE UNIT

The Municipality has a dedicated Customer Care Unit which has a tracking report system on all complaints received it.

OBJECTIVES

- To use the Batho Pele Principles as a milestone for monitoring and providing feedback on quality of municipal service delivery;
- To use and entrench people centeredness and Batho Pele as a service delivery improvement tool for the municipality.

The White Paper on Transformation of Public Services aims to provide people centred customer service. It calls for a shift away from inward looking systems, processes and attitudes to the issues and interests of the people or the public.

To deliver people centred services it is important for the municipality to embrace and institutionalize the Batho Pele principles. This is not only to ensure that the municipality complies with legislation, but a people-centred culture leads to improved service delivery.

PROPOSED PROCESS PLAN

- Conduct diagnostic analysis
- Develop tools for diagnostic analysis in a phased approach
- Develop and propose solutions
- Develop Customer Relations Framework/Strategy
- Integrated Service Delivery (a move away from silo mentality negative effect on service delivery)
- Surveys (CRM) internal and external
- Reporting Matrix for continuous improvement
- Understanding the importance of customer / customer retention

CHAPTER 5: FINANCIAL PERFORMANCE

Section 216 of the Constitution of the Republic of South Africa, 1996, provides that national legislation must prescribe measures to ensure transparency and expenditure control in each sphere of government by introducing generally recognised accounting practice, uniform expenditure classifications and uniform treasury norms and standards. The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003), determines those measures for the local sphere of government and enables the Minister of Finance to further prescribe, by regulation such measures in terms of section 168 thereof.

The application of sound financial management principles is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The key objective of the Municipal Finance Management Act (2003) is to modernise municipal financial management in South Africa so as to lay a sound financial base for the sustainable delivery of services. Municipal financial management involves managing a range of interrelated components: planning and budgeting, revenue, cash and expenditure management, procurement, asset management, reporting and oversight. Each component contributes to ensuring that expenditure is developmental, effective and efficient and that municipalities can be held accountable.

The Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government. Encouragement of structured community participation in the matters of the municipality is an important focus area.

Section 216 of the Constitution of the Republic of South Africa, 1996, provides that national legislation must prescribe measures to ensure transparency and expenditure control in each sphere of government by introducing generally recognised accounting practice, uniform expenditure classifications and uniform treasury norms and standards. The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003), determines those measures for the local sphere of government and enables the Minister of Finance to further prescribe, by regulation such measures in terms of section 168 thereof.

Efforts are made to address the issues raised by the Auditor-General in both the audit report and the audit management letter for the audit. An audit check list was developed and is monitored by the internal auditor to ensure that we improve in the areas identified. Further controls and action plans have been implemented by the finance directorate to ensure that the financial statements are prepared timeously and that we work towards an improved audit outcome. To achieve a clean audit is going to be a challenge and all offices and directorates are going to have to pull together as a team to achieve the objective. The compilation of the financial statements and the audit undertaken by the auditor-general's office is no longer just a finance issue.

The demands on the finances of Ndlambe Municipality continue to be significant as backlogs in services, aging infrastructure, and maintenance remain a serious challenge. Emphasis has to be put on enhancing our revenue streams and collecting debt due to the Ndlambe Municipality by consumer and ratepayers that have the ability to pay. Households that receive indigent grants that are in fact not indigent also need to be addressed. Debt collection had always been a challenge in the Eskom Electricity supply areas, however, municipality is making efforts to mitigate the challenge through introduction of prepaid metering devices. Escalating bulk electricity costs, loadshedding and use of alternative energy sources had a negative impact on our electricity revenue. On the otherhand water shortages in the western areas of Ndlambe Local Municipality led to an unexpected service delivery costs as alternative means had to be made to ensure water is made available to these communities.

The internally funded capital budget, the reduction in the maintenance budget and reducing budgets for depreciation/bad debts provision/income foregone to balance the budget and the increase to our customer's needs to be seriously addressed in future financial years as the aging infrastructure needs to be replaced and maintained. In to address these challenges experienced in balancing the budget, the Municipality had to do Cost of Supply studies for all trading services for the 2024/25 Budget. The efforts will be evaluated at year-end, this had been done at high costs during this year anticipating better results in the future.

A major challenge that continues to face the administration of Ndlambe Municipality and highlighted in the Auditor- Generals management letter in the past and still continuing, is the implementation and compliance to regulations emanating from the Municipal Finance Management Act including but not limited to supply chain management issues, asset management and budget control. The highlighted cost related challenges are the contributors to these challenges.

MUNICIPAL FINANCIAL VIABILITY

FINANCE DIRECTORATE

The finance directorate is a support directorate to other directorates and ratepayers of Ndlambe Municipality. The finance directorate consists of four sections namely the Budget and Treasury Office, Supply Chain Unit, Revenue and Expenditure. The main office of finance is situated in Port Alfred with three satellite offices in Alexandria, Kenton-on-Sea and Bathurst.

The objectives of the finance directorate for the 2023/2024 financial year were as follows:

- To activate/implement, update the entire Municipality's fixed asset register and ensure its Compliance to GRAP (Generally Recognised Accounting Practice);
- Ndlambe is able to raise sufficient revenue (internal and external sources) and manage the assets to meet their responsibilities in terms of service delivery incorporating both capital and operational costs;
- To maintain Finance assets;
- To improve communication of the budget process;
- To implement mSCOA according to National Treasury Circulars and guidelines;
- Households living below the poverty line, as well as vulnerable groups, have improved access to all required basic services, health facilities and social/ work creating programs;
- Develop the Supply Chain Management Unit to be in line with the SCM policy and meet the requirements of good practice and address all issues raised in the report of the Auditor-General;
- To ensure financial resources are utilised in an economical, efficient and effective manner;
- Develop the capacity of the Budget and Treasury Office (BTO) to meet the requirements of credible financial management;
- To ensure that all revenue is collected on a monthly basis to cover the operating expenditure of the municipality on a daily basis;
- To ensure all indigents have access to free basic services;

- To ensure an effective customer care service to all residents;
- To ensure increased registration of the qualifying indigent households;
- To ensure deceased indigent beneficiary's households are visited to obtain information of the occupant and verify if the household qualifies to be indigent;
- To work with infrastructure development to reduce water and electricity losses
- To find ways to enhance revenue collection and improve cashflow

To meet the above objectives the following indicators were set that we needed to achieve:

- Percentage of progress made towards maintenance and rehabilitation of Asset register including all Finance Leases, Operating Leases, Infrastructure Assets and municipal and Investment properties;
- New asset acquisitions are recorded/captured on a monthly basis;
- The existence of all assets is verified half yearly;
- All assets acquired are bar coded and insured on a monthly basis;
- Percentage increase in the possible local revenue base;
- 100% spending of FMG grant allocated;
- Increase in % of equitable share based on more accurate statistics in terms of the DORA;
- Percentage decrease in non-payment;
- Percentage of elements of financial system utilized;
- Increased in number of staff trained to effectively use the financial system;
- Increase in number of useful reports generated for planning and monitoring purposes;
- Increase in the investments of maintenance / upgrade of financial system;
- Number of reports that meet the legal requirements at the right time;
- Percentage of improved cash flow by reducing expenditure to match actual cash on hand;
- Number of Finance assets assessed and ensuring that they are utilized economically;
- Relevant advertisements and loud hailing are done within the legislated time frames;
- Increase in number of households benefiting from poverty alleviation programs;
- Fully operational SCM unit in line with SCM Policy and MFMA implemented;
- Income and expenditure reports are provided on a monthly basis to offices and directorates for them to do budget control;
- Infrastructure investment plan is developed for development priorities in the IDP;
- Relevant officials are trained to ensure that they are able to contribute to the financial management system (treasury departments and departmental managers);
- A process plan in place to ensure all new buildings, additions to buildings, re-zoning of properties, sub-divisions and consolidations are forwarded to the finance directorate on a monthly basis for billing and valuation purposes;
- All residents who do not have the financial means to pay for basic services in terms of the indigent policy are registered;
- A complaint register to reduce number of complaints from residents resulting from system errors is developed;
- Increase in response time and resolution of complaints to be within 7 days of receipt.

FINANCE DIRECTORATE CHALLENGES

The following general challenges were experienced by the finance directorate for the year ending 30 June 2024:

- Grant dependency for capital expenditure;
- Increase of the debtors book impacting negatively on our financial viability;
- Turnaround time of customer queries and complaints;
- Asset maintenance and asset control to ensure sustainability;
- Revenue enhancement;

- Lack of office space;
- Staff establishment;
- Reduction of bad debt, depreciation and income foregone budget to reduce the tariff percentage increase to ratepayers and consumers;
- Water losses where Amatola Water to be paid for water lost;
- Decentralisation of the supply chain unit;
- Subsidisation of water consumed by households in Amatola subsidised areas;
- Debt collection in ESKOM licenced electricity distribution areas.
- Increase in unbilled water in areas affected water scarcity and rationing
- Occupancy rate in some of our areas have a negative impact on revenue derived from consumption units

FINANCE DIRECTORATE COMPOSITION

CREDITORS

Payroll:

Administer payment of salaries and allowances. Monthly reconciliation of salaries. Payroll runs on the Friday closest to the 25th of each month where salaries are transferred electronically to staff members bank accounts. Payments made to the Pension Funds, SDL, PAYE and UIF as well as other salary deductions due, are done before the 7th of the following month. The duties are performed by a Senior accounting who reports directly to the Expenditure Assistant Director. The municipality is in the process of appointing an assistant for this position minimise the risk of centralising knowledge to one person.

Creditors Payments:

Administer payment of creditors. Creditors to be paid within 30 days of invoice received date monthly, statements of creditors reconciled with the orders/requisitions issued- Late submission of invoices past 25 days of invoice date should be accompanied by a memo stating the reason for such late payments. Ovvio scanning has been implemented to ensure easy access and safekeeping of such payment vouchers. Direct payments are done on a day-to-day basis for emergencies, accommodation, travelling and temporary wages. Project payments have been implemented by BTO – invoices are paid against such project.

Stores:

Execute control over stock/stores -Buying and controlling of stock which includes stationery, petrol and diesel, water meters etc. Stores undertakes stock taking at year end under direct supervision of Internal Audit section. Adjustment and obsolete stock items were taken to council to be written off. The fuel management functionality in MunSoft is used to manage and control fuel and enable us to draw fuel reports on fuel usage of each fleet.

THE STRATEGIC OBJECTIVE OF THE CREDITORS SECTION ARE TO:

CREDITORS

To utilise all the functions available on the MunSoft system to be more effective on directs/creditors payments. To safekeep expenditure documentation electronically.

The key issues for 2023/2024 were:

- To get all expenditure documents on an electronical filing system
- Balance all stock items and bin cards to the stores sub-ledger
- Balance and reconcile creditors statements
- To minimise fuel losses

REVENUE

Overview:

The revenue section within Ndlambe Municipality covers a wide range of functions which are of an administrative nature. It plays a pivotal role in revenue generation and collection activities through:

- Formulation, implementation and reviewal of relevant revenue policies
- Ensuring compliance to national, provincial and local government legislation.
- Active participation in various government structures to promote intergovernmental.
- Engaging in revenue enhancement activities by billing for services consumed, provide key statistical data for setting annual tariffs, undertaking banking services, meter readings for billing purposes.
- Facilitation of property general and supplementary valuations and finally rating of properties.
- Facilitation of a credible billing bases for metered services.

One of the critical functions of the department is to continuously, monitor expenditure and give advice to other directorates to ensure that expenditure is within approved budget. Financial management is not only inward focused, it provides a wide range of services to local communities. It serves as a delivery mechanism for free basic services.

Free Basic Services

Financial function is responsible for facilitating an enabling environment for the implementation of free basic services by developing policies to be approved by council. It is through these policies that local communities can access these services. Communities are assisted by the Finance department to apply for these services and thereafter facilitate payment for such services. Different mechanisms are considered to extend the provision of certain free basic services to informal settlement and rural areas. Such services are provided through alternative sources of energy namely gel, gelstoves, internal and street solar lights.

Service Delivery

The Finance department is one of the key role players in service delivery. Finances' role is to provide support to the departments that are directly involved in service delivery. Such support is ensuring of cash resources, these resources are generated through various billing activities, collections of payments due are done by the finance department. One of the greatest challenges that Ndlambe is faced with is electricity distribution in townships which fall under ESKOM's electricity distribution licences. The challenge is in the distribution network that is currently in place. It must be noted that this problem is not exclusive to Ndlambe.

There are number of problems to mention a few, insufficient credits levels maintained by the vendors resulting unavailability of electricity to consumers. The matter has been addressed with ESKOM, but no solution has been provided to us.

Property Valuations

A Supplementary Valuations were compiled during the 2023/2024 financial year to rate new properties and properties that have had improvements done. This was a last Supplementary valuation roll done to update the 2019/2020 General Valuation Roll, the new valuation roll will implemented with effect from 01 July 2024.

Strategic Objectives

The following are finance key strategic objectives which will contribute towards achievement of the municipality's strategic objectives:

- Creation and maintenance of a credible valuation roll
- Building and maintenance of a good customer relationship
- Creation and maintenance an internal customer approach when serving other internal departments.
- Reduction of errors in billing
- Ensuring maximum collection of municipal revenue through billing and revenue collection.
- Capacitating of departmental staff
- Use of various tools, equipment, to enhance revenue collection
- Identification of unbilled and unmetered consumption to enhance our revenue base.
- Accurate and consistent water and electricity reading
- To implement all feasible revenue enhancement strategies
- To ensure that all deserving indigents are registered for indigent subsidies
- To find ways of containing the escalating indigents subsidy costs without depriving the beneficiaries their right

Key issues for 2023/2024 financial year were:

The focus was be on the following issues which are critical for service delivery and financial viability of Ndlambe Municipality, these included but not limited to the list below:

- Resourcing the department
- Capacitating staff
- Improving billing and credit control information system/reports
- Increasing the number of registered indigents
- Ensuring the indigent register is credible
- Reduce account queries
- Shorten account query response time
- Increasing debt collection efforts
- Improve on the number of TID meter roll overs performed per month
- Improving customer relations
- Exploring other debt collection mechanisms
- Ensuring continuous supply of electricity to consumers in Ndlambe townships.
- Attending to by investigate, obtaining and updated to the financial system with postal or email details for all undelivered accounts
- Increased accessibility of Free basic Electricity to indigent people through:
 - Indigent registration;
 - Issuing of free tokens without purchasing coupons;
 - Provision of alternative energy sources to rural and informal settlement communities.

It must be noted that due to processes to be followed some of the issues may be both short and long term issues.

BUDGET AND TREASURY OFFICE

Budget and Treasury Office was established in terms of section 80 of the MFMA. It consists of BTO manager reporting directly to the CFO. The section plays a pivotal role in compilation and management of expenditure. There is a limited staff complement resourced with the 5 Treasury funded interns. Reliance on interns is a risk as treasury may decide to stop the funding. Ndlambe will have to build its capacity with time.

The functions of the BTO are as follows:

- Budgeting;
- Financial Statements & Reporting;
- Asset Management;
- Cash Management;
- Investments;
- Insurance.

The function of the budget and treasury office within the municipality is administered as follows and includes:

Budgeting

The Municipality's annual budget comprises of operating, capital expenditure, cash flow, and financial position budget. The operating budget funds employee salaries, operating costs, bulk purchases, and assistance for the poor, such as free basic water and sanitation. The Municipality's business and service delivery priorities were reviewed and where appropriate, funds were transferred from low- to high-priority programs to maintain sound financial stewardship. The focus is to critically review expenditure on non-core items.

The capital budget is set aside for spending on infrastructure and services, such as roads, water, and sanitation as well as the many other utilities and services that Ndlambe Municipality needs to function, grow, and offer opportunities to its residents. The cash flow budget focuses on projected cash flow movements determining whether the municipality's cash receipts, and cash and cash equivalent can fund all the operating expenditure and capital commitments.

The entire budget amount per annum is based on the income that the Municipality accrues on rates, service charges, and grants and subsidies. Budgeting on the accrual basis enforces strict cash control measures as before expenditure can be incurred the income must be in the bank. The municipality has to move to a cash budget so that expenditure can be more certain.

BTO's involvement in budgeting starts from the planning, strategizing, preparing, tabling, approving, finalizing, and implementation stage. The planning and strategizing stages are done through the political guidance of the Mayor, i.e. review of timetable schedule and the previous year's budget process to determine what went wrong, what should be corrected, and the way forward. This can be done through internal and external participation. The preparation for the finalizing stage of the budget is done by the BTO with the assistance of the Accounting Officer and the cooperation of the other directorates. After the implementation the BTO conducts in-year monitoring of the budget. The budget process as compared to prior years has improved, the introduction of funding envelopes that were provided to each directorate to budget within and the establishment of budget support teams allocated to assist and guide the directorates in budget preparation. The procurement plans were compiled and tabled to Council.

The Strategic Objective of this function is to:

- Compile a funded, well-balanced, community needs representative and affordable budget informed by the IDP and available resources.

The Key Issues for the Financial Year are:

- The in-year monitoring to control the budget;
- Improve Engagement of the budget steering committee involvement in the budget in order to achieve a smooth budget process;
- To include the SDBIP in the Budget process;
- To achieve 100% aligned system generated cash flow with mScoa data strings;
- To achieve 100 % compliance on mScoa.

FINANCIAL STATEMENTS AND REPORTING

The BTO coordinates the process of preparing the financial statements with the finance management team. The finance management team is required to prepare statements that are in accordance with generally recognized accounting practice (GRAP). The Financial Statements are handed over to Auditor General on 31 August for auditing purposes as required by the S126 (1) b of the MFMA. The BTO prepares the monthly, quarterly, half-yearly, and yearly reports to Council, National, and Provincial Treasury based on the requirements required by the MFMA.

The strategic objectives of this function are to:

- Compile accurate and reliable financial statements and reports which reflect the true financial position of the Council;
- An updated (contemporary) financial system of Ndlambe is optimally used by competent staff to achieve an unqualified audit report;
- Monitor and update the progress of the audit action plan.

The key issues for the financial year were:

- Striving to produce financial statements that are fully complying with GRAP.
- To develop a monthly checklist to correct errors on matters affecting the financial statements before the reporting date.
- To address all the prior year's audit findings both in the audit report or management report and to maintain sustainability on areas that were not raised.
- Continuous generation of credible financial records that can be used for compilation of financial statements with no or minor adjustments

ASSET MANAGEMENT

The asset office coordinates the verification of assets starting from January each year, The verification will first target the low-risk areas or locations and save for last for the high-risk areas. Controls the movement, transfers, acquisitions, and disposals of Council assets daily and calculates the depreciation Report to Council a list of assets to be disposed of for approval.

The strategic objectives of this function are to:

- Maintain the fixed assets register and ensure 100% compliance with GRAP.
- An updated (contemporary) financial system of Ndlambe is optimally used by competent staff to locate, identify, and revalue all Municipal Assets.
- Ndlambe Municipality to maximize revenue (internal and external sources) and manage its assets to meet its responsibilities in terms of service delivery incorporating both capital and operational costs.

The key issues for the financial year were:

- To maintain the asset register on a monthly basis;
- Ensuring that the Council asset register complies with GRAP;
- Reducing the scope of the consultant by managing and updating movable assets register internally;
- Utilising the Assets module in the core financial system;
- Introducing assets standard operating procedure to improve internal controls.

CASH MANAGEMENT

Prepares a daily cash flow to determine whether the council is in the status to spend from the budget. Informs the directorates if there are any cash flow problems. Allocate grant monies to the allocated budget.

The strategic objectives of this function are to:

- To secure sound and sustainable cash flow management of the Council.

The key issues for the financial year are:

- To review the cash management and investment policy in accordance with any framework that may be prescribed in terms of s13 (1) of the MFMA.

INVESTMENTS

The BTO maintains the quotation register. Identify monies that are transferred to the Council's current account and invest monies not immediately required. Prepares the monthly reconciliation and recognizes interest and re-invests investments on the due date.

The strategic objectives of this function are to:

- To secure sound and sustainable investment procedures of the Council.

The key issues for the financial year are:

- Implement authorization and review the investment decision made by the employee making the investment;
- To utilise the investment module in the core financial system

INSURANCE

Manages the insurance portfolio. Maintain and update the insurance register for all the additions and claims. Allocate payments received from the insurance company to the relevant vote. Update insurance claim register. The problems encountered when implementing the insurance activity are directorates are not informing the BTO of the new acquisitions and stolen assets for insurance additions. Directorates are submitting insufficient information for insurance claims and are not adhering to the terms of the insurance contract. i.e., late submissions.

The strategic objectives of this function are to:

- To ensure all the Council assets as per the asset register are insured.

The key issues for the financial year are:

- To review the fixed asset register to comply with GRAP and ensuring that the fixed assets are at the market value for the insurance purposes.

MUNICIPAL REGULATIONS ON A STANDARD CHART OF ACCOUNTS (mSCOA)

In terms of section 169(1) (b) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003), the Minister of Finance has signed into effect and subsequently published the Municipal Regulations on a Standard Chart of Accounts (SCOA) in terms of Notice 312 of 2014, Government Gazette No. 37577 subsequent to formal consultation. The Municipal Regulations on a Standard Chart of Accounts inter alia makes provision for an updated GFS Classification Framework, Detailed Classification Framework of the 7 Segments (SCOA Version 5.5).

To date Ndlambe has been complying with these requirements in all respects.

Names of pension fund	Number of members	Names of Medical Aids	Number of members
Cape Joint Pension Fund	3	LA Health	123
Consolidated retirement fund	400	Bonitas	146
SALA Pension Fund	26	SAMWU National Medical Scheme	85
MWRF	66	Hosmed	63
Sanlam Umbrella	11	Key Health	24
MCPF	1		

SERVICE PROVIDERS TO THE FINANCE DIRECTORATE

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement. Service provider means a person or institution or any combination of persons and institutions which provide a municipal service.

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

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

- The performance of each service provider
- Comparison of the performance with targets set for and performances in the previous financial year; and
- measures taken to improve performance

Section 116(2) of the MFMA further states that:

The accounting officer of a municipality must:-

- take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced;
- monitor on a monthly basis the performance of the contractor under the contract or agreement.

FINANCE RELATED BY-LAWS

By-laws Introduced during 2023/2024					
Newly Developed	Revised	Public Participation conducted prior to adoption of by-laws (yes/no)	Dates of public participation	By-laws Gazetted* (yes/no)	Date of publication
0	0	N/A	N/A	N/A	N/A

COMMENT ON BY-LAWS:

The finance policies that were reviewed and adopted for the 2023/2024 financial year did not necessitate any amendments to the financial by-laws that are in place. The finance related by-laws are available on the municipal web-site and at the finance offices.

FREE BASIC SERVICES AND INDIGENT SUPPORT

The free basic services were funded from the “equitable share” grant received from National Treasury. The criteria for an Indigent Household for 2023/2024 were as follows:

- The applicant must be a resident of the municipality.
- The applicant must be in possession of a valid South African identity document.
- The combined or joint gross income of all occupants or dependants in a single household which receives services from the municipality may not exceed the thresholds determined by the municipality annually during consideration of the budget for the next financial year. The guideline relating to the household income threshold for a 100% rebate is an income of not more than two state pensions per month.
- The applicant must be the owner or tenant or any person who is authorised to occupy the property subject to availing authorised documents who receives municipal services and is registered as an account holder or legal authorised occupant on the municipal financial system; provided that the requirement of being registered as an account holder does not apply to households in informal settlements where no accounts are rendered nor in rural areas where no accounts are rendered.
- Any occupant or resident, as per the definition of indigent, of the single household referred to above may not own any property in addition to the property in respect of which indigent support is provided.
- A tenant can apply for the benefits in respect of the charges he/she is billed for while the landlord remains liable for all ownership related charges such as rates.
- The account of a deceased estate may be subsidised if the surviving spouse or dependants of the deceased who occupy the property, applies for assistance.
- The account of a deceased estate may be subsidised if the occupier who occupies the house applies for services and indigent subsidy by completing the **NDLAMBE OCCUPANT DECLARATORY AFFIDAVIT FORM**
- Rateable house value of less than R350 000 or where the owner applies for assistance as a special case and as determined by the rates rebates committee.
- Any one of the following factors will serve as a disqualification
 - Where the applicant has or allows any business to be operated on the property
 - Where there is no written service agreement with the applicant;
 - Where the applicant owns more than one property, only one property will qualify for indigent subsidy
 - Where any of the documents requested in the application is not supplied the applicant will not qualify for subsidy

Water leaks on the consumer side of indigent households are repaired at no cost to the household by the municipality. Great savings on water losses were affected by these actions. The municipality needs to ensure that all indigent households have pre-paid electricity and water flow limited meters to keep consumptions to the limit allowed by the policy.

FINANCE DIRECTORATE: STAFF COMPONENT – 2023/2024

The staff component does not fall into an ideal structure and this needs to be addressed when the budget and cash flow allows. It is also critical that the budgeted posts in finance must be filled at all time or debt collection and segregation of duty becomes a problem and in turn increases the risk factor.

FINANCE DIRECTORATE: MFMA COMPETENCIES

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non- financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. Employees and interns were identified in the finance directorate to obtain the CPMD qualification and prescribed competencies. All of the finance directorate staff apart from the Assistant Director: Expenditure has complied with the requirements of the Government Notice 493 of June 2007.

FINANCIAL SUSTAINABILITY OF THE MUNICIPALITY

NB: THE FIGURES CONTAINED BELOW ARE SUBJECT TO CHANGE UNTIL THE ANNUAL FINANCIAL STATEMENTS HAVE BEEN FINALISED.

Financial Sustainability of the Municipality			
Financial Overview: 2023/2024			
(R'000)			
Details	Original Budget	Adjustment Budget	Actual
Income	244431252	244431252	225687230
Grants	201238830	434961932	265442897
Taxes, levies and tariffs	167825788	167825788	159187104

Details	2023/2023			
	Original Budget R'000	Adjustment Budget R'000	Actual R'000	Variance to budget
Employees	196956608	196577926	197969930	1392001
General	96237149	94561522	90765768	3795754
Repairs and Maintenance	38691000	35998000	27050854	8947146

Financial Overview: 2023/2024			
(R'000)			
Details	Original Budget	Adjustment Budget	Actual
Income:			
- Exchange transactions	244431252	244431252	225169860
- Non-exchange transactions	369064618	602787720	425147371
Total Revenue	613495870	847218972	650317231
Less: Expenditure	560769599	673410734	610459231
Net Total*	52726271	173789838	38586615
*Note: surplus/(deficit)			

CHAPTER 6: AUDITOR-GENERAL AUDIT FINDING

Ndlambe Local Municipality, continued obtaining an unqualified audit opinion in the 2023 financial

year. However, with matters of emphasis raised by Auditor General. The opinion is encouraging with matters of emphasis posing a new challenge. A total of 16 findings raised were raised during the audit, five (5) of the findings were flagged as matters of emphasis.

The matters of emphasis raised are ;

- a) Restatement of prior year balance, this became a necessity mainly due to a water project that was discontinued but remained in “Work In Progress” opening balance total. The problem arose due to the discontinuation not communicated to the team preparing Annual Financial Statements(AFS). Going forward, WIP figures will be unbundled and reported with supported documents to avoid reoccurrence. Also, invoice cut-off dates will strictly adhered to ensure accuracy of accruals reported in the AFS.
- b) Material loses and impairments, material losses were in respect of water losses which had been in excess of 40% over the last three(3) years, this is caused by a number of reasons ie. Unreported internal household toilet leaks, distribution line leaks etc. Infrastructure has set up a dedicated water conservation team deal with both types of leaks, however, budgets are constraint in seeing immediate results. Other efforts like targeting certain areas using water management equipment to identify leaks had been considered by Infrastructure. Impairment losses had been incurred in the form of debt write-offs for unrecovered exchange and non-exchange receivable. The impairment figures are influenced by multiple reasons, water leaks, non applying potential indigents etc. The indigent section will be increasing indigent registration campaign while the water leak repair program will address the overstated water bill.
- c) Unauthorised Expenditure, Unauthorised expenditure was mainly due to non-cash items exceeding budget provisions. Included in these items, is depreciation, bad debt provision, other impairments. Ndlambe is progressively reducing these amounts for instance, depreciation provisions has been increased in the 2024/25 budget and two outer years. Landfill site impairment cost interest has been provided for to ensure that the unauthorised expenditure is dealt with.
- d) Irregular expenditure, the matter is about an accumulated historical balance and the continuity in incurring the expenditure in current years. As advised by MPAC and internal audit committees, deviation procurements some of which become irregular, will be identify and redefine the procurement process from issuing of orders to standard payment. The expenditure has been analysed into categories and an action plan developed with various procurement strategies identified for each service.
- e) Unspent conditional grant, one way of dealing with this problem is adherence to CoGTA’s “RISK ADJUSTED STRATEGY” (RAS), failing which remaining funds will have to be utilised redirecting during adjustment budget to other registered projects, by pulling them forward.

Ndlambe has developed an action plan to address these issues to ensure that the matters of emphasis are eliminated. We believe addressing these issues will be setting a scene for the desired clean audit.

<u>Commitment</u>	<u>Key actions to address the commitment</u>	<u>Start date</u>	<u>Planned completion date</u>	<u>Frequency of reporting on progress</u>	<u>What will success look like</u>
<p><u>Matters of emphasis</u></p> <p><u>Restatement of corresponding figures</u></p> <p>As disclosed in note 43 to the financial statements, the corresponding figures for 30 June 2022 were restated as a result of an error in the financial statements of the municipality at, and for the year ended 30 June 2023</p>	<p>Disclosed figures will be reviewed, analysed and reconciled to ensure elimination of errors</p>	<p>By End May 2024</p>	<p>By End Jul 2024</p>	<p>Once at Year-End</p>	<p>Elimination of Error</p>
<p><u>Material losses and impairments</u></p> <p>As disclosed in note 48 to the financial statements, material water losses of R22,3 million (2022: R14,1million) were incurred, which represents 45,3% (2022: 38,2%) of total water purchased. The losses were predominantly due to physical losses from leaks, burst pipes and reservoir overflows. Furthermore, apparent losses were realised due to metering inefficiencies, meter faults, and unauthorised and unmetered consumption</p>	<p>The Municipality has set up a "Team" that deals specifically with water leaks. The team is guided by Municipal billing section by providing list of properties with suspicious readings including non registering meter. Budget imposes limitation on the number that could be attended. Also efforts are made to establish water meters that can assist by providing information by sending signals where leaks are happening. Also the desktop exercise is done to check the meters read by plotting the readings on area maps to establish the extent of the readings in an area.</p>	<p>Team was set set-Up last financial already, Meter assessment started in Aug 2024</p>	<p>Teams is already running</p>	<p>Reporting is done monthly</p>	<p>The losses should be reduced, it be noted that the water rationing exercise which at times create airlock and turning meter dials, may have an impact on the readings.</p>
<p>As disclosed in notes 4 and 5 to the financial statements, impairments of R50,4 million (2022: R48,9 million) relating to receivables from non-exchange and R127,6 million (2022: R118,1 million) relating to receivables from exchange transactions were incurred as a result of irrecoverable debtors.</p>	<p>Impairments are as a result of consumers not coming forward to apply for indigence, the water leaks from these consumers exacerbate the amounts. Also, there are challenges in collecting in the areas where Eskom is a licenced electricity distributor. The Municipality has increased its indigent registration campaigns, contracted system indigent verification system. LMs, through SALGA have raised the challenge, the matter is being addressed through parliamentary process for ESKOM to assist through</p>	<p>Discussions have started we are waiting for implementation date to be announced</p>	<p>Unknown, we are dependent on a feedback from SALGA</p>	<p>No pronouncement but expected progress to be given at SALGA members conference which takes place once a year</p>	<p>We expect a significant improvement on collections, as these areas represent a bulk of our services consumers</p>

	blockage or withholding a portion of the electricity purchases				
Unauthorised expenditure					
As disclosed in note 44 to the financial statements, unauthorised expenditure of R124,3 million was incurred in the current year and previous years due to overspending of cash and non-cash items in various municipal departments. This balance is an accumulation of current and previous year amounts. In the current year, R75,5 million was written off, while in the previous year, R71 million had been written off.	Introduction of cost reflective tariffs to cover the non cash items Gradually make a provision of non-cash items	Provision is made from July and December (Midyear Adjustment) of each financial year	Year-End results is a determinant of goal achievement	Reports are generated Monthly, quarterly, half yearly.	The amount should be reduced
Irregular expenditure					
As disclosed in note 46 to the financial statements, irregular expenditure of R235,2 million (2022: R301,8 million) was incurred in the current year and previous years due to supply chain management (SCM) regulations and policy deviations. This balance is an accumulation of current and previous year amounts. In the current year, R148,5 million was written off, while in the previous year, R410,3 million had been written off.	Irregular expenditure and deviation listing have been submitted to MPAC for investigations. Irregular expenditure and deviation listings have been submitted to MPAC for investigations Irregular expenditure listings are for the period of July - Oct 2023. Deviation listings are for the period from July 2023 - Dec 2023. The next submission to Council will be ready on the 10 Apr 2024.	Feb-24	Historical amounts up to 2023, will be investigated together with current balance	Irregular is reported monthly as part of finance reports and quarterly to Council	Historical balance to be investigated in full
Unspent conditional grants					
As disclosed in note 17 to the financial statements, the municipality has unspent conditional grants and receipts of R14,6 million (2022: R16,7 million).	Unspent conditional grants were due to unforeseen reasons, like EIA, which were not expected. During project proposals, assessment, studies would be performed to ensure that all processes are followed. Failing which, the funds will be redirected to other registered projects where a possible delay exist.	During Adjustment budget of each year	Current Year funds had been reallocated during budget	Monthly reports are done and submitted to the funder	Full utilisation of the reallocated funds
Other matters					

<p>Unaudited disclosure note</p> <p>In terms of section 125(2) (e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. The disclosure requirements did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.</p>	<p>MFMA disclosures to be included in the AFS plan and be compared with NT specimen for completeness (March 2024)</p>	<p>31-Mar-24</p>	<p>31 July after assessing June activities</p>	<p>Assessments to be done and reported monthly</p>	<p>Correction of a non compliance in the period following its identification</p>
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The Audit Action Plan of the institution can be found below:

Finding	Finding Details	Root Cause	Recommendation	Management Response	Auditors Conclusion	Responsible Person	Due Date	Action Plan	Implementation Progress	Implementation Date	Completed Date	IA Review Date	IA Review Comments	Management Approval Date	Management Approval Comments
COAF 02 EXT 2: Performance Agreements for Manager	<p>Regulation 28(1) of the Municipal Performance for Municipal Managers and Managers directly accountable to Municipal Managers states the following:</p> <p>(1) The performance of the employee in relation to his or her performance agreement must be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory—</p> <p>First quarter: July - September Second quarter: October - December Third quarter: January - March Fourth quarter: April - June</p> <p>(2) The employer must keep a record of the mid-year review and annual assessment meetings.</p> <p>Regulation 27(4)(d) & (e) of the Municipal Performance for Municipal Managers and Managers directly accountable to Municipal Managers states the following:</p> <p>(4) For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established—</p> <p>(i) Executive Mayor or Mayor. (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee. (iii) Member of the mayoral or executive committee or in respect of a plenary type of municipality, another member of council. (iv) Mayor and / or municipal manager from another municipality, and (v) Member of a ward committee as nominated by the Executive Mayor or Mayor.</p>	<p>The municipality's performance assessment policy does not cater for employees other than the municipal manager and managers who are directly accountable to the municipal manager's performance against the objectives.</p>	<p>Management should ensure that the performance reviews are performed as stated in the regulation.</p>	<p>Management acknowledges the finding. Performance reviews for Section 57 Managers were able not all able to be conducted within the prescribed timeframes as per quoted regulations above; however, they were subsequently conducted, and proof thereof is available for auditors' review.</p> <p>The PMS Framework/ Policy has recently been reviewed to include the performance review requirements for below section 57 managers and efforts have been made to develop performance plans for Manager and Supervisor level officials in line with the new Municipal Staff Regulations 890. Furthermore, Managers and Supervisors will be assessed/ reviewed in the current financial year 2023/2024 as per the Municipality Framework/ Policy.</p> <p>Name: Thabisa Sisoqoko Position: PMS Co-ordinator Date: 27/10/2023</p>	<p>Management comments have been noted and have agreed with the auditing finding therefore the audit finding remains and will be reported in the management report as a non-compliance as not all performance reviews were conducted during the year for managers section 57 and below.</p>	Thabisa Sisoqoko, Phaphama Nobebe	30-Aug-2024	<p>Managers and supervisors will be reporting on the system by the 29 February 2024.</p> <p>Assessment of the uploaded information will be done in quarter 2.</p> <p>Progress on the 18/03/2024 Performance plans have been developed for managers that are reporting directly to the MM. They have started reporting on the system and the due date for all reporting will be conducted on the 30 April 2024.</p> <p>Progress on the 05/06/2024 Staff members from Task Grade 17 to Task Grade 10 have reported on the system for Q1 to Q3. The assessments for all quarters will be conducted by the 30th of August 2024.</p> <p>Q1, Q2 and Mid-year assessments were conducted and concluded by the 19th of April 2024 for Section 56 and 57 Managers. The PMS Policy Framework caters</p>	75%	In Progress	01-Feb-2024	11-Apr-24			
COAF 2 EXT 3: 3. Fraud risk assessment not done.	<p>Audit Finding</p> <p>Section 62(1)(c)(iii) of the Municipal Finance Management Act (MFMA) states that the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of internal audit and operating in accordance with any prescribed norms and standards.</p> <p>Section 165(3) of the MFMA also states that the internal audit unit of a municipality or municipal entity must prepare a risk-based audit plan and an internal audit program for each financial year advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to internal audit, internal controls, accounting procedures and practices.</p> <p>Municipal systems Act 32 section 45 (a) states that the results of performance measurement in terms of section 41 (1) (c) of the municipal systems act must be audited as part of the municipality's internal auditing processes.</p> <p>In terms of the MFMA circular 65, the audit committee must in relation to internal audit:</p> <p>- Ensure that the charter, independence and activities of the internal audit function are clearly understood and respond to the objectives of the municipality and the legal framework.</p> <p>Nature</p> <p>Internal Audit unit did not assess the municipality for fraud risk assessment for the 2022/23 financial year.</p>	<p>The internal audit unit did not have the capacity to cover this section of their scope in the current year.</p>	<p>The internal audit unit should be capacitated to cover the entire scope of their section including the fraud risk assessment of management.</p>	<p>We acknowledge the finding. We have addressed the finding in the current 2023/24 financial year. We conducted a Fraud Risk assessment workshop with the assistance of COGTA. We have identified trainings to be carried out to capacitate the unit on Fraud Risk.</p> <p>We are also aware that our maturity levels on fraud risk are still very low and hence we rather focus our efforts on ensuring that Organizational Risk management is elevated, augmented by regular sittings of MPAC and Audit Committee.</p> <p>Name: S Landzela Position: Internal Audit Date: 25 October 2023</p>	<p>Management comment is acknowledged, and the audit finding remains as internal audit did not perform the fraud risk assessment for the 2022/23 financial year.</p>	Sonwabile Landzela, Vuyokazi Maphaphu, Phumeza Bhuti	09-Feb-2024	<p>The fraud risk assessment was done on the 31 July 2023 - 01 Aug 2023</p>	100%	Completed	26-Feb-2024	11-Apr-24			
COAF 2 EXT 4: Local Content processes	<p>National treasury designated sectors instruction number 15 of 2016/2017, paragraph 7.1 requires that (post award and reporting requirements) once bids are awarded, the Department of Trade and Industry must be:</p> <p>(i) Notified of all the successful bidders and the estimated value of the contracts; and (ii) Provided with copies of the contracts, the MBD 6.2 certifies together with the declaration C submitted by the successful bidders.</p> <p>During the understanding of the SCM business process it was noted that the municipality do not have a process in place to ensure that bid documents relating to local content of the winning bidder are submitted to the DTI. The similar audit finding was raised in previous year.</p> <p>NOTICE #AWARDED TO DESCRIPTION Date Advertised CLOSING DATE TYPE AWARD/ORDER AMOUNT expenditure 22/23 FY 217/2022 SPARKS AND ELLIS SUPPLY AND DELIVERY OF UNIFORMS – TRAFFIC DEPARTMENT 2022/15/24/2022/13/01/RFC 114 563,72 114 563,72 029/2023 MWEEZEN INVESTMENT HOLDING (SUPPLY AND DELIVERY OF UNIFORMS – CORPORATE SERVICES) 2023/02/23/2023/03/02/RFC 188 315,00 188 314,99</p>	<p>The SCM unit did not communicate with the council to adopt the National treasury designated sectors instruction number 15 of 2016/2017 and these regulations are binding on a Municipality once are adopted by its council. The municipality during 2022/23 financial year procured goods that required local content.</p> <p>This is a result of inadequate internal control processes around ensuring that the supply municipalities complies with National Treasury regulations and SCM regulation.</p> <p>The finding results to an internal control deficiency.</p>	<p>1. Management should ensure that all the municipality has process and procedure in place to ensure that bid documents relating to local content of the winning bidder are submitted to the DTI and application of exemptions with the department of trade and industry (DTI). The process should also be included in municipality's policy. 2. The SCM unit should ensure that they have a process in place to ensure that the council is informed about new circulars and regulations that are likely to be applicable to the municipality and council should adopt those regulations.</p>	<p>Agree with finding because the required declaration is not available, however the following should be considered on this finding.</p> <p>1. It is noted that the quoted instruction number 15 of 2016/2017: - relates specifically to STEEL PRODUCTS AND COMPONENTS FOR CONSTRUCTION. No such components were procured by Ndlambe LM during the year under review. 2. The AG's "Cause" paragraph in this finding seems to imply that the reporting requirement is either a National Treasury or SCM Regulation. National Treasury Regulations can only be made by the Minister of Finance. 3. Clarity is therefore requested from the AG regarding the standing of Chief Procurement Officer Instructions. Section 168 of the MFMA makes it clear that only regulations made by the Minister of Finance become binding on a municipality (guidelines becoming binding on a municipality only once adopted by its council). 4. The AG's finding refers to an SBD rather than an MBD (which is used by municipalities) form. 5. 2017 PPPFA Regulation 8 (Local production and content) makes no mention of the Post Award and Reporting Requirements set out in paragraph 7 of the abovementioned Instruction 15 of 2016/2017. 6. In view of the above, I dispute that failure to comply with the</p>	<p>Management comments are noted. Please refer to the invitation and evaluation for bids based on a stipulated minimum threshold production and content for textile, clothing, leather and footwear sector that was approved by Pravin J Gordon (Minister of Finance) on the 16 July 2023. The circular requires that an Accounting Officer of Municipality once bids are awarded, the Department of Trade and Industry must be:</p> <p>(i) Notified of all the successful bidders and the estimated value of the contracts; and (ii) Provided with copies of the contracts, the MBD 6.2 certifies together with the declaration C submitted by the successful bidders.</p> <p>2. The requirement quoted was the addition to the circular that was approved by the Minister of Finance.</p> <p>Therefore, based on the above the audit findings remains and will be reported in the management report as an internal control deficiency</p>	Simamkele Smaile	11-Mar-2024	<p>"2022 regulation does not require the use of local content processes. An opinion will be requested from NT to advise on whether to continue with the local content process even though they are no longer applicable as per regulation of 2022"</p> <p>26 Feb 2024 Email correspondence sent to PT and awaiting response. Verbal discussion on the matter confirmed that there is no regulatory obligation for the municipality to comply with the local content requirements. SCM Policy to be amended to remove LC. At present, the Regulations supersede the policy, and where there are inconsistencies between the policy and the regulations - the provisions of the regulations will be applicable.</p>	100%	Completed	20-Mar-2024	11-Apr-24			

COAF 9 EXT 1: Deviation not in line with SCM regulation 36 Requirements	<p>In terms of the requirements of SCM reg 36(1) (a) it states that: Dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only -</p> <ul style="list-style-type: none"> in an emergency; if such goods or services are produced or available from a single provider only; for the acquisition of special works of art or historical objects where specifications are difficult to compile; acquisition of animals or zoos; or in any other exceptional case where it is impractical or impossible to follow the official procurement processes <p>1. During the testing of deviations it was noted that the following suppliers deviated without following proper deviation requirements as per SCM reg 36(1)(a). The reasons for management deviation are unjustifiable and therefore assessed further on the table below. (Refer to table one)</p>	<p>This is due to management not properly planning for procurements that they will need to do during the financial year.</p> <ul style="list-style-type: none"> • [Non-compliance with SCM regulation 36 • [Irregular expenditure understated by R11 431 210 • [Irregular expenditure overstated by R198 980 	<p>Management should ensure compliance with SCM regulation 36 by implementing proper procurement planning relating to projects that will be undertaken during the year to ensure that they monitor irregular expenditure.</p>	<p>Sub findings: 1. The amount of R196 772-75 is already included in the 2022/2023 IE disclosure note and listing. 2. [RUDCOR – The municipality had already appointed the contractors to implement the project under Notice 130/2023, but due to delays on implementation which resulted to low expenditure. Two contractors were appointed to expedite the expenditure and progress on site. The appointment of these contractors was done after it was noticed due to available period to complete within the financial year, no ways that the initially appointed contractors can finish the work within stipulated time frames. Hence Rudcor and Northfield were appointed as a matter of urgency. 3. [NORTHFIELD ENGINEERING - The AG's amount of R3 892 219-00 in the above table is incorrect. The municipality had already appointed the contractors to implement the project under Notice 130/2023, but due to delays on implementation which resulted to low expenditure. Two contractors were appointed to expedite the expenditure and progress on site. The appointment of these contractors was done after it was noticed due to available period to complete within the financial year, no ways that the initially appointed contractors can finish the work within stipulated time frames. Hence Rudcor and Northfield were appointed as a matter of urgency. 4. [Kimpax – payments against this deviation were included in</p>	<p>1. Management response has been noted. The amount has been included on the irregular expenditure, the finding will remain and reported on the management report due to the non-compliance. 2. Management response have been noted, furthermore in a meeting with management on 09 November 2023, it was indicated that more evidence will be submitted to provide support on the response provided on the deviation memo. The municipality further confirmed that with big projects e.g. sewage projects it is important that they are not left open for long without work being done. We have assessed the evidence that management has provided (emails sent, notice letters and final termination letters) and therefore resolves the finding on Rudcor and Northfield. The submitted evidence provided an understanding of the process followed before a termination is official and we have noted that there were communication dated as far as April 2023 when the municipality had concerns on the project progress. The municipality has been in a consistent contact with the suppliers and provided them the</p>	Simamkele Smaile	29-Mar-2024	All deviations procurements to be checked by SCM unit before authorization by relevant HODS.	100%	Completed	19-Apr-2024	11-Apr-24
COAF 17 - Use of consultants - No consultancy reduction plan	<p>Impact - Irregular expenditure.</p> <p>Section 62 (1) (a) of the Municipal Finance Management Act (MFMA) prescribes that the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the resources of the municipality are used effectively, efficiently, and economically.</p> <p>Regulations 5 (5) (f) of Municipal cost containment Regulation states that when consultants are appointed, an accounting officer must develop consultancy reduction plans to reduce the reliance on consultants.</p> <p>On request of information 47 of 2023 we have requested management to provide the consultancy reduction plan. Management indicated that there is no consultancy reduction plan in place</p>	<p>Management did not develop a reduction plan for consultants this is a repeat finding.</p> <ul style="list-style-type: none"> • [Non-compliance with Municipal Cost Containment Regulation 5(5)(f) and MFMA section 62(1) • [This is also a repeat finding from previous years; management did not put measures in place to ensure that they have a reduction plan. 	<p>Management should ensure that they develop a reduction plan to ensure that they comply with the MFMA and Municipal cost containment regulation.</p>	<p>Management agrees that there is no draft plan in place, however there are efforts and initiatives done in reducing the scope of work for the consultants.</p>	<p>Management agrees that there is no draft plan in place, however there are efforts and initiatives done in reducing the scope of work for the consultants.</p>	Michael Klaas, Onwable Nkiki	31-May-2024	develop consultancy reduction plan evaluate each directorates list of consultants	Not Yet Started		11-Apr-24	
COAF 27 - Supplier did not declare any interest on partnership with Ndabambe municipality employees	<p>In terms of supply chain: Ethical standards state that - A supply chain management policy must establish a code of ethical standards complying with sub regulation (2) for officials and other role players in the supply chain management system in order to promote -</p> <ul style="list-style-type: none"> mutual trust and respect; and an environment where business can be conducted with integrity and in a fair and reasonable manner. <p>(2) A municipal code of ethical standards must stipulate that an official or other role player involved in the implementation of the supply chain management policy of the municipality or municipal entity -</p> <ul style="list-style-type: none"> must treat all providers and potential providers equitably; may not use his or her position for private gain or to improve or benefit another person; may not accept any reward, gift, favour, hospitality or other benefit directly or indirectly, including to any close family member, partner or associate of that person; notwithstanding sub regulation (2)(c), must declare to the accounting officer details of any reward, gift, favour, hospitality or other benefit promised, offered or granted to that person or to any close family member, partner or associate of that person; must declare to the accounting officer details of any private or business interest which that person, or any close family member, partner or associate, may have in any proposed procurement or disposal process of, or in any award of a contract by, the municipality or municipal entity; must immediately withdraw from participating in a manner whatsoever in a procurement or disposal process or in the award of a contract in which that person, or any close family member, partner or associate, has any private or business interest; <p>In terms of the Supply Chain Management regulation 13(1)(c) the Municipality may</p>	<p>The municipality does not have a system in place to ensure that suppliers that are awarded have no interest.</p>	<p>Management should ensure put measures in place to ensure that checks are done before awarding employees. Furthermore declarations that employees make should be used as a tool to ensure that the business interest with other suppliers is monitored.</p>	<p>Disagree with the internal control deficiency finding: 1. Supply Chain Regulation 13(c) requires bidders to indicate: - (i) whether the bidder is in the service of the state, or has been in the service of the state in the previous 12 months; - (ii) whether (if the bidder is not a natural person) any of its directors, managers, principal shareholders or stakeholder is in the service of the state, or has been in the service of the state in the previous 12 months; or - (iii) whether a spouse, child or parent of the bidder or of a director, manager, shareholder or stakeholder referred to in subparagraph (ii) is in the service of the state, or has been in the service of the state in the previous 12 months. 2. The Supply Chain Regulations do not contain a definition of the word "stakeholder" as used in the aforementioned context. 3. Supply Chain Regulation 45 refers specifically to "particulars of any award of more than R2 000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous 12 months". The table contained in this finding refers, in all cases, to BUSINESS PARTNERS (in businesses other than those who received awards as set out in the table). IT IS THEREFORE SUGGESTED THAT, IN THE CASE OF THE NAMES PER THE LIST, THE REQUIREMENTS OF REGULATION 45 WOULD NOT BE APPLICABLE. 4. Bidder declaration form MBD 4 (as issued by National Treasury to give effect to SCM Regulation 13(c)) does not appear to cover the situations raised by the AG in this finding:</p>	<p>Management response has been noted, the finding remains and will be reported on the management report. A follow up will be done in the next audit cycle on measures that have been put in place to prevent the re-occurrence of the finding.</p>	Michael Klaas, Simamkele Smaile	29-Mar-2024	CFO to explore RUMAS and Ekxhaya system for CAATS and give feed back if it can help when it comes to CAATS. Feedback to be given in next meeting	100%	Completed	29-Apr-2024	11-Apr-24
COAF 23 - (To Report): HR Management compliance - MM & Senior Managers performance bonus paid before the APR was tabled and adopted by council	<p>In terms of the Municipal performance regulation 8(1) for Municipal Manager and managers directly accountable to Municipal managers states that: In accordance with regulation 32, a performance bonus, based on affordability, may be paid to the employee, after -</p> <p>(1) the annual report for the financial year under review has been tabled and adopted by the municipal council;</p> <p>During the audit of Human Resource compliance, we noted an instance of non-compliance where performance bonuses were paid in December 2022 to the municipal manager and senior managers (in the current year or previous year's performance) before the 2021/22 annual report was adopted by council. The 2021/22 annual report was tabled and adopted on 30 March 2023.</p> <p>Management should note that this constitute a repeat audit finding as this was also raised in the prior year.</p>	<p>The cause of the finding is due to a lack of oversight by management in ensuring that adequate compliance monitoring controls / regulations are adhered to. The above results in a material non-compliance with the Municipal performance regulation 8(1) and the Municipal Systems Act 66(1)</p>	<p>Management should ensure compliance with all applicable laws and regulations are monitored and adhere to in order to avoid non-compliance paragraphs that are reported in the audit report and management report.</p>	<p>Management agrees to the finding. This is a legal omission that must be complied with in the future. The chairperson of the Audit Committee based on the fact that she chaired all the assessments would prepare a report on assessments / reviews of performance of Senior Manager and present it to council and on basis of that and scores of each, council would take a resolution of pay or not to. The legislation sequence of events viz. Audit report and annual report review and adoption. As much as there has never been a rejection to pay the bonuses and paragraph 8 of the Local Government Municipal performance regulations for Municipal Managers and Managers directly accountable to the Municipal Managers, 2006. However that does not make it correct that the law has not been complied with as prescribed. This is not going to be repeated in 2022/2023 financial year. Considerations to pay bonuses or not will be submitted in April 2024.</p>	<p>Management comments have been noted and management agrees with the audit finding; therefore, the finding remains and will be reported in the management report and audit report as uncorrected compliance subject matter misstatements.</p>	Thabisa Sigoko, Rolly Dumezweni, Phaphama Nobebe	30-Apr-2024	Assessments are conducted and chaired by APC chairperson. APR was submitted to AG for auditing in August. The was only one adjustment made on infrastructure projects which did not have any impact on the assessment result. An item has been prepared for the approval of APR by Council on the 28 March 2024. Performance bonus will only be considered to be paid once APR is tabled and approved by Council on the 28 March 2024.	100%	Completed	29-Apr-2024	11-Apr-24

Name: Rolly Dumezweni
Position: Municipal Manager
Date: 23/11/2023

COAF 25- (To Report) - Consequence management compliance – Prior years fruitless and wasteful expenditure was not investigated	There is no evidence to confirm that the fruitless and wasteful expenditure incurred by the municipality in the prior year was investigated as no listing of investigations conducted were provided, furthermore a listing of investigations concluded in order to determine the kind of investigation performed and the results of such investigations.	The cause of the finding was due to the fact that the MPAC Only focuses on the consolidated reports amounting to unauthorised, fruitless and wasteful and irregular expenditure as no detailed listing of what constitute those investigations and the results of those investigations. This results to non-compliance with sections 32(2)(a) and 32(2)(b) of the MFMA.	Management should ensure there are sufficient processes to investigate fruitless and wasteful expenditure.	Agree – Prior Year Fruitless and wasteful expenditure, was not investigated in the 2022/23 FYR, focus was directed towards investigation of Unauthorised and Irregular expenditure. This is due to the high balances on these items as well as the ongoing engagement on Eskom interest charges. Name: M Klaas Position: Chief Financial Date: 27/11/2023	Management comments have been noted and management agrees with the audit finding; therefore, the finding remains and will be reported in the management report and audit report as uncorrected compliance subject matter misstatements.	Michael Klaas	31-May-2024	Not Yet Started	11-Apr-24		
COAF 22 (To Report) - Budgeting deficiencies identified	Section 62(1)(c)(i) of the MFMA states that, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains an effective, efficient and transparent systems of financial and risk management and internal control. The following deficiencies were identified when comparing the budget amounts to actual amounts for the current year. Note: ALL classes of transactions, account balances, and disclosures from the latest information available Current year-to-date actual amount Prior year actual amount, per prior year audited financial statement Current year budget amount, as per approved budget Management's explanation for significant fluctuations Auditors comment Housing debtor income 1,859,234.00 1,444,801.00 295,957.00 Variance is due to an over budgeting on indigent debtors for housing rental. Inadequate budgeting process being followed by management due to acknowledgement of some errors / flaws / misallocation over the budgeting process. Interest received - Investments 7,977,378.00 4,278,823.00 6,787,000 The budget was kept in line with the prior period interest income and did not factor in the expected effect of increased interest rates during the interest rate hiking cycle experienced in the economy. Inadequate budgeting process being followed by management due to acknowledgement of some errors / flaws / misallocation over the budgeting process. Finance costs 7,967,221.00 6,696,803.00 375,000.00 The finance costs budget does not include the material interest component related to the provision on the landfill site rehabilitation. This resulted in the variance as identified. Inadequate budgeting process being followed by management due to acknowledgement of some errors /	The cause of the finding is due to lack of oversight by management over adequate budgeting processes being followed and also ensuring that significant variances are properly explained. The impact of the finding results to an internal control deficiency over the budgeting process.	Management should ensure that proper budgeting process is followed and also any significant variances identified are properly explained.	Management noted the finding. Name: Unathi Xako Position: Manager Budget and Treasury Date: 2023/11/28	Management acknowledges the audit finding, therefore the finding remains.	Unathi Qinela-Xako, Diane May, Nombulelo Booysen, Michael Klaas	31-May-2024	Licenses - corrected in 2025 budget, we have budgeted only the 17% commission	27%	In Progress	11-Apr-24
COAF 23 (To Report) - Non-compliance with section 127 & 129 of the MFMA	Audit Finding Requirement: In terms of section 127(5) of the MFMA: (5) Immediately after an annual report is tabled in the council in terms of subsection (2), the accounting officer of the municipality must- (a) in accordance with section 21A of the Municipal System Act- (i) make public the annual report; and (ii) invite the local community to submit representation in connection with the annual report. In terms of section 129(1) of the MFMA: (1) The council of a municipality must consider the annual report of the municipality and of any municipal entity under the municipality's sole or shared control and by no later than two months from the date on which the annual report was tabled in the council in terms of section 127, adopt an oversight report containing the council's comments on the annual report, which included a statement whether the council: (a) had approved the annual report with or without reservations; (b) had rejected the annual report; or (c) had referred the annual report back for revision of those components that can be revised. Nature: 1. The Municipality did not invite the local community to submit representations in connection with the annual report immediately after an annual report was tabled in the council in terms of section 127(2) of the MFMA. The municipality on notice number 163/2022 dated 12 September 2022 invited the local community to submit representations in connection with the draft annual report. The draft annual report is not the final annual report because it before the Audit General issues an audit	Management did not ensure compliance with laws and regulations Impact: The above results in a material non-compliance with the following sections 1. Non-compliance with section 127(5)(ii) of the MFMA 2. Non-compliance with section 129(1) of the MFMA	Recommendation: Management should ensure compliance with all applicable laws and regulations.	Management does NOT accept the finding. Section 127(2) of the MFMA does not differentiate between the words "final" and "draft" annual report but clearly states that the annual report of the Municipality should be tabled within seven months after the end of the financial year. Furthermore, Section 127(5)(ii) clearly states that after the annual report is tabled then the accounting officer must "invite the local community to submit representations in connection with the annual report". There is no condition that is emphasized on the sharing of the annual report after the Auditor General issues an audit report as mentioned in your finding above. Reference is also made to section (5)(b) which states that the accounting officer of the Municipality must, "submit the annual report to the Auditor-General, the relevant provincial treasury and the provincial department responsible for local government in the province", this is also after the annual report has been tabled to council. Management acknowledges finding, going forward the oversight report will be made public to comply with section 129(3) of the MFMA. Name: Thabisa Sigoko Position: PMS Coordinator Date: 23/11/2023	Management response is note. We assessed the Management's response and Section 127(2) of the MFMA stated that immediately after an annual report is tabled in the council in terms of subsection (2), the accounting officer of the municipality must-(a) in accordance with section 21A of the Municipal System Act- (i) make public the annual report; and (ii) invite the local community to submit representation in connection with the annual report. Therefore, the Municipality did not comply with the above requirements since invited the local community to submit representation in connection with the annual report before it was tabled to the council, therefore the audit finding remains and will be reported both on Management Report and Audit Report.	Sonwabile Landzela, Thabisa Sigoko, Phaphama Nobebe, Vuyokazi Maphaphu, Phumeza Bhuti	30-Apr-2024	1. Management will ensure that an advert is published on the local newspaper or website after the adoption of annual report, 04 April 2024. 2. Oversight report to be submitted to Council on the 28 March 2024.	100%	Completed 08-May-2024	11-Apr-24

COAF 20 Receivables due for impairment were not impaired or assessed for impairment.	Section 62 (1) (c) (i) of the Municipal Finance Management Act (MFMA) prescribes that the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.	The cause of the finding is due to a lack of oversight by management in ensuring that receivables are correctly accounted for and those that are subject for impairment are appropriately impaired.	It is recommended that management should implement measures, controls and processes to ensure that amounts that should be impaired are impaired in the financial year that impairment indicators exist.	The audit finding is noted and acknowledged; however, management will impair the recoverable legal expenses relating to missing computer laptops and ex director's legal expenses in 2024 AFS. The adjustment will be retrospective. Management will consider whether to impair Traffic department re-ceiving under investigation in 2024 financial year when all processes are followed. Name: Unathi Xako Position: Budget and Treasury Date: 2023/11/22	Management comments have been noted, the finding resulting to the recoverable legal expenses will remain and be reported in the management report as uncorrected misstatement. The finding relating to Traffic department is resolved and will no longer be reported in the management report. Only in the next financial year when the investigation is concluded to confirm that it should be impaired or not	Unathi Nondzube	29-Mar-2024	A control has been put in place to ensure less risk on cash fraud by allowing only card payments for traffic department services payments. The community was informed of this change via notice 299/2023 which was issued on 01/12/2023, when the Traffic Department reopened on 04/12/2023. The notice was placed on notice boards, website and via social media platforms.	100%	Completed 29-Apr-2024 11-Apr-24	29-Apr-2024	The matter has been finalized as the sanction of immediate dismissal has been issued by the presiding officer
COAF 08- Contingencies disclosure not supported by a complete register.	Section 62 (1) (b): The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all steps to ensure – that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards. 1. The following case is disclosed on the annual financial statements of the municipality but does not appear on the supporting litigations register submitted for audit. Case Description of case Amount per AFS KOSRA, Bushmand Kariega Estuary Car Management Forum & Natures Landing Homeowners Association v Ndlambe Local Municipality legal proceedings have been instituted against the municipality regarding the state of the landfill site at Bushmans River Mouth and to put measures in place to rectify the state of the landfill. R0 2. The following case is presented on the external confirmations but does not appear on the litigations register: Case Amount per external confirmation Ndlambe Local Municipality v Dyonguan R 600 000	This is due to a lack of adequate review of the annual financial statements with the accompanying related disclosure schedules to ensure the AFS are accurate and complete. The impact of the finding result to the contingencies disclosed in the financial statements are overstated due to the case not supported by the schedule. Furthermore, the impact of the finding results to a completeness of contingencies amounting to R500 000.	Management should ensure that there is an adequate review of financial statements together with the accurate and complete schedules to ensure that financial statements are accurate and complete before they are submitted for audit purpose.	Management notes the finding – Finding1 – This was a simple omission from the litigation register and not a misstatement in the AFS. The matter has not been struck off the roll and the MM has to report on this regularly to the courts in Grahamstown. No misstatement. Finding2: The matter was an old matter and also not on the litigation register. Currently it seems the outcome of this is remote, but we are still engaging with the attorneys on this matter. We will adjust if necessary once final conclusion is reached. Name: Unathi Xako Position: Manager Budget and Treasury Date: 02 November 2023	Management comments have been noted. The finding relates to litigations register remains and will be reported in the management report as an overstatement misstatement in the annual financial statements as no adjusted AFS / adjusted litigations register showing the contingent liability and question. For finding number two, this finding remains and will be reported in the management report as a factual misstatement as no adjusted AFS or any other supporting documentation to support the disagreement.	Unathi Qinela-Xako, Unathi Nondzube, Phumezwa Maneli	31-May-2024	AFS office to send letters to attorneys to confirm contingent liabilities quarterly PMS will create an indicator for the directorates to update the litigation register on a monthly basis Corporate services to circulate the correct litigation register for AFS and Audit purpose Departments to submit litigation registers by the 10th of each month. Corporate Services to consolidate all registers monthly by the 15 of each month.	50%	In Progress 11-Apr-24	11-Apr-24	
COAF 23: EXT 3HR Management compliance – No system in place to monitor performance of all employees of the municipality.	Municipal systems act 67(1)(d) states that –(1) A municipality, in accordance with applicable law and subject to any applicable collective agreement, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including— (a) the recruitment, selection and appointment of persons as staff members; (b) service conditions of staff; (c) the supervision and management of staff; (d) the monitoring, measuring and evaluating of performance of staff Nature The Municipality does not perform performance assessment of the "employees other than the municipal manager and managers who are directly accountable to the municipal manager's" performance against the objectives. Upon enquiry from management, it was noted that the performance evaluation of all employees is being cascaded from the 2023/24 financial year.	The cause of the finding is due to a lack of oversight by management in ensuring that all laws and regulations relating to the evaluation of performance of staffs being conducted and there is a system in place to ensure effective performance management process. Impact The impact of the finding results to a non – compliance with section 67(1)(d) of the municipal systems act.	Management should ensure compliance with all applicable laws and regulations are monitored and adhere to in order to avoid non – compliance paragraphs that are reported in the audit report and management report.	Management agrees with the finding and as stated in our PMS policy the cascading of performance will be done on a phased approach. The cascading of performance has a labour component which enforces the Municipality to re-evaluate all the relevant officials job descriptions to ensure compliance with regulation 890 and other related legal enactments. Most of the Managers have also been reporting in relation to the scorecards of the Municipal Manager and other Directors. Name: Thabisa Sigooko Position: PMS Coordinator Date: 23/11/2023	Management comments have been noted and management agrees with the audit finding; therefore, the finding remains and will be reported in the management report and audit report as uncorrected compliance subject matter misstatements.	Thabisa Sigooko, Phaphama Nobebe	31-Jul-2024	Cascading has been done from task grade 17 to 10. Implementation date end of Feb 2024 Plans are being developed for task grade 9 to 6. They will start report end of Sept 2024 From 01/07/2024 the process for development of plans for the rest of employees will commence 10 May 2024 Reporting on system for Q1, Q2 and Q3 has been done the closing date was the 30 Apr 2024.	50%	In Progress 11-Apr-24	11-Apr-24	
COAF 03 EXT2: Employee took leave without being approved	Section 62(1)(c)(i) of the MFMA states that, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains an effective, efficient and transparent systems of financial and risk management and internal control. Paragraph 23.1 An employee must submit an application for sick leave, accompanied by a medical certificate, if required, before or on the third day after her/his absence from duty has started to be her/his departmental head or on the first day after she/he returned to work after any period of illness shorter than 3 days. Nature During the assessment of internal controls around leave applications noted that the employee with the persal number 0384 went to leave before the leave was approved. The paid leave was starting from 1 March 2023 to 1 March 2023 (1 day) and the employee applied for the leave on the 01 March 2023 recommended by the Section Head on the 06 March 2023 and approved by Manager on 15 March 2023, therefore the employee went to leave before approval.	The cause of the finding is due to a lack of review and monitoring of compliance with the leave policy. Impact The impact of the finding results to an internal control deficiency	Management should ensure that the employees are aware of the municipal policies around leave administration and they comply with the policies.	As this leave application was an emergency, verbal approval was granted by the sectional head and the HOD to the employee and thereafter written authorization was granted to the employee on the stipulated dates. Name: Mrs. NC. Booysen-Willy Position: Director: Community Protection Services Date: 30 October 2023	Management comments have been noted and management has acknowledged the finding. The finding remains and will be reported in the management report as an internal control deficiency.	Unathi Nondzube, Rolly Dumezweni, Nombuliso Booysen, Michael Klaas	14-Jun-2024	Leave plans where employees will request their leaves 7 days before they go to ensure they take an authorized leave Unauthorized leave to be deducted, effective as of 01 Feb 2024 Verbal leave to be signed the 1st day an employee comes back to work Introduction of online leave application (time frame) All depts to submit all leave books to HR to assess all leaves taken from July 2023 to Jan 2024 Departments (Deputy directors and managers) to assess their leave books on a monthly basis Memo to be circulated to all explaining leave procedure	60%	In Progress 11-Apr-24	11-Apr-24	

COAF 3 EXT 1: Overtime Payments-Pre-authorization forms- Internal Control deficiency	Section 62(1)(c)(i) of the MFMA states that, the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains an effective, efficient and transparent systems of financial and risk management and internal control.	The above is due to the following: - Poor monitoring and implementation of overtime policy by management	Management should ensure that: >pre- authorizations are obtained and dated before overtime is worked. > adequate review procedures are in place. > considerations around adequate review of the overtime policy is made to accommodate instances of weekends and the processes to follow around approving such overtime.	The management will ensure that all overtime pre- authorizations are checked before overtime is worked with dates stipulating the dates of authorization/ approval.	Management comments have been noted and management has acknowledged the finding. The finding remains and will be reported in the management report as an internal control deficiency.	Unathi Nondzube, Michael Klaas, Nombulelo Booyen	30-Jun-2024	Amendments to the existing pre- authorization form for it to talk to essential service departments and signed by relevant HOD or acting HOD	50%	In Progress	11-Apr-24
	Par 5.8 of the overtime policy states that no overtime will be worked without the approval of the Director or his delegate except in an emergency or exceptional cases and in such a situation the relevant Director must be informed within 12 working hours of the affected employee being in office. A pre-authorization form should be filled and signed to this effect except in emergency or exceptional cases.	Impact	The impact of the finding results in an internal control deficiency.					Depts to ensure that valid preauthorization are accompanied by relevant workpaper (evidence of what the employee was doing or working overtime for)			
	Nature							No valid pre-authorization forms no overtime payment			
	During the testing of overtime payments, we noted that the below overtime payments were made where the pre-authorization was not dated, therefore we can't determine whether when the overtime was pre-authorized.										
	No. Employee no. Employee Name Month overtime worked Overtime payment Comments 1269WOODS E R Sept R 5 948,28 The pre- authorisation form is not dated 2659KALIPA L SA April R 3 806,43 The pre- authorisation form is not dated 3190MBABA S D April R 5 152,19 The pre- authorisation form is not dated										
COAF 2 EXT 5: IT Findings- Internal control deficiencies on the IT department	Section 62(1)(c) of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA), the accounting officer of a municipality is responsible for the financial administration of the municipality and must for this purpose take reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.	There appears to be a lack of attention paid to IT management in the municipality and the IT Manager has a solely responsible for the IT functions and no top management reviews are performed and this results in lack of segregation of duties. Furthermore, the IT Steering committee had only met once.	Management should ensure that it takes reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial, risk management, and internal control. This includes taking reasonable steps to ensure that the IT documents are approved on a timely manner and that the IT Steering Committee is operating in terms of terms of reference.	1. Agree to the finding and recommendations noted the IT Manager will prioritise the IT Steering Committee meetings to take place on a quarterly basis. The first quarter meeting is scheduled for November 2023.	Management comments have been noted and have agreed with the auditing finding therefore the audit finding remains and will be reported in the management report as an internal control deficiency	Gerrie Germishuizen, Michael Klaas	31-May-2024	The IT section has to sit 4 meetings before year end in order for them to meet the required number of meetings to be sat per annum	50%	In Progress 28-May-2024	11-Apr-24
	Nature	The following internal control deficiencies were noted in the IT environment	The finding results in an internal control deficiency in the IT environment.	2. [Agree to AC's finding, IT Manager will submit to the CFO on a monthly basis report for review.				The following dates was scheduled for the next 4 meetings in this financial year			
	1. The IT steering committee only met once during the 2022/23 financial years as required by the IT steering committee charter.			All recommendations are noted.				Response from IT Manager on dates			
	2. There is no Chief Information Officer in the municipality no supporting evidence was provided to confirm that the CFO reviews activities of the person (IT Manager) responsible for granting users access to the network, application systems and performance reporting systems.			Name: Gerrie Germishuizen Position: IT Manager Date: 30 October 2023				19th of March 2024 4 April 2024 28th of May 20th of June			
								CFO to review all IT reports monthly.			
								Respond from IT Manager The monthly report will be submitted to CFO's office on a monthly basis			
								Respop			
COAF 2 EXT 8: Planning: Prior year audit action plan not adequately addressed.	In section 62(1)(d)(ii) of the Municipal Finance Management Act (MFMA) states that the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of internal audit operating in accordance with any prescribed norms and standards.	The cause of the finding is due to a lack of oversight by management over implementation of the audit action plan to address the prior year findings on compliance.	Management should ensure that adequate steps are taken into account to ensure that the prior year audit action plan to include all types of audits, financial statements, audit of performance information and compliance with laws and regulation to ensure that prior year findings are adequately addressed to avoid repeat findings.	Disagree with the audit finding all findings were incorporated in the action plans. The findings were included individually not grouped as per subject matter.	Management comment is noted. Subsequently discussed with Audit Control and confirmed that the findings relating to these compliance subject matters have been included in the audit action plan, however the plan has not adequately addressed the prior year findings as repeat findings has been identified. Therefore, the finding remains and will be reported in the management report as an internal control deficiency.	Thembeba Soul	30-Jun-2024	All the findings that were not resolved and emphasis matters are included in this Audit Action Plan	41%	In Progress	11-Apr-24
	Nature	Impact	The impact of the finding results to an internal control deficiency.					. Bi-monthly working session meetings will be conducted Weekly follow ups by the Audit controller to remind responsible officials of the progress and portfolio of evidence			
	The Audit Action Plan of the prior year was not adequately addressed by management as it only focused on the audit of the annual financial statements and did not include the compliance findings that have been raised in the prior year for the following's subject matters:							26 Feb 2024 Attendance registers of meetings are uploaded for progress update.			
	1. Annual financial statements 2. Expenditure management 3. Procurement and contract management 4. Human resource management							13 May 2024 Quarterly reports will be uploaded as well as attendance registers for working sessions			

COAF 2 EXT 7: Work of Internal auditors and Assessment of audit committee - Internal Audit Performing conflicting responsibilities and audit committee control deficiency.	<p>In section 62(1)(c)(ii) of the Municipal Finance Management Act (MFMA) states that the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of internal audit operating in accordance with any prescribed norms and standards.</p> <p>The following control deficiencies were identified while doing a risk assessment of internal audit.</p> <ul style="list-style-type: none"> - [The Internal Audit unit is performing the responsibilities of management by preparing the risk assessment and review the risk register, as per the terms of reference, therefore the internal audit function is not free from conflicting responsibilities and independent of activities that were audited. - [No external quality assurance assessment was done by a qualified independent reviewer as required by Institute of Internal Auditors (IIA) standard 1312 therefore, the Internal Audit function did not adhere to the standards set by the IIA. - [Further during the risk assessment of audit committee, no evidence could be obtained to confirm that the audit committee reviewed and commented on the municipality's annual report within 6 months after the end of the financial year before it's tabled to council. 	<p>The Municipality does not have Risk Committee due to budget restraints, therefore the duties thereof fall with the Internal Audit committee.</p> <p>There is no external Quality assurance review since the internal audit unit initiated and tabled the Quality Assurance Improvement programme was tabled in the APC committee meeting on the 30 March 2022 as annexure.</p> <p>The municipality did not submit the annual report to council on time.</p> <p>Impact The impact of the above findings is due to non-compliance with MFMA section 62 (1) and Internal control deficiencies.</p>	<p>Management should ensure the following.</p> <ul style="list-style-type: none"> - [Account for action plan to address the issue of internal audit performing the duties of management as the issue had been raised in the prior year. - [The Internal Audit charter must be in line with MFMA circular 62 - [The Internal Audit unit should have quality assessment by an external person as required by the Internal Institute of Internal Auditors (IIA) 1312. - the annual report is submitted to audit committee within the required time so as the audit committee can perform their roles and responsible as detailed in the MFMA. 	<ul style="list-style-type: none"> - [No external quality assurance assessment was done by a qualified independent reviewer as required by Institute of Internal Auditors (IIA) standard 1312 therefore, the Internal Audit function did not adhere to the standards set by the IIA. - [We acknowledge the part of non-performance of quality assurance. However, it has been communicated to AGSA that due to lack of budget, it could not be actioned in the prior year, and this will be addressed in the 2023/24 financial year. - [Implementation date: End June 2024 - [Further during the risk assessment of audit committee, no evidence could be obtained to confirm that the audit committee reviewed and commented on the municipality's annual report within 6 months after the end of the financial year before it's tabled to council. - [We agree with the finding. This was due to misalignment of Council calendar where the Audit Committee meetings sat after Council dates. This has been addressed in the current 2023/24 financial year. - [Implementation date: End January 2024 <p>Name: S Landzela Position: Internal Audit Manager Date: End January 2024</p>	<p>Management comments have been noted and have agreed with the auditing finding therefore the audit finding remains and will be reported in the management report as an internal control deficiency.</p>	<p>Sonwabile Landzela, Vuyokazi Maphaphu, Phumeza Buti</p>	<p>31-May-2024</p>	<p>The Internal Audit section will identify savings during the budget adjustment period, only once savings are identified an external assessor will be appointed. Quality Assurance assessment to be undertaken in the last quarter of 2023/2024 . awaiting budget adjustment approval to proceed with the external assessment. Once approved the budget adjustment with the line item in question will be uploaded as evidence by 28th February 2024.</p> <p>Council to appoint Risk committee.</p> <p>The term of the old Audit Committee expired mid Sept which required appointment of new audit committee, which was approved by council in December 2023, hence the draft annual report was only tabled in the new audit committee for reviews and comments on the 24/01/2024.</p>	<p>10%</p>	<p>In Progress</p>	<p>11-Apr-24</p>																				
COAF 15: Incomplete impairment on assets	<p>GRAP 1(17) states that financial statements shall present fairly the financial position, financial performance and cash flows of an entity. Fair presentation requires the faithful representation of the effects of transactions, other events and conditions in accordance with the definitions and recognition criteria for assets, liabilities, revenue and expenses. The application of Standards of GRAP with additional disclosures, when necessary, is presumed to result in financial statements that achieve a fair presentation.</p> <p>GRAP 26 defines impairment as a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation.</p> <p>GRAP 26 paragraph 20 stated that "An entity shall assess at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the entity shall estimate the recoverable amount of the asset".</p> <p>GRAP 26 paragraph 23 stated that "In assessing whether there is any indication that an asset may be impaired, an entity shall consider, as a minimum, the following indications:</p> <p>External sources of information</p> <ul style="list-style-type: none"> (a) During the period, an asset's market value has declined significantly more than would be expected as a result of the passage of time or normal use. (b) Significant changes with an adverse effect on the entity have taken place during the period, or will take place in the near future, in the technological, market, economic or legal environment in which the entity operates or in the market to which an asset is dedicated. 	<p>Management did not perform an impairment assessment on asset as indicated above.</p> <p>Impact - [Non-compliance with GRAP 1(17) and GRAP 26 - [PPE is overstated by a projected amount of R6 115 544.88 and understatement of impairment loss.</p>	<p>Management should ensure that there is regular monitoring of the impairment indicators and furthermore management should consider expanding the assessment of impairment to include impairment due to changes in market value of assets. Furthermore, management should consider performing a similar activity of costing the impairment which includes the size of the property and the cost per square meter for the buildings verified by the auditors. This will allow us to consider the rate of misstatement in terms of the municipality's input as we have used professional judgement above. Management should revisit the entire population to ensure that there are no other cases of impairment as above and perform the same</p>	<p>Management notes the finding. On item 1, the ground transformer, we acknowledge the fact that this was vandalized and has already been reported and insurance claimed. The breakdown in control occurred between the reporting thereof and reporting to the asset unit. This asset should have been impaired, which was an oversight. On items 2 and 3. We are and continue to be of the view that there are no indicators of impairment of these ablation facilities. These facilities are used for their intended purpose which is as a season, as they are at the beach. This also ensures the least change of this getting vandalized. We further note that the AGSA refers to the fact that the indicator is the estimated market value. We would like to point out that this is not an appropriate method for identifying indicators of impairment on public service infrastructure, as by their nature there is no active markets or market value for these. The fact that the carrying amount is high has nothing to do with impairment and if market value was a legitimate indicator, virtually all items of PPE would be impaired as no active markets exist for roads or stormwater drainage. (as example) The fact that no indicator is the refore identified is critical, as this is the trigger for the impairment calculation. Without the trigger, no impairment calculation is required. This was explained previously, but it's not specifically addressed in this finding. In light of the above already being mentioned in meetings, we have included a brief calculation on the value determination, based on similar asset but with reasons why these ablation</p>	<p>Management response has been noted the finding for Ground / Distribution Transformer will be reported on the management report and will therefore be projected and transferred to owners/unders as management did not process an adjustment. The finding for the two ablation is therefore resolved, management provided sufficient evidence to allow us to make an assessment and we can conclude that the carrying amount of the assets is not impaired.</p>	<p>Unathi Qinela-Xako, Nombulelo Booyen</p>	<p>30-Jun-2024</p>	<p>Asset office to circulate to departments impairment indicators (26/01/2024)</p> <p>Infrastructure to report to Asset office all possible impairments to the Assets Office</p> <p>13 May 2024</p> <p>Training was held where all departments were represented, hence no memo was circulated. Assets is busy with verification and all impairments will be reported as at 30 June 2024</p>	<p>40%</p>	<p>In Progress</p>	<p>11-Apr-24</p>																				
COAF 10 (To report) - Differences between the asset register and the financial statement	<p>Section 62(1)(b) of the MFMA states that the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for the purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards.</p> <p>GRAP 1(17) states that financial statements shall present fairly the financial position, financial performance and cash flows of an entity. Fair presentation requires the faithful representation of the effects of transactions, other events and conditions in accordance with the definitions and recognition criteria for assets, liabilities, revenue and expenses. The application of Standards of GRAP with additional disclosures, when necessary, is presumed to result in financial statements that achieve a fair presentation.</p> <p>During the testing of the Property, plant and equipment, differences between the asset register opening balances and the disclosed on opening balance disclosed on the financial statements, this difference translated to an overall differences on the PPE note 10.</p> <p>PPE note General ledger (R) / AFS (R) / Asset register (R) / Differences (R)</p> <table border="1" data-bbox="241 1155 589 1292"> <tr> <td>Land</td> <td>83 760 691,00</td> <td>83 760 691,00</td> <td>83 760 691,00</td> </tr> <tr> <td>Buildings</td> <td>114 547 496,00</td> <td>114 547 496,00</td> <td>114 547 499,00</td> </tr> <tr> <td>Plant and machinery</td> <td>3 098 380,00</td> <td>3 098 381,00</td> <td>3 098 381,00</td> </tr> <tr> <td>Motor Vehicles</td> <td>23 841 179,00</td> <td>23 841 179,00</td> <td>24 185</td> </tr> <tr> <td>Office equipment</td> <td>2 445 773,00</td> <td>2 445 774,00</td> <td>2</td> </tr> </table>	Land	83 760 691,00	83 760 691,00	83 760 691,00	Buildings	114 547 496,00	114 547 496,00	114 547 499,00	Plant and machinery	3 098 380,00	3 098 381,00	3 098 381,00	Motor Vehicles	23 841 179,00	23 841 179,00	24 185	Office equipment	2 445 773,00	2 445 774,00	2	<p>Non-performance of review of schedules supporting the financial statement line items to ensure accuracy.</p> <ul style="list-style-type: none"> - [Non-compliance with Section 62(1)(b) of the MFMA - [Non-compliance with GRAP 1(17) - [PPE is overstated with R982 736 	<p>Management should ensure that there is an adequate review of financial statements together with the accurate and complete schedules to ensure that financial statements are accurate and complete before they are submitted for audit purpose.</p>	<p>Management disagrees with the finding. There are no differences in the carrying value of PPE and the CV of the PPE note 10 and Asset register agrees. The prior period had immaterial variances which does not affect the carrying value of the prior period either. The below reconciliation is linked to the asset register and shows the overall differences to be zero. A link to this has been provided as – https://www.dropbox.com/sd/fo/qz9wjx7g9s3dnpkqwk0/h?rlkey=yw92jg8fupjst2qb2okd3k8d=0</p> <p>ASSET REGISTER 2023/2022</p> <p>Property Plant and Equipment Cost Acc Depn NBV Cost Acc Depn NBV</p> <p>Land 83 760 691,00 0,00 83 760 691,00</p> <p>Buildings 158 436 975,39 43 889 476,97 114 547 498,42</p> <p>Plant and machinery 3 098 380,00 1 107 393 794,67</p> <p>Motor Vehicles and Equipment 1 048 793,21 6 950 441,763 098 351,459 683 742,49 225 182,612 458 559,88</p> <p>Transport Assets 55 558 345,43 31 717 343,9723 841 001,4649 330 934,10 28 851 615,5720 479 318,53</p> <p>Furniture and Office Equipment 950 008 99-7 704 240,282</p> <p>245 768,7110 018 314 627 859 361,082 158 953,54</p> <p>Computer Equipment 081 740,00 3 592 205,223 489 534,877 012 021,79 4 587 386,122 424 635,67</p> <p>Electrical Infrastructure 159 181 014 18-58 659 284,6900 521 729,49158 541 558,16-52 635 556,8705 906 001,29</p>	<p>Management comments have been noted. The finding impacts the prior year cost and accumulated depreciation balances in disclosure note 10 to the financial statements. This also impacts the movement analysis of PPE in the current year, specifically the opening balance in the current year, in disclosure note 10. However the carrying value for the current and prior year are not misstated on the face of the statement of financial performance. The finding therefore remains and will be reported on the management report</p>	<p>Unathi Qinela-Xako, Nomathamsang aVulindlu</p>	<p>28-Jun-2024</p>	<p>Reconcile opening balances of assets in the GL</p>	<p>Not Yet Started</p>	<p>Not Yet Started</p>	<p>11-Apr-24</p>
Land	83 760 691,00	83 760 691,00	83 760 691,00																												
Buildings	114 547 496,00	114 547 496,00	114 547 499,00																												
Plant and machinery	3 098 380,00	3 098 381,00	3 098 381,00																												
Motor Vehicles	23 841 179,00	23 841 179,00	24 185																												
Office equipment	2 445 773,00	2 445 774,00	2																												

COAF 23 - (To Report)- Expenditure management compliance – Reasonable steps were not taken to prevent irregular, unauthorized and fruitless and wasteful expenditure.	Section 62(1)(d) of the MFMA states that "the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure -; that unauthorised, irregular or fruitless and wasteful expenditure and other losses are prevented Reasonable were not taken by management to ensure that irregular, unauthorised and fruitless expenditure incurred during the year under review is prevented in terms of section 62(1)(d) of the MFMA Act	The cause of the finding is due to a lack of oversight by management in ensuring that all laws and regulations relating to the section 62(1)(d) of the MFMA Act is adhered to. The impact of the finding results to a non – compliance with section 62(1)(d) of the MFMA Act.	Management should ensure compliance with all applicable laws and regulations are monitored and adhere to in order to avoid non – compliance paragraphs that are reported in the audit report and management report.	<p>Agree - that unauthorized, irregular, or fruitless and wasteful expenditure (UIF&WE) was incurred in the 2022/23 FYR. The following actions are being taken to reduce UIF&WE</p> <p>1. Unauthorized, the expenditure is mainly non-cash arising from Depreciation, impairment, and bad debt write-offs. An asset module has been activated to ensure that depreciation provision is correctly budgeted for the budget year, where under provision is detected then an adjustment is made during budget adjustment.</p> <p>2. Irregular – An action plan has been drawn to ensure that all goods and services procured without following the due processes are included in the procurement plan, or where a deviation is used, the reasons for using the shortened process are justifiable.</p> <p>3. Fruitless and wasteful expenditure. Eskom is continuously engaged where we are required to pay interest like in the case of interest paid for the incorrectly addressed invoices, in this we had considered paying the invoices and engage later, however the challenge is SARS, we may incur penalties for incorrect declarations in our returns.</p> <p>The municipality has noted the challenges in respect of these expenditure types.</p> <p>Name: M Klaas Position: Chief Financial Officer</p>	Management agrees with the finding. Therefore, the finding remains and will be reported both on the Management Report and Audit Report.	Michael Klaas, Simamkele Smaale	31-May-2024	The remaining years (2021, 2022 and 2023) will be tabled to MPAC for investigation.	75%	In Progress	29-Apr-2024	11-Apr-24	27-Feb-2024	Approved
COAF 9 EXT 3: Deviations recognized as irregular expenditure in the AFS	<p>In terms of the requirements of SCM reg 36(1) (a) it states that:</p> <p>Dispend with the official procurement processes established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only-</p> <p>(i) in an emergency;</p> <p>(ii) if such goods or services are produced or available from a single provider only;</p> <p>(iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;</p> <p>(iv) acquisition of animals or zoos; or</p> <p>(v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes</p> <p>Nature Management procured goods/services through deviation. The deviations were further recognized by management as irregular expenditure. On assessment of the deviations during testing the auditors further agree with management that the reasons for deviating were not justifiable, which is then resulting in non-compliance with the SCM regulation 36. Refer to below.</p> <p>NoSupplier Total rand-value of award Irregular expenditure</p>	Management does not put measures in place to ensure that deviations are minimised the rebuy reducing the irregular expenditure to be disclosed. Impact - (Non-compliance with SCM regulation 36	<p>Management should ensure compliance with SCM regulation 36 and minimizing irregular expenditure incurred by the municipality</p> <p>See the table above:</p> <ul style="list-style-type: none"> - [1 - Agreed – All payments to this service provider were included in the Irregular Expenditure listing. - [2 – Agreed – The payments to this service provider were included in the Irregular Expenditure listing. - [3 - Agreed – All payments to this service provider were included in the Irregular Expenditure listing. See also finding 2. above. - [4 – Agreed - All payments to this service provider were included in the Irregular Expenditure listing. - [5 - Agreed - All payments to this service provider were included in the Irregular Expenditure listing. - [6 - Agreed - The payment to this service provider were included in the Irregular Expenditure listing. - [7 - Agreed - The payment to this service provider were included in the Irregular Expenditure listing. - [8 - Agreed - All payments to this service provider (MWEZENI INVESTMENT HOLDING) i.r.o. 029/2023 were included in the Irregular Expenditure listing. 	<p>Management response has been noted, the finding remains and will be reported on the management report due to the non-compliance.</p> <p>Name: R Gates Position: SCM Date: 08/11/2023</p>	Management response has been noted, the finding remains and will be reported on the management report due to the non-compliance.	Michael Klaas, Simamkele Smaale	18-Apr-2024	All deviations procurements to be checked at SCM unit before authorization by relevant HODS.	100%	Completed	19-Apr-2024	11-Apr-24	27-Feb-2024	In progress as scheduled. Council resolution outstanding for approval of policies
<p>1Court case - Ndlambe LM//Vice Family SA Trust – WHEELDON RUSHMERE 209 660,00</p> <p>2Green Drop documentation compilation - WWTPs - PROTEGE TECHNICAL ACADEMY 196 772,00</p> <p>3Professional Services - upgrading of Port Alfred Sewer System - LUKHOZI CONSULTING 6 986 244,00</p> <p>4ABSA Property Development (Pty) 8 987 455,00</p>														
COAF 26 Unidentified direct deposits disclosed does not agree to listing	The disclosure of unidentified direct deposits is stated as R8 154 539 with a register supporting a value of R7 081 267.68. Therefore resulting in an overstatement of the unidentified direct deposits.	This is due to a lack of adequate review of the annual financial statements with the accompanying related disclosure schedules to ensure the AFS are accurate and complete.	Management should ensure that there is an adequate review of financial statements together with accurate and complete listings to ensure that financial statements are accurate and complete before they are submitted for audit purposes.	Management noted the finding will be addressed in the current financial year.	Management agrees with the audit finding; therefore the finding remains.	Diane May, Carin Engelbrecht	31-May-2024	The line item in the AFS relating to unallocated includes suspense accounts. The imbalance between the unallocated deposits listing and the AFS relates to the suspense accounts which were not cleared. The imbalance relating to 2022/2023 opening balances to be written off against the accumulated profit. Going forward all suspense accounts will be cleared on a monthly basis. Debtor's reimbursements captured to debtor's accounts and actual refunds should be done in the same month. Creditor's payments captured to the cash book should be released to the bank in the same month.	Not Yet Started			11-Apr-24		

COAF 2 EXT 9 and COAF 22 Budget vs actual - Internal control deficiencies on management explanations for significant variances identified	<p>The following deficiencies were identified when comparing the budget amounts to actual amounts for the current year.</p> <p>Not List ALL classes of transactions, account balances, and disclosures from the latest information available Current year-to-date actual amount Prior year actual amount, per prior year audited financial statements Current year budget amount, as per approved budget Management's explanation for significant fluctuations Auditors comment</p> <p>1 Service charges 181 743 495,00 186 321 134,00 206 629 645,00 The budget adjustment relates to the provision made for reduced revenue on water due to the existing drought conditions Budget explanation does not really indicate the reason behind the actual movement.</p> <p>2 Licences and permits 4 951 582,00 4 479 192,00 12 267 000,00 The budgeting process relating to the forecast of licences and permits was flawed as there was an overestimate of the agency revenue and the figure budgeted for more closely relates to overall collections from motor vehicle licences and permits, rather than just the portion earned as municipal portion of the agency services. On the basis of overall collections the budget agrees to collections as disclosed in the agent principal note. Inadequate budgeting process being followed by management due to acknowledgement of some errors / flaws / misallocation over the budgeting process.</p> <p>3 Interest received - Trade and other receivables and non-exchange receivables 11 941 673,00 8 634 225,00 5 446 000,00 Exchange; The budget was kept in line with the prior period Interest income and did not factor in the expected effect of increased interest rates during the interest rate hiking cycle experienced in the economy.</p>	<p>"The cause of the finding is due to lack of oversight by management over adequate budgeting processes being followed and also ensuring that significant variances are properly explained.</p> <p>The impact of the finding results to an internal control deficiency over the budgeting process."</p>	<p>Management should ensure that proper budgeting process is followed and also any significant variances identified are properly explained.</p>	<p>Management noted the finding.</p>	<p>Management comments have been noted and management agrees to the finding, the finding therefore remains and will be reported on the management report due to the internal control deficiency</p>	<p>Unathi Qinela-Xako, Nombulelo Booysien, Michael Klaas</p>	<p>31-May-2024</p>	<p>Licenses - corrected in 2025 budget, we have budgeted only the 17% commission</p>	<p>25%</p>	<p>In Progress</p>	<p>11-Apr-24</p>
COAF 9 EXT 2 : AMOUNT PAID EXCEEDING THE AWARD / QUOTED AMOUNT	<p>Nature</p> <p>On testing of SCM quotations, identified an instance where management have made payments to a supplier that is exceeding the quoted amount. The payment was made without any approval or delegated approval. Refer to the following table:</p> <p>Supplier Award amount Payment amount Difference Irregular expenditure recognised</p> <p>Khangela Satellite notice no 122/2022R198 720R215 280R16 560R16 560 Professional Services - upgrading of Port Alfred Sewer System - LUKHOZI CONSULTING R6 244R8 548 3381 562 094R8 548 338</p>	<p>Management did not ensure that they put measures in place to have proper approval before excess payment is made to suppliers.</p> <p>Impact</p> <p>· (Non-compliance with SCM regulation 5 and irregular expenditure.</p>	<p>Management should ensure compliance with SCM regulation 5 by implementing proper internal controls in place to approve and delegate approvals in order to monitor irregular expenditure.</p>	<p>The time of completion of the service from the date of commencement is 30 June 2027. This was based on implementation of various phases over the appointment period which is governed by the availability of funding. During the Master Planning which was done in 2022, eight (8) phases were identified for implementation over various financial years with some phases being implemented concurrently with others. These implementation phases are anticipated to be implemented until the end of Financial Year ending 2031. - LUKHOZI CONSULTING – Payments: EF005245-0001, EF005245-0002, EF005048-0001, EF005048-0002, EF005142-0001, EF005142-0002, EF005048-0003, EF005048-0004, EF005048-0005, EF005048-0006, EF005493-0001, EF005114-0001, EF005644-0002, EF005731-0001, EF005731-0002, EF005658-0003, EF005658-0004, EF005705-0001, EF005848-0005, EF005848-0006, EF005848-0007 – all payments were included in the Irregular Expenditure listing. PLEASE SEE ATTACHED NEW APPOINTMENT LETTER FOR LUKHOZI</p>	<p>Management agrees with the finding; therefore, the audit remains and will be reported</p>	<p>Onwabile Ndeki, Simamkele Smaile</p>	<p>30-May-2024</p>	<p>Invoices that are to be submitted to Exp, have attached to them transaction listing of all payments made to the supplier together with screenshot of the contract on the system which reflects the contract amount and amount paid to date.</p>	<p>100%</p>	<p>Completed 29-Apr-2024</p>	<p>11-Apr-24</p>

ANNEXURE A

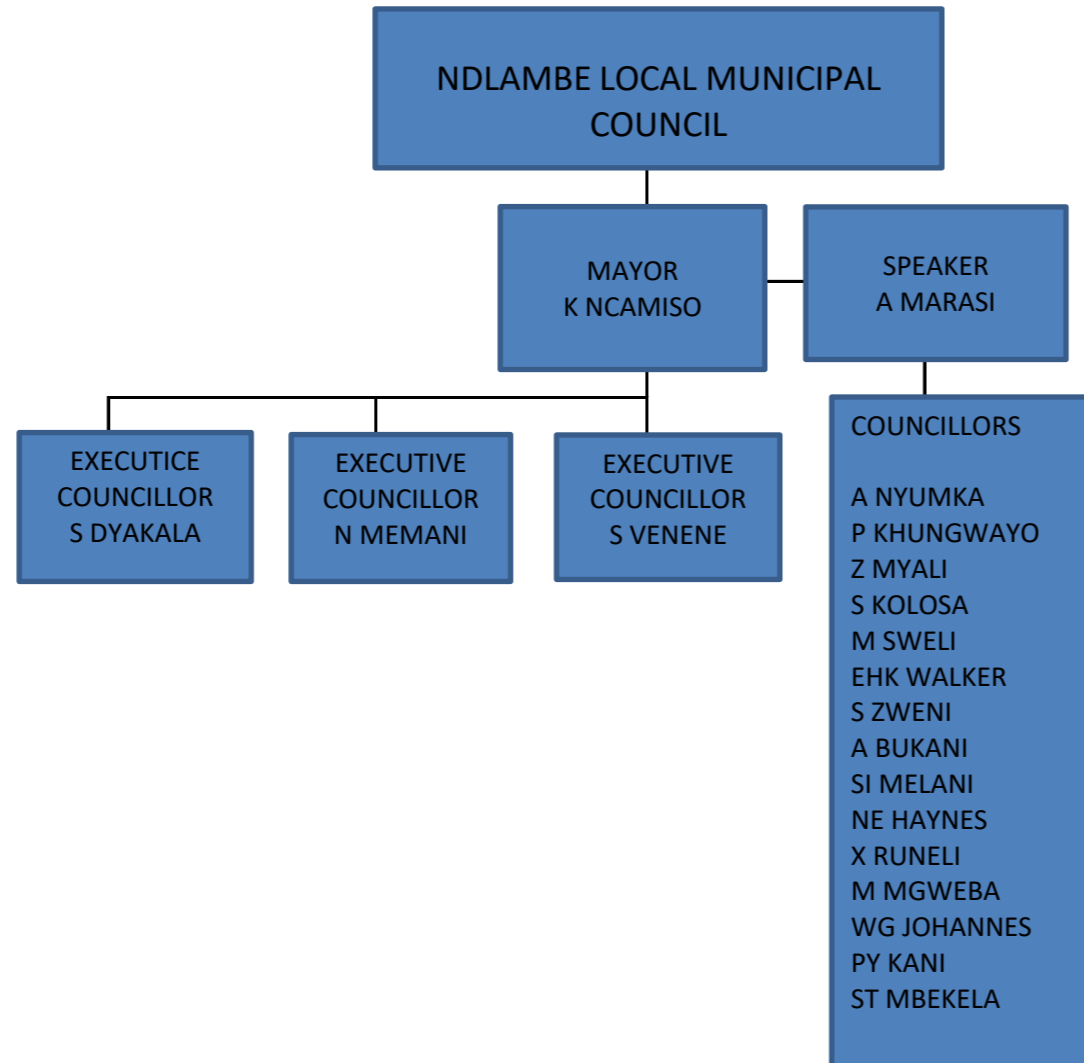


NDLAMBE LOCAL MUNICIPALITY EC 105

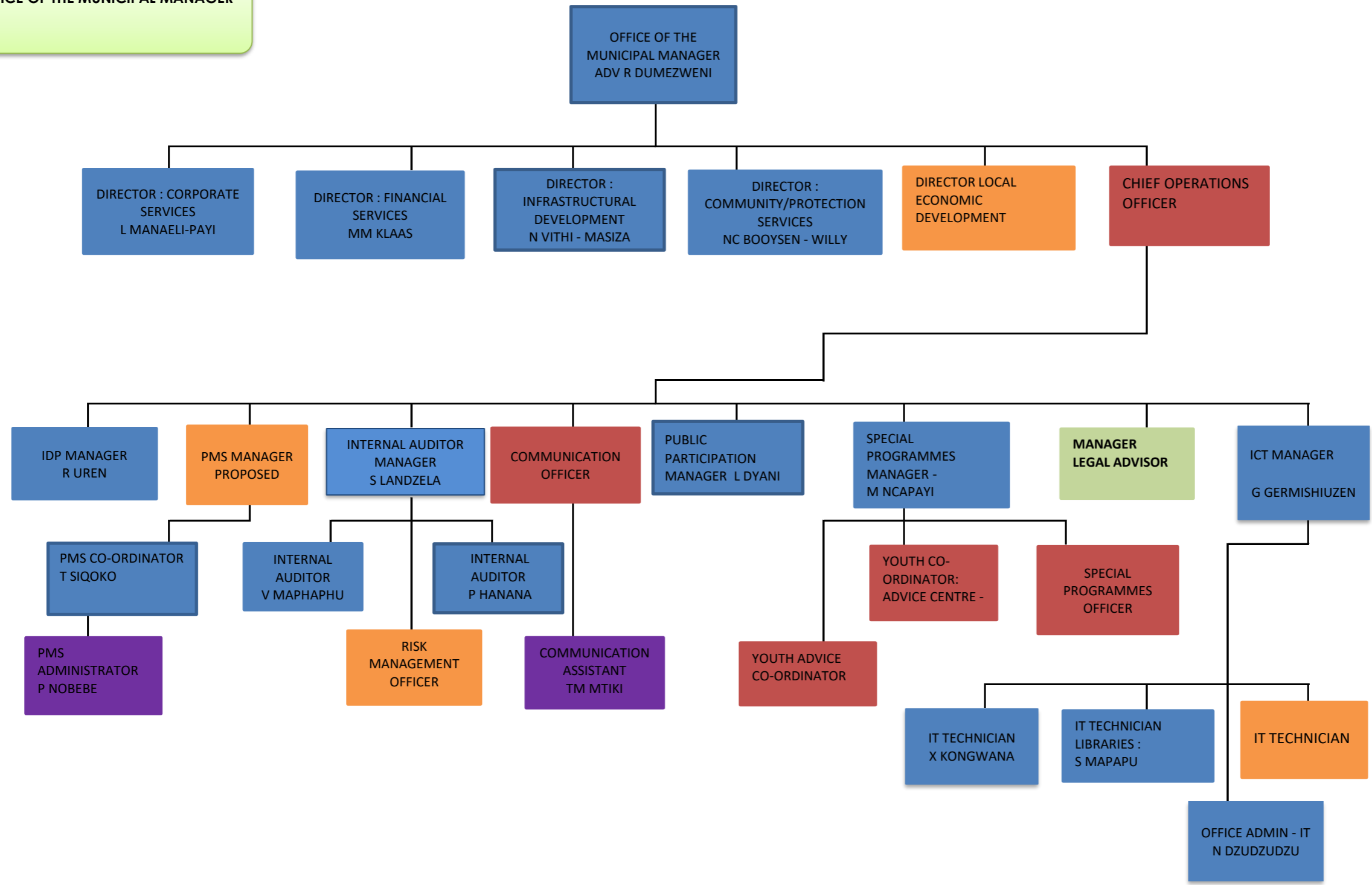
ORGANISATIONAL STRUCTURE

OFFICE OF THE MAYOR AND
SPEAKER

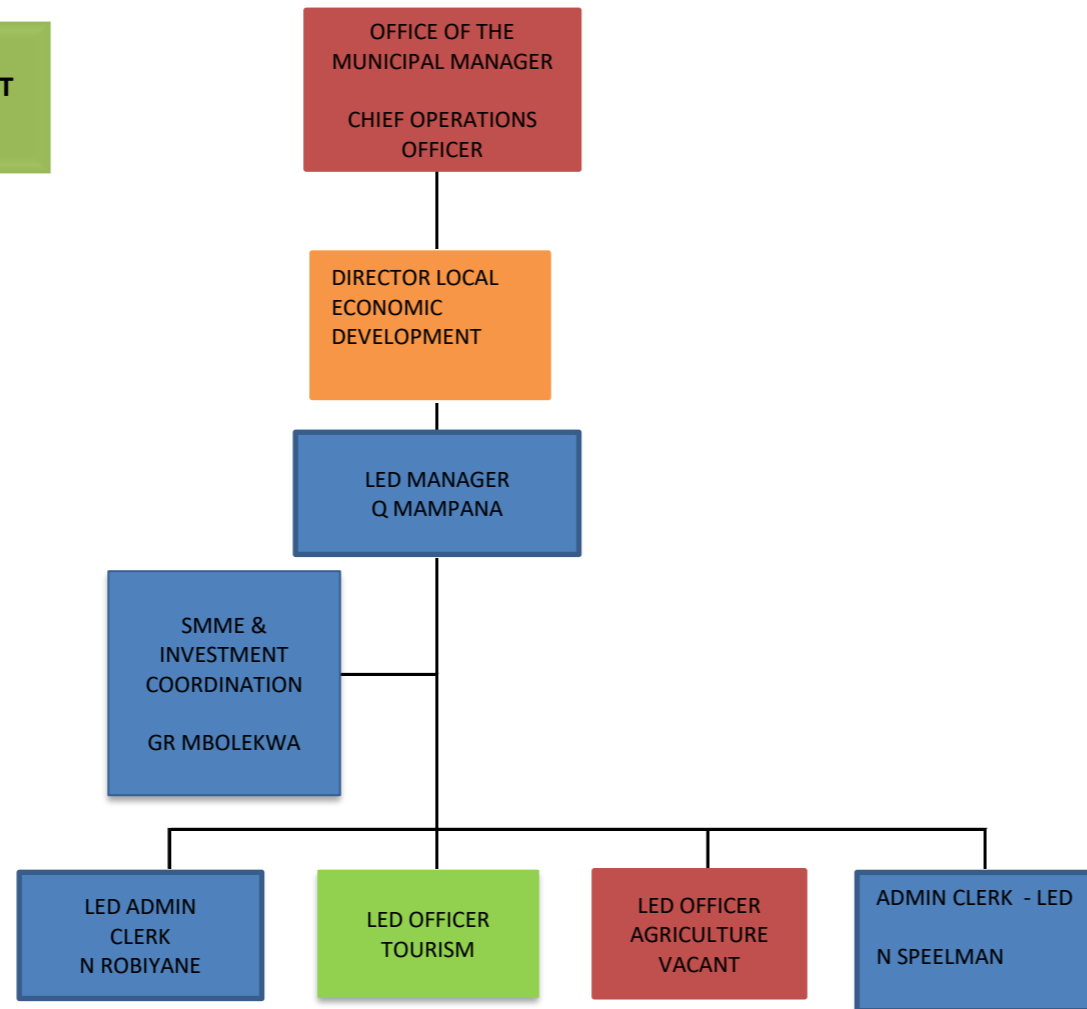
- FILLED
- UNFUNDED
- VACANT
- FROZEN
- CONTRACTUAL
- DSRAC

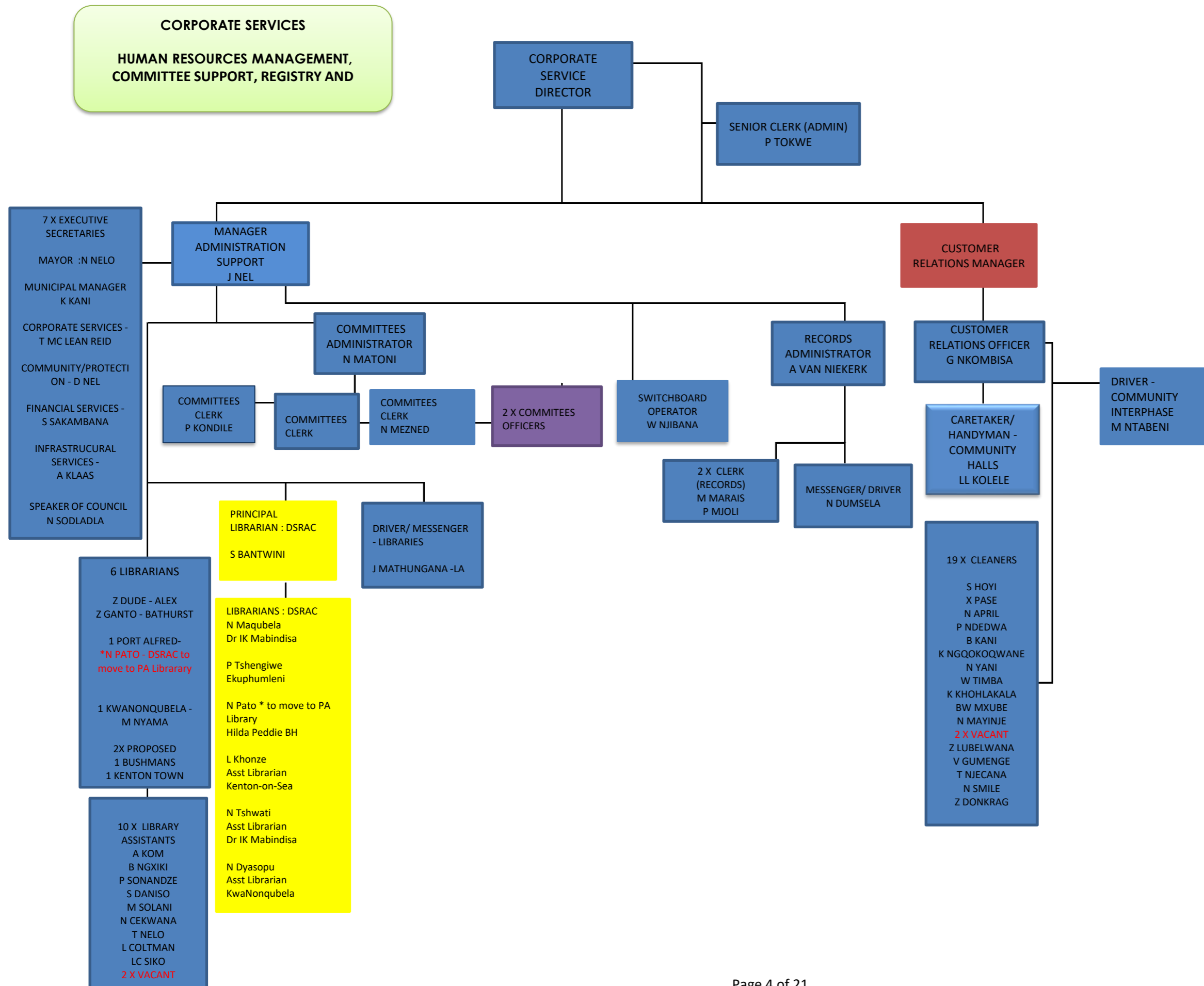


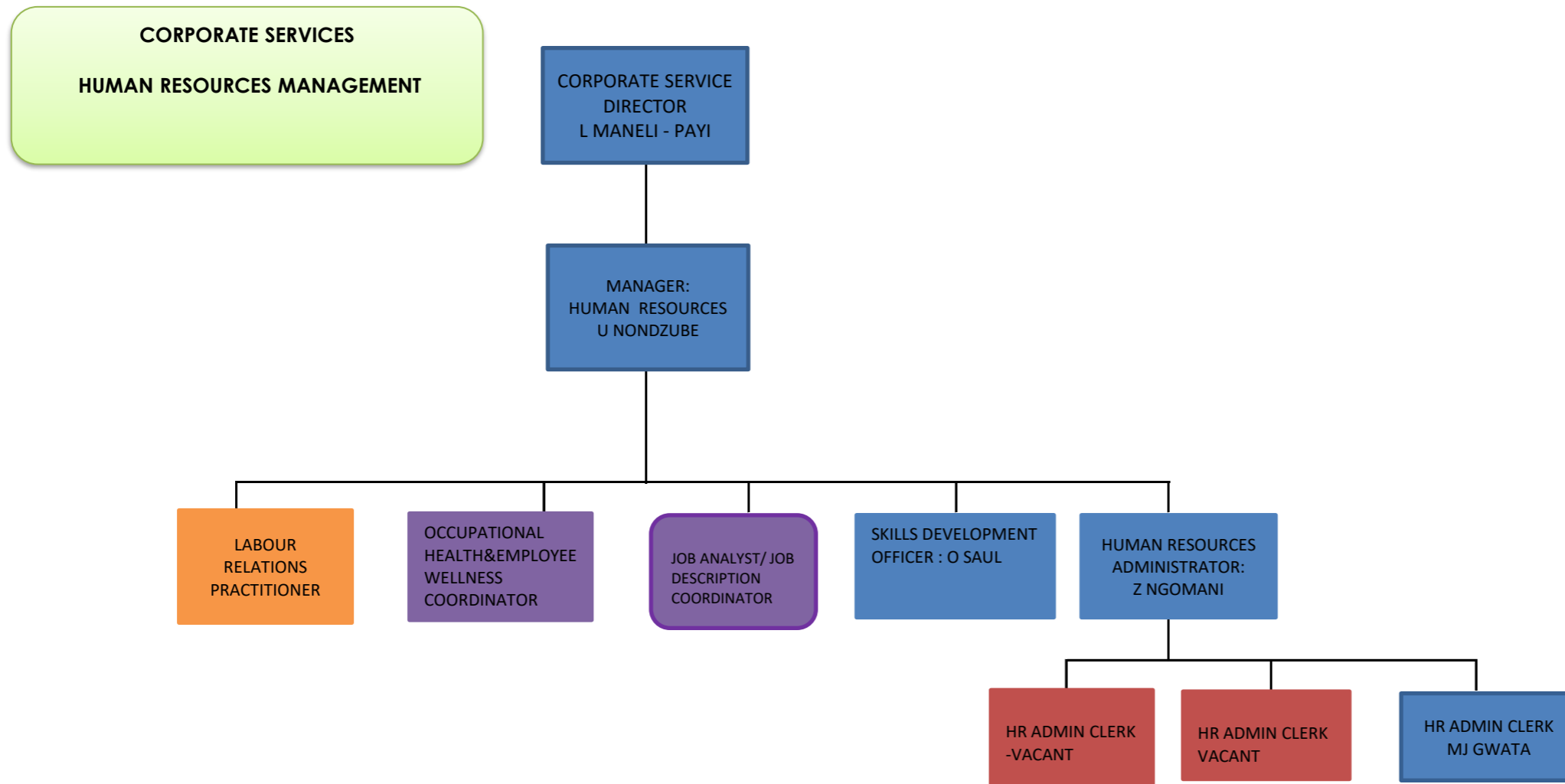
OFFICE OF THE MUNICIPAL MANAGER



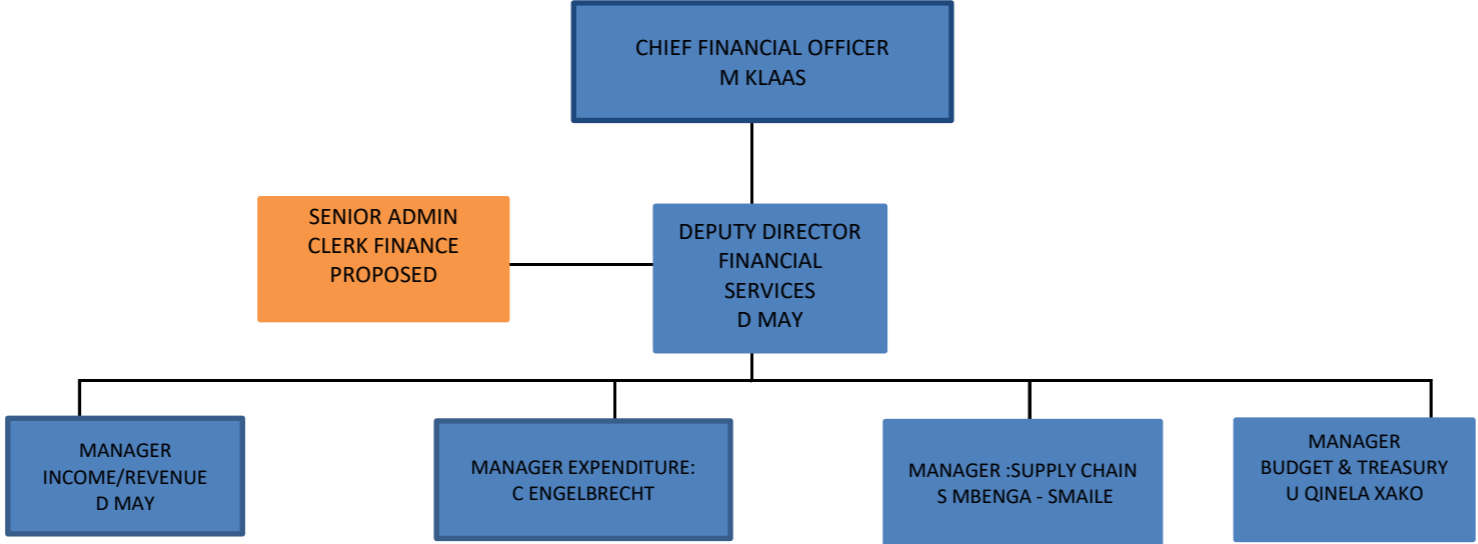
LOCAL ECONOMIC DEVELOPMENT



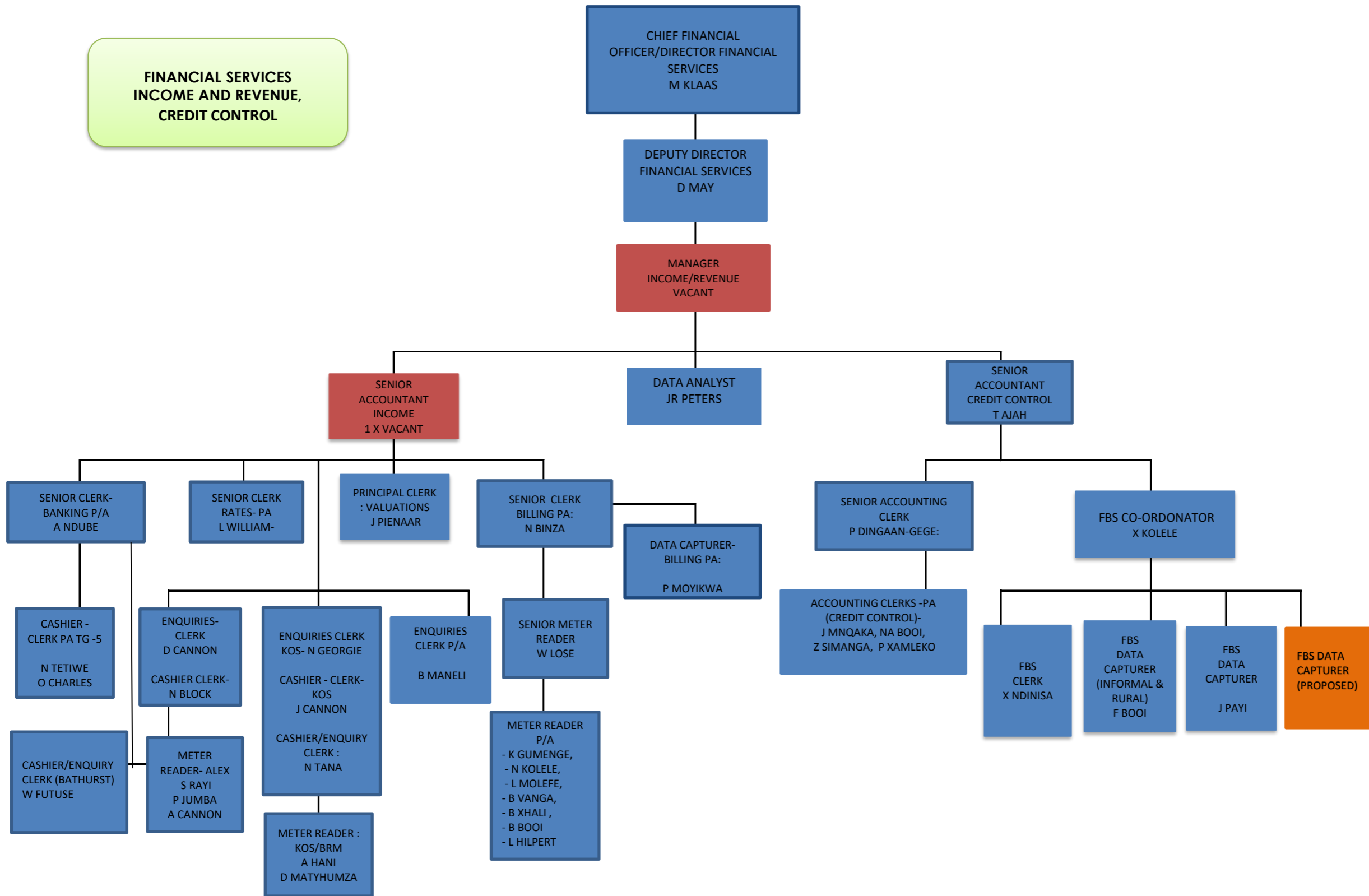




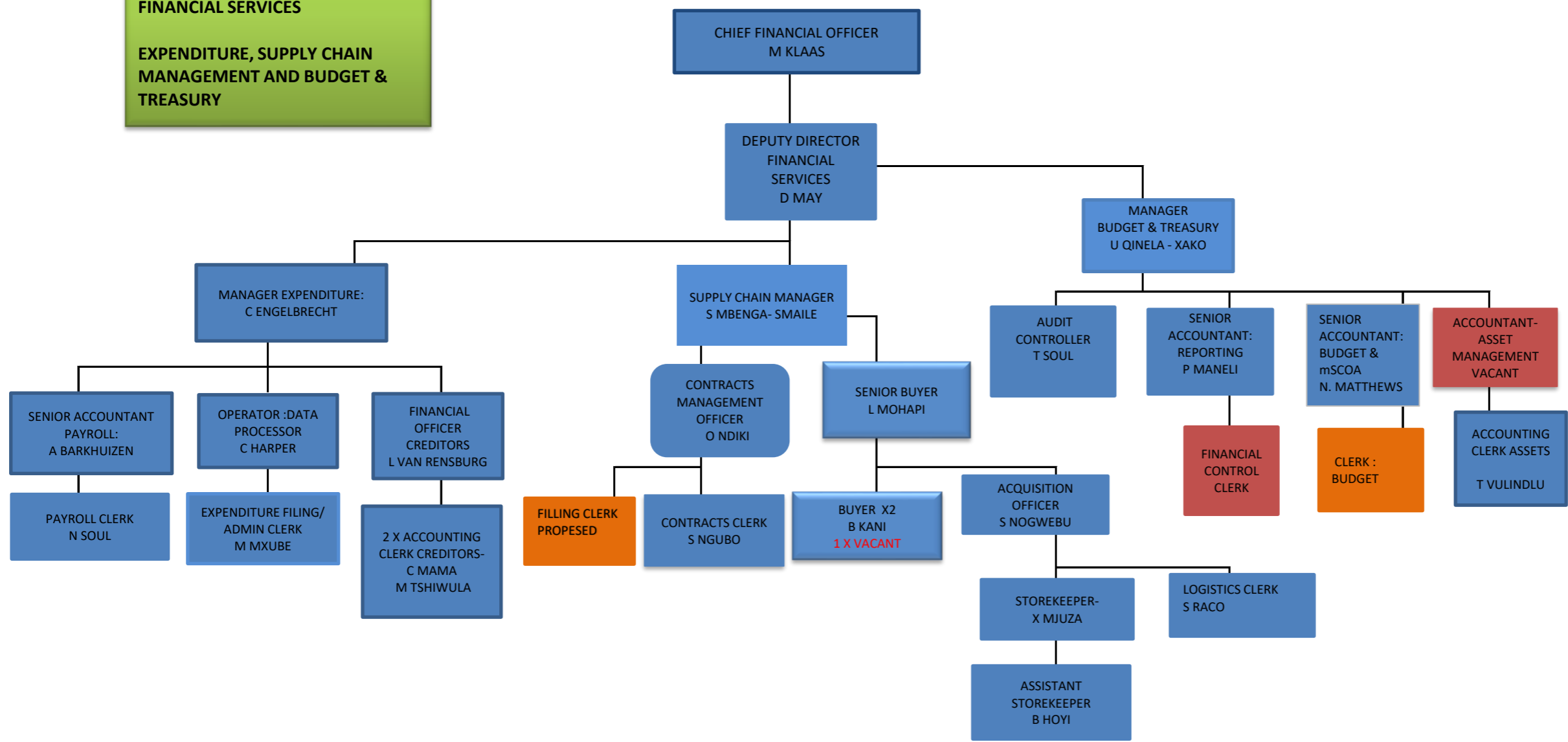
FINANCIAL SERVICES



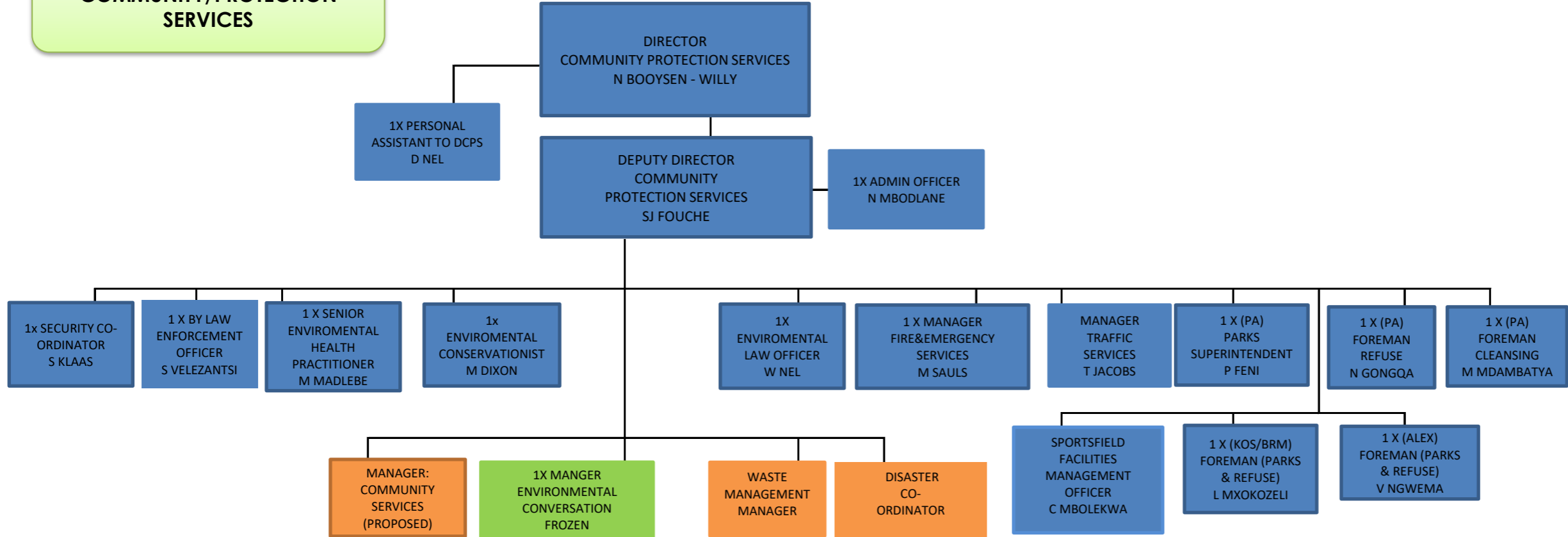
**FINANCIAL SERVICES
INCOME AND REVENUE,
CREDIT CONTROL**



FINANCIAL SERVICES
EXPENDITURE, SUPPLY CHAIN
MANAGEMENT AND BUDGET &
TREASURY



COMMUNITY/PROTECTION SERVICES



SPORTS FIELDS

DIRECTOR
COMMUNITY PROTECTION SERVICES
N BOOYSEN - WILLY

DEPUTY DIRECTOR
COMMUNITY PROTECTION SERVICES
SJ FOUCHE

**SPORTSFIELDS FACILITIES
MANAGEMENT OFFICER
C MBOLEKWA**

8 X CARAETAKER
SPORTSFIELD

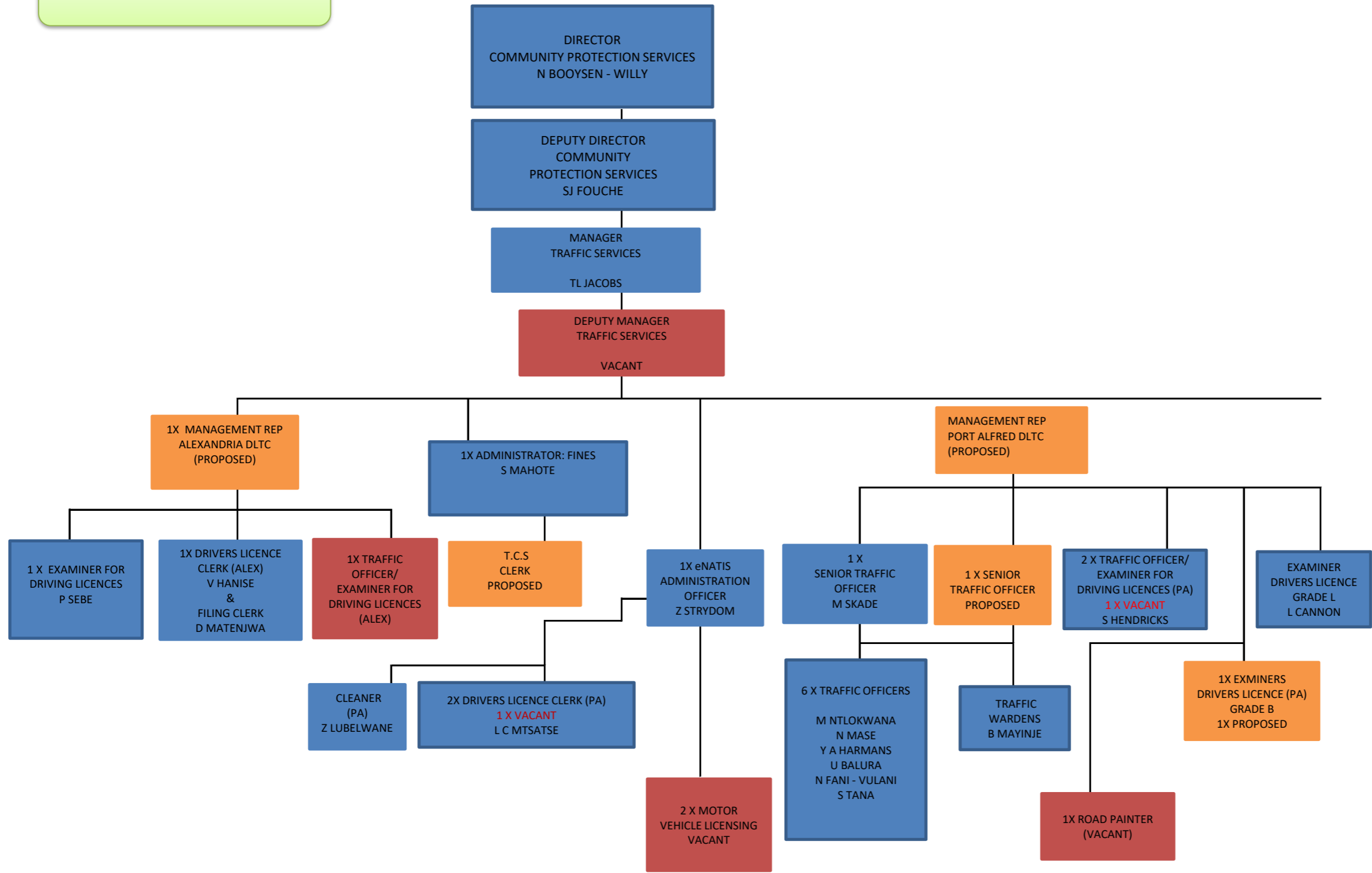
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A MOKOENA

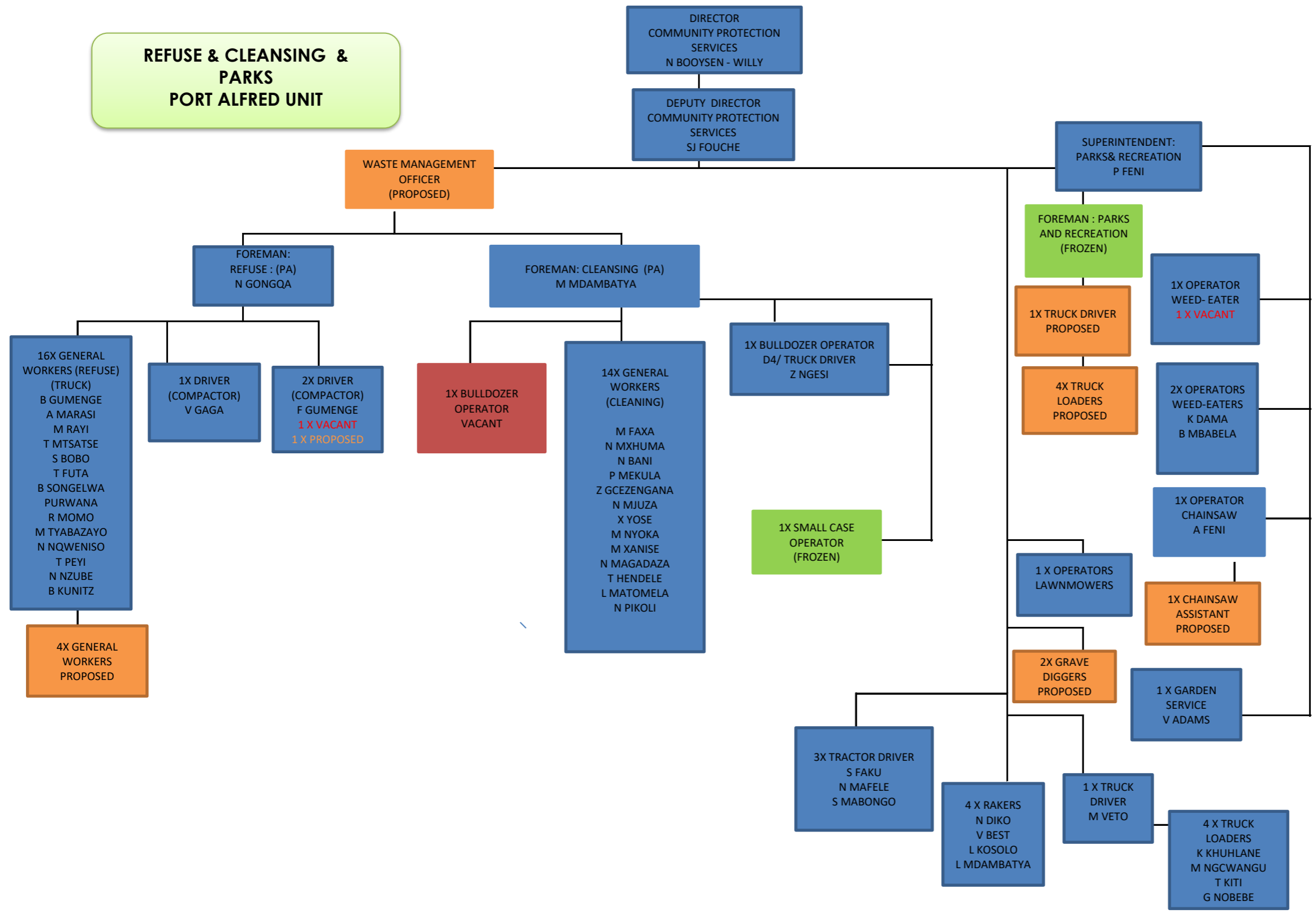
3 X KENTON ON SEA:
T VENA
X MTHUTHI
A ADAM

2 X ALEXANDRIA:
Z NCIPA
S KING

1 X BATHURST
LR GULA

TRAFFIC SERVICES





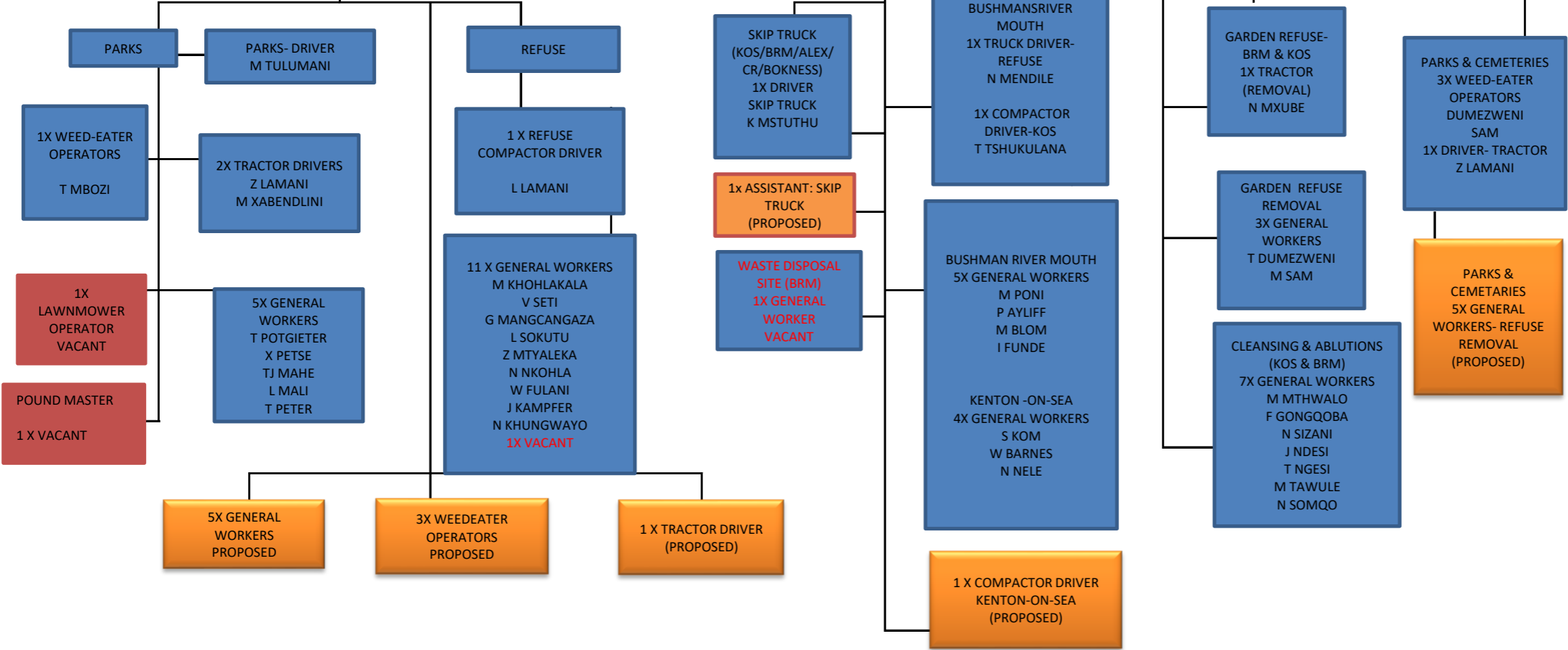
**PARKS, REFUSE AND CLEANSING
KENTON ON SEA & ALEXADRIA UNIT**

DIRECTOR
COMMUNITY PROTECTION SERVICES
N BOOYSEN - WILLY

DEPUTY DIRECTOR COMMUNITY
PROTECTION SERVICES : KOS AND
ALEX
1 X PROPOSED

FOREMAN: PARKS,
CLEANSING & REFUSE
:ALEXANDRIA
V NGWEMA

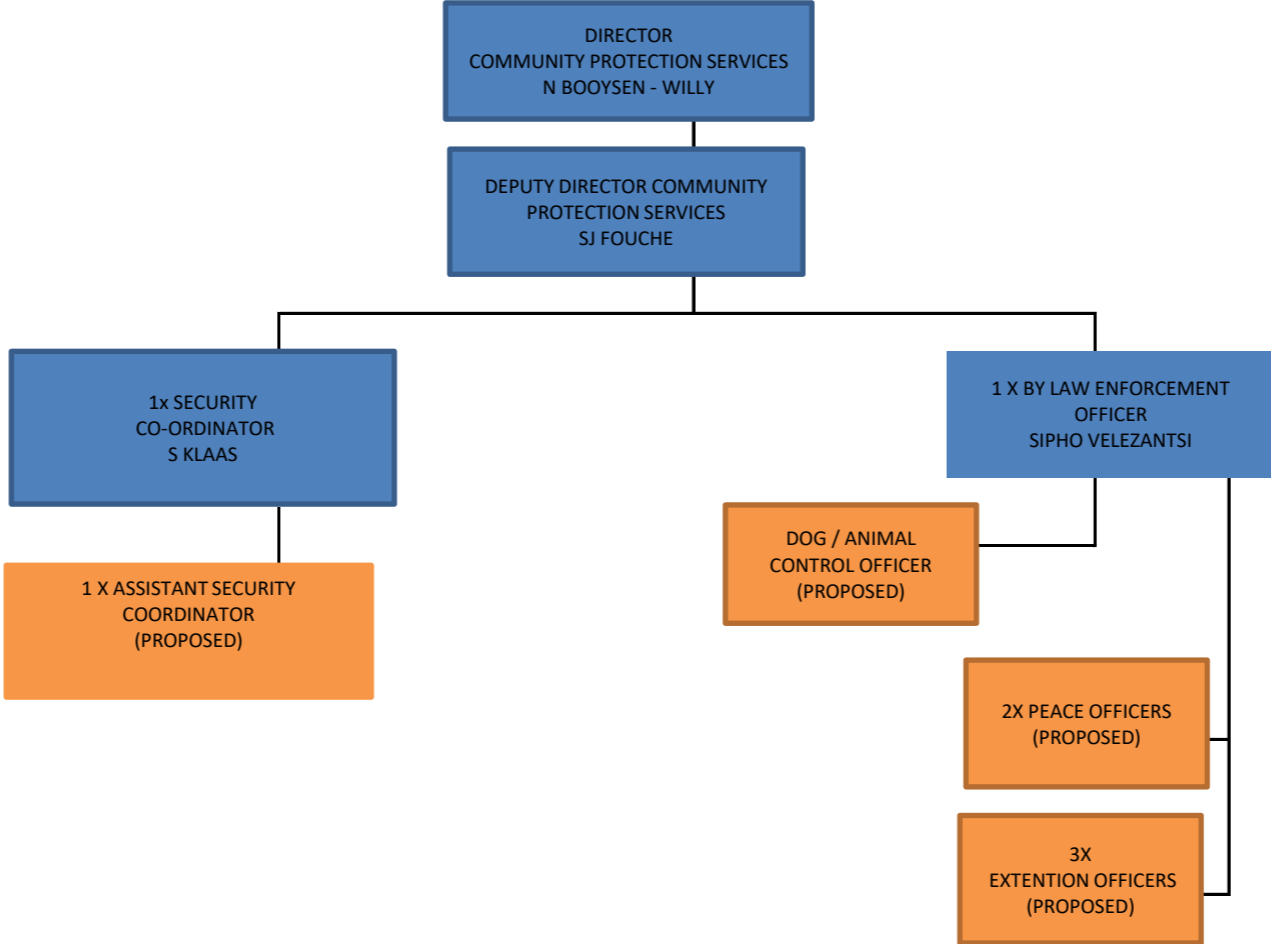
FOREMAN: PARKS &
REFUSE
L MXOKOZELI



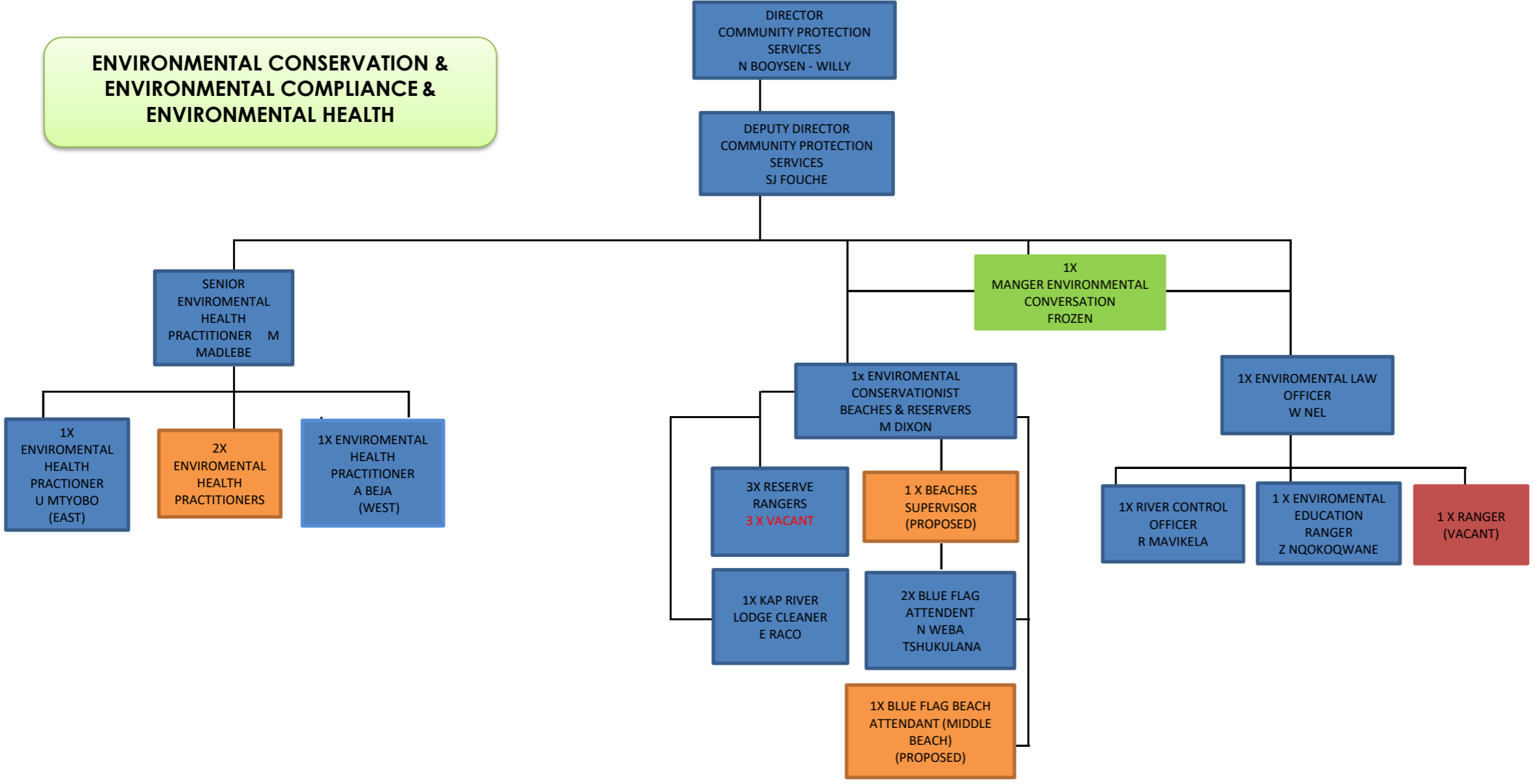
FIRE & EMERGENCY SERVICES



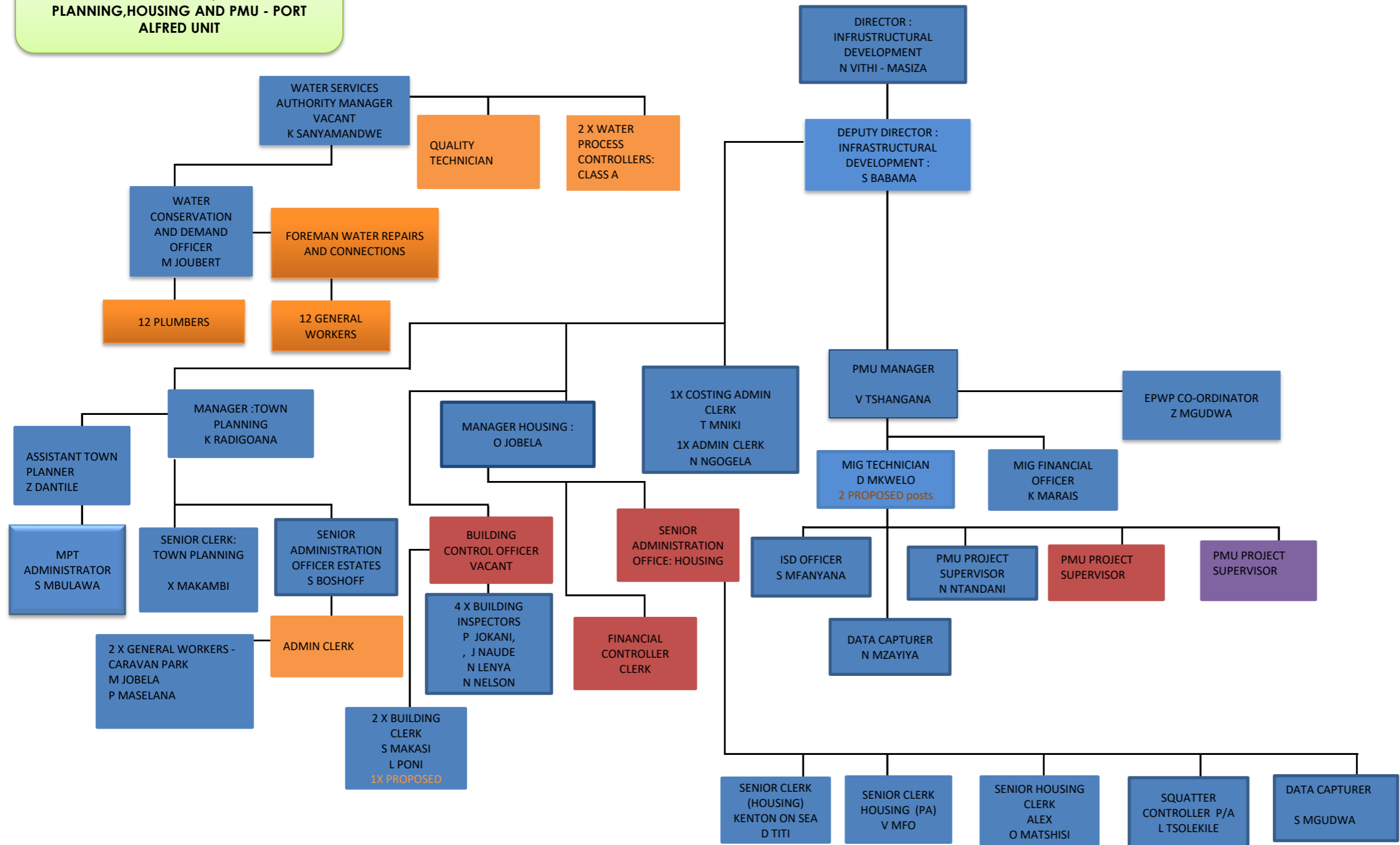
**SECURITY COORDINATOR
&
BYLAW COMPLIANCE OFFICER**



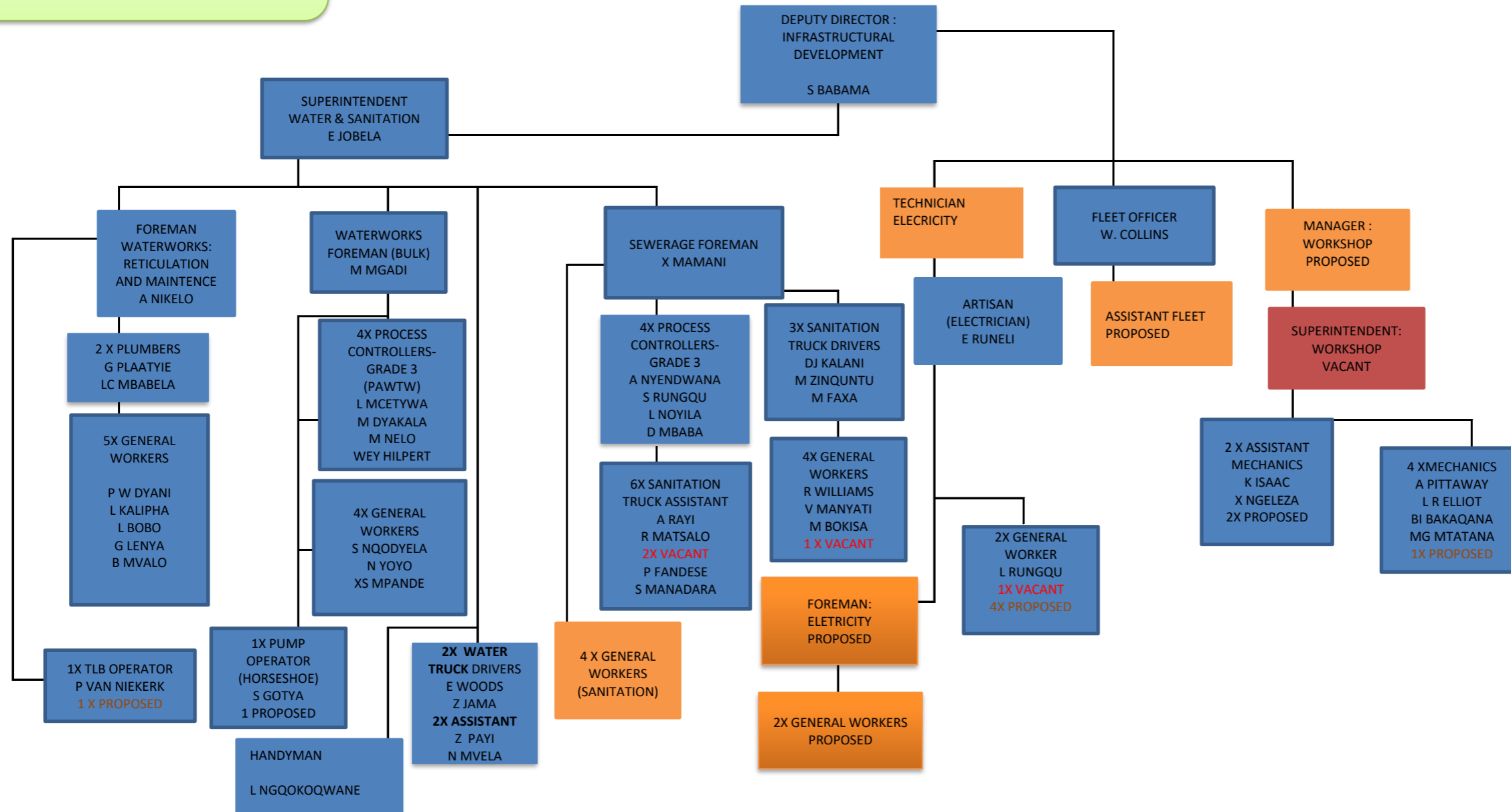
ENVIRONMENTAL CONSERVATION & ENVIRONMENTAL COMPLIANCE & ENVIRONMENTAL HEALTH



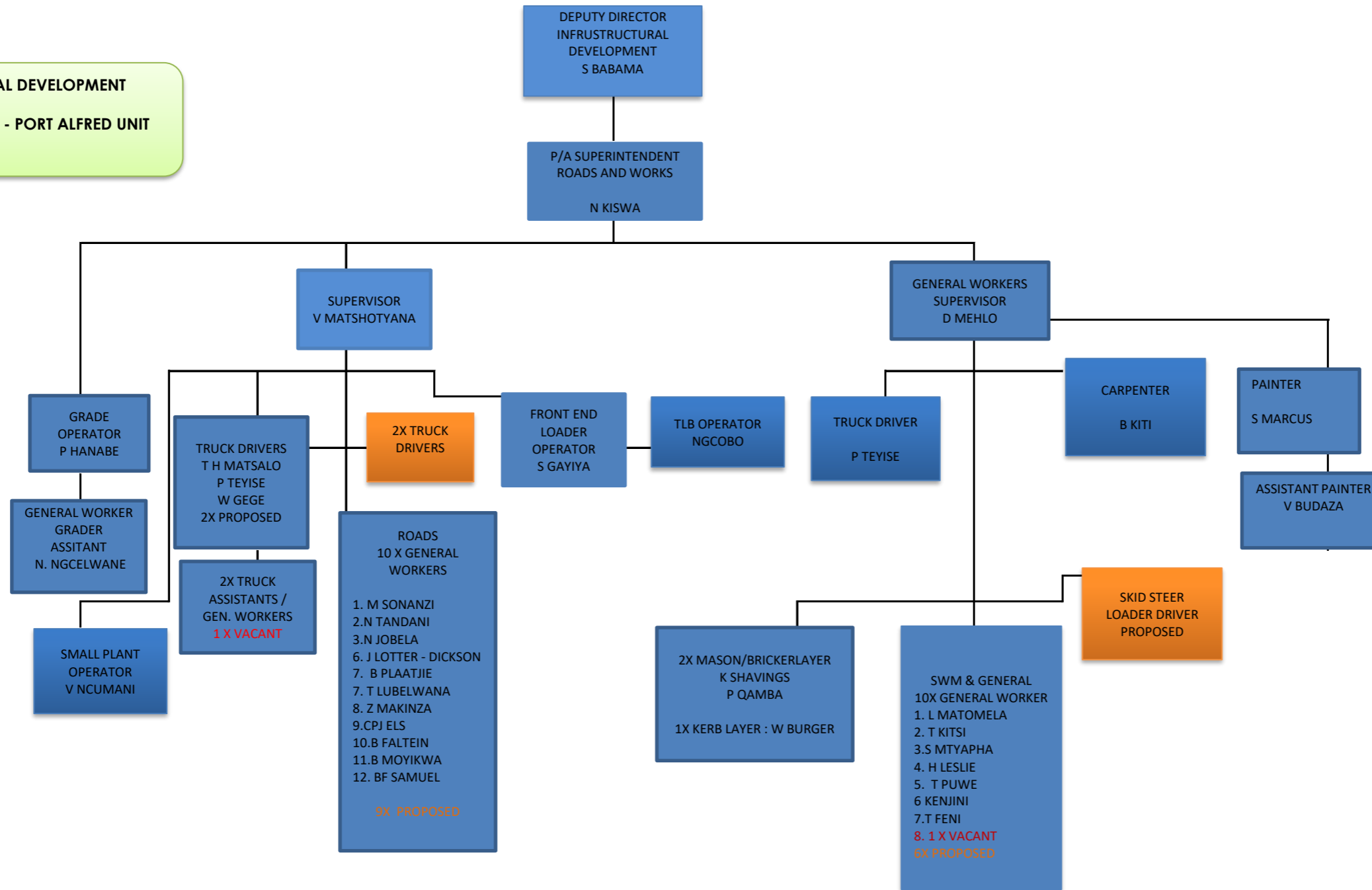
INFRASTRUCTURAL DEVELOPMENT
ADMINISTRATION, TOWN PLANNING, HOUSING AND PMU - PORT ALFRED UNIT



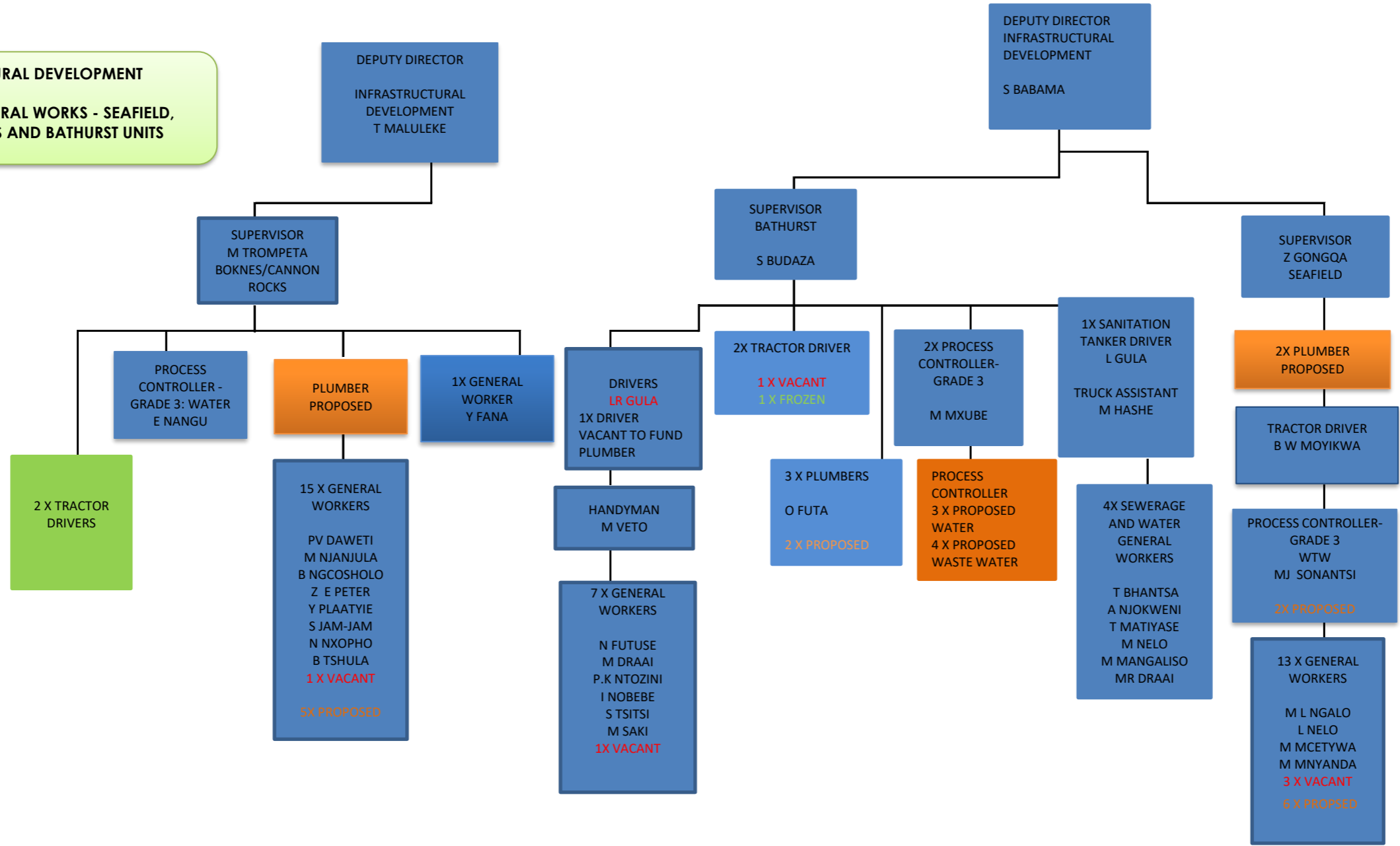
INFRASTRUCTURAL DEVELOPMENT
WATER WORKS, SANITATION, ELECTRICITY,
FLEET AND WORKSHOP



**INFRASTRUCTURAL DEVELOPMENT
ROAD DEPARTMENT - PORT ALFRED UNIT**



INFRASTRUCTURAL DEVELOPMENT
ROADS AND GENERAL WORKS - SEAFIELD, CANNON ROCKS AND BATHURST UNITS



ANNEXURE B

The Auditor General's Report will be attached as Annexure B once the audit has been finalised and a report has been made available.

APPENDIX A

APPENDIX A: COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

LIST OF ALL COUNCILLORS IN THE NDLAMBE MUNICIPAL COUNCIL (Committee Allocation and Council Attendance):

POLITICAL PARTY	GENDER	NAME	SURNAME	WARD COUNCILLORS	PORTFOLIO COMMITTEES ALLOCATION	NUMBER OF COUNCIL MEETINGS ATTENDED : PERIOD 1 JULY 2023 TO 30 JUNE 2024
ANC	Male	Asanda	Nyumka	WARD 1 COUNCILLOR	Chairperson : MPAC	13/13
ANC	Male	Phumlani	Khungwayo	WARD 2 COUNCILLOR	Member: Financial Management	13/13
ANC	Male	Zandisile Welcome	Myali	WARD 3 COUNCILLOR	Member: Corporate Services Portfolio Committee	13/13
ANC	Male	Simphiwe	Kolosa	WARD 4 COUNCILLOR	Member: Local Labour Forum	13/13
ANC	Male	Mzwandile	Sweli	WARD 5 COUNCILLOR	Member : MPAC; Member: Community and Protection Services Portfolio Committee	13/13
DA	Male	Edward Hildreth Keillor	Walker	WARD 6 COUNCILLOR	Member: Local Labour Forum	12/13
ANC	Male	Sibusiso	Zweni	WARD 7 COUNCILLOR	Member: Infrastructural Development Portfolio Committee	11/13
ANC	Male	Ayanda	Bukani	WARD 8 COUNCILLOR	Member : MPAC; Member: Financial Management Portfolio Committee	13/13
ANC	Male	Siyabulela Irvan	Melani	WARD 9 COUNCILLOR		13/13

DA	Female	Nadine Enid	Haynes	WARD 10 COUNCILLOR	Member: MPAC; Member: Community and Protection Services Portfolio Committee	10/13
POLITICAL PARTY	GENDER	NAME	SURNAME	PR COUNCILLORS	PORTFOLIO COMMITTEES ALLOCATED	NUMBER OF COUNCIL MEETINGS ATTENDED: PERIOD 1 JULY 2023 TO 30 JUNE 2024 (Out of 12)
ANC	Female	Khululwa	Ncamiso	Mayor	Chairperson: EXCO; Portfolio Head: Corporate Services; Portfolio Head: Local Economic Development	10/13
ANC	Male	Andile	Marasi	Speaker		13/13
ANC	Female	Siphokazi	Dyakala	PR Councillor	Portfolio Head: Infrastructural Development	11/13
DA	Male	Sikhumbuzo	Venene	PR Councillor	Portfolio Head: Financial Management	12/13
EFF	Female	Nokuthula	Memani	PR Councillor	Portfolio Head: Community and Protection Services	9/13
DA	Male	Phil Yedwa	Kani	PR Councillor		12/13
DA	Female	Thunyelwa	Mbekela	PR Councillor		13/13
DA	Male	Watusa	Johannes	PR Councillor		11/13

EFF	Male	Xolisa	Runeli	PR Councillor	Member: Local Labour Forum; Member: Infrastructural Development Portfolio Committee	6/13
EFF	Male	Mzwandile	Mgweba	PR Councillor	Member: MPAC; Member: Corporate Services Portfolio Committee	5/13

APPENDIX B

APPENDIX B: COMMITTEE AND COMMITTEE PURPOSE

EXECUTIVE COMMITTEE (EXCO):

The powers of the Executive Committee (ExCo) are enlisted in Section 44(2) of the Municipal Structures Act, 1998 as follows:

Section 44(2) of Municipal Structures Act, 1998

(a) identify the needs of the municipality;

(b) review and evaluate those needs in order of priority;

(c) recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan and estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and

(d) recommend or determine the best methods, including partnership and other approaches, to deliver those strategies, programmes and services to the maximum benefit of the community.

MEMBERS OF EXCO	PERCENTAGE OF MEETINGS ATTENDED
Mayor KC Ncamiso	100%
Cllr S Dyakala	100%
Cllr N Memani	100%
Cllr S Venene	80%

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE:

The functions of MPAC:

- Provision of an oversight role in respect of the administration and executive committee of the council;
- Reviewing the municipal / municipal entity's quarterly, mid-year and annual reports and providing an oversight report on the Annual Report for consideration by Council;
- Assisting Council to maintain oversight over the implementation of the Supply Chain Management Policy;
- Examining the financial statements and audit reports of the municipality and municipal entities (considering improvements from previous statements and reports);
- Evaluating the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- Promoting good governance, transparency and accountability on the use of municipal resources;
- Examining the Mid-Year Review documents in line with the Integrated Development Plan (IDP); and
- Recommending or undertaking any investigation that falls within the scope of this committee's responsibilities/ area of competence.

MEMBERS OF MPAC	PERCENTAGE OF MEETINGS ATTENDED
Cllr A Nyumka [Chairperson]	100%
Cllr A Bukani	100%
Cllr N Haynes	66.66%
Cllr M Mgweba	66.66%
Cllr M Sweli	100%

PORTFOLIO COMMITTEES:

Corporate Services and LED Portfolio:

MEMBER OF PORTFOLIO COMMITTEE	PERCENTAGE OF MEETINGS ATTENDED	FUNCTION
Mayor KC Ncamiso [Chairperson]	100%	Corporate Service, Local Economic Development
Cllr Z Myali	100%	
Cllr M Mgweba	100%	

Financial Management Portfolio:

MEMBER OF PORTFOLIO COMMITTEE	PERCENTAGE OF MEETINGS ATTENDED	FUNCTION
Cllr S Venene [Chairperson]	100%	Financial Services / Management
Cllr A Bukani	100%	
Cllr P Kungwayo	75%	

Infrastructural Development Portfolio:

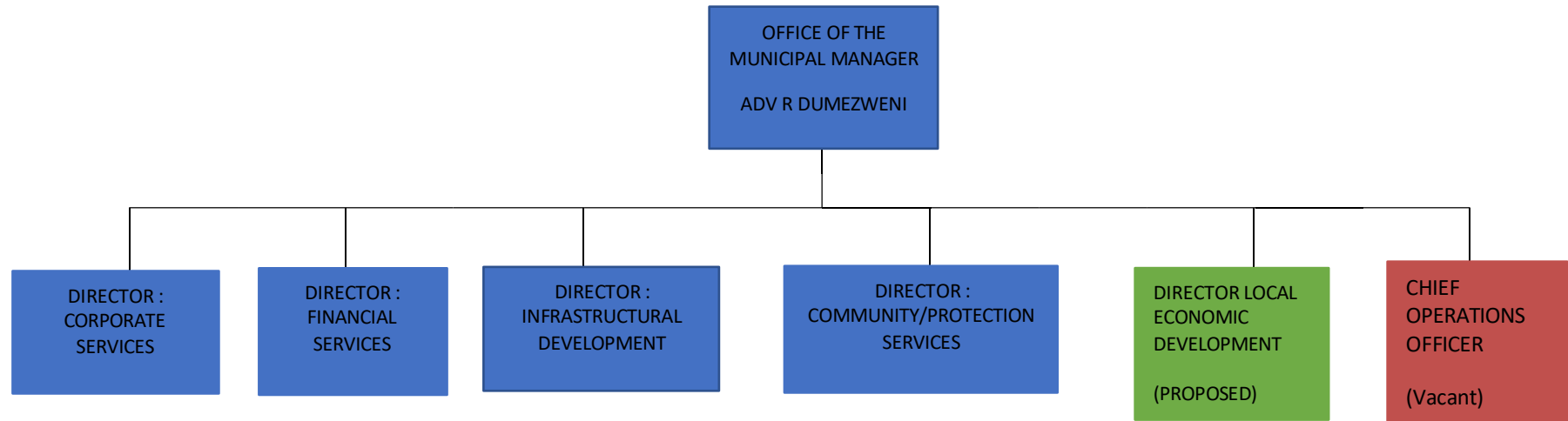
MEMBER OF PORTFOLIO COMMITTEE	PERCENTAGE OF MEETINGS ATTENDED	FUNCTION
Cllr S Dyakala [Chairperson]	100%	Infrastructural Development
Cllr S Zweni	100%	
Cllr X Runeli	66.6%	

Community and Protection Services Portfolio:

MEMBER OF PORTFOLIO COMMITTEE	PERCENTAGE OF MEETINGS ATTENDED	FUNCTION
Cllr N Memani [Chairperson]	100%	Community and Protection Services
Cllr M Sweli	50%	
Cllr N Haynes	100%	

APPENDIX C

APPENDIX C: ADMINISTRATIVE STRUCTURE



APPENDIX D

APPENDIX D: FUNCTIONS OF MUNICIPALITY

The powers and functions of the municipality are as follows:

POWERS AND FUNCTIONS:	
Air pollution	Water & sanitation services limited to potable water supply systems and domestic waste-water and sewerage disposal systems
Building Regulations	Beaches and Amusement Facilities
Electricity	Billboards and display of advertisements in public places
Fighting Services	Cemetries and funeral parlours
Local Tourism	Cleansing
Municipal Planning	Control of Public Nuisances
Municipal Health Services	Control of undertaking that sell liquor to the public
Jetties and Piers	Facilities for accommodation, care and burial of animals
Stormwater Management System	Fencing and Fences
Trading Regulations	Traffic and Parking
Licensing and control of undertaking that sell food to the public	Municipal Roads
Local Amenities	Noise pollution
Local Sport Facilities	Public Places
Municipal Parks and Recreation	Pounds
Refuse removal, refuse dumps and solid waste disposal	Street trading
Street lighting	

APPENDIX E

APPENDIX E: WARD REPORTING

WARD	WARD COUNCILLOR	WARD COMMITTEE MEMBERS	PERCENTAGE OF MEETINGS REACHING QUORUM
1	Cllr A Nyumka	Lulu R Jikolo Boyce Wandisile Jonga Sithembele Moko Boyce Stefano Mzolisi Cengani Jan Paul Smit PM Stutt Luyanda Titi Zameka Dlakwe Siphosethu Njoli	100%
2	Cllr P Khungwayo	Nobesuthu Vuso Catherine Coetzee Ian King Trevor Moko Hendrik September Thembisile Ketelo Ziyanda Funani- Magubela Lonwabo Mkhele Nomasomi Lawu Boniswa Kana	100%
3	Cllr Z Myali	Selda Masimla Nomatalake Zozi Akhona Gqupu Nomangesi Tshukulane Lindeka Nela Thembisile Bili Malibongwe Mangele Susan Muirhead	100%
4	Cllr S Kolosa	Dumisa Kinqana Mvulakazi Magopheni Ntobeko Magwaxaza Nomachina Xanise Ntombise Dumezweni Walicia Roux Mzwandile Nobadula Adrian Purdon	100%

5	Cllr M Sweli	Xolelani Nyamla Zameka Minyelela Bulelwa Draai Xolisile Krala Mtetho Manyathi Sivuyile Memani Simon Blauw C Dewey C Boyd Siphokazi Mkrakra	100%
6	Cllr E Walker	Roslyn Baartjies Bulelwa Ntlokwana Terri Harrewyn Clive Naido Bonilile Hendele Lionard Trolip Theodore Willemse Rob Jame Crothall Raymond Schenk Bandile Nomlomo	100%
7	Cllr S Zweni	Mila Hoyi Babalwa Vulindlu Themبisa Booι Themبekile George Nomawethu Feni Themبisa Mpoli Linda Makinana Nkosiyethu Madotyeni Zukiswa Bavuma Xolelwa Konza	100%
8	Cllr A Bukani	Anathi Mandilakhe Beja Zikhona Nesi Bongani Qhakamfana Nandipha Precious Sakata Nobendiba Ncumani Xolani Bukani Samkelo Buzani Sinethemba Matyumza Nomaxabiso Ngece	100%

9	Cllr S Melani	Luyanda Tambo Luvuyo Sonanzi Mziwethu Mafani Bonani Gareth Nginase Ntomboxolo Jali Lulama Maduba Bonani Mhomho Sandiswa Tokota Mandlakazi Plaatjie Mbulelo Kiti	100%
10	Cllr N Haynes	Richard Pryce Stuart Boucher Lindsay Ann Luppnow- Burrow Clinton Millard Zweli Nkwinti Antony D. de Bruin Ann Edwards Stuart Furstenburg Daniel Lodewyk Slabbert Dawie van Wyk	100%

APPENDIX F

Ward information: Seven of the largest projects done in that ward.

(These figures are subject to change after the auditing of the Annual Financial Statements)

APPENDIX G

AUDIT AND PERFORMANCE COMMITTEE

ANNUAL REPORT 2023/24

DETAILS OF THE REPORT

1. COMPOSITION

The term of the three of the members of the previous APC (viz. Adv. S. Peter and Mrs R. Shaw and Prof W Plaatjies) expired on 31st September 2023.

The Municipality advertised for the members to serve on the Audit and Performance Committee. The recruitment processes took longer than anticipated.

The Council, in its ordinary meeting held on the 31st of October 2023 appointed Ms B Nqadolo and Mr DM Pillay to serve as members of the APC. Prof W. Plaatjies was reappointed. At a subsequent meeting, Council appointed Mr DM Pillay as Chairperson of the Committee.

The previous Committee did consider the Annual Financial Statements 2022/23, Annual Performance Report 2022/23 and the Draft Annual Report at a (final) Special APC meeting In August 2023. The newly constituted Committee had its first Ordinary meeting on 24 January 2024.

2. MEMBERSHIP AND ATTENDANCE

All members of the APC are external members. The committee is constituted as follows:

- Chairperson: DM Pillay B. Com (Acc) MBL
- Member: Prof W Plaatjies PhD – Business Management (NMU) MBA (BsN) B. Com Honours (NMU)
- Member: Ms B Nqadolo – M Sc in Public Policy and Management, B.Com Accounting Sciences.

As per the approved Audit Committee Charter the APC is required to meet at least four times in a year. The Audit Committee met on the following occasions;

- 24 January 2024
- 24 February 2024
- 18 April 2024
- 13 June 2024

All members were in attendance in all 4 meetings held.

3. CONFIDENTIALITY, INDEPENDENCE AND CONFLICT OF INTEREST

During the year under review, no member of the Audit Committee had an interest in the affairs of the municipality that could result in a conflict of interest, impair independence and/or contravene any applicable code of professional conduct. Members were required to declare their interest in each meeting.

4. RESOLUTION AND RECOMMENDATIONS REGISTER

No	Recommendation	RESOLVED/ NOT RESOLVED/ IN PROGRESS	Progress / Notes
1	That the Risk Management Committee be constituted and Chaired by the Municipal Manager	Resolved	
2	That a Risk Management Officer be appointed	Not Resolved	Will be dealt with in 2024/2025 year
3	That the IA plan for 2024/2025 be informed by issues raised in the Risk Register	Resolved	Risk Management workshop held in June 2024 and this will guide the IA Plan
4	That the MM and Council consider the renaming of the Audit and Performance Committee as the Audit and Risk Committee	Not Resolved	Will be considered in 2024/2025
5	That all unauthorised, irregular, fruitless and wasteful expenditure for prior years and current year be identified and submitted to MPAC to investigate	Resolved for prior years. Not fully resolved for current year expenditure	Report from MPAC were submitted to Council. In process for the current year.
6	That Management resolve all findings from the Audit Report and Management Report of the AG for the 2023/2024 Audit Action Plan	Not fully resolved	Not all matters in the Audit Action Plan have been fully resolved.
7	That Management implement the necessary controls and recommendations from Internal Audit findings	Not fully resolved	Not all matters in the Internal Audit Action plan have been addressed
8	That the ICT Steering Committee (Governance structure) meets regularly, and its minutes be submitted to the APC	Not resolved	The ICT Steering Committee is not convening as planned.

9	That all efforts be made to increase the revenue base and collect outstanding debt	Not resolved	Is being continually assessed
10	That staff and councillor debt be expeditiously collected	Resolved	Deductions are made from salaries in line with the legislative provisions.
11	That old legal cases be assessed for possible early settlements	Not Resolved	The Municipal Manager to perform an assessment of legal cases for possible settlements.
12	That disciplinary action be instituted against relevant officials in the Traffic Department and Other departments for financial losses and incorrect payments made	Not resolved	The matter has been reported to law enforcement agencies and still under investigation.
13	That PMS be cascaded to lower levels in the institution	Not fully resolved	PMS has been cascaded up to task grade 10. This is work in progress.
14	That the Departments implement measures to limit and reduce water and electricity losses	Not fully resolved	Retrofitting team has been introduced to attend to water leaks.
15	That Management implement measures to reduce the number of Deviations	Not fully resolved	A revised Deviation form has been introduced to pre evaluate the deviations reasons and to recommend approval /non approval of deviation.

7. REPORTING TO THE COUNCIL

After every APC meeting the APC compiles a report for submission to the Speaker of Council. The Chairperson of the APC is also given an opportunity to elaborate on the information provided.

Councillor are provided with an opportunity to interact with the report.

Chairperson of the MPAC has on certain occasions attended the APC meetings.

8. ROLES AND RESPONSIBILITIES

8.1 INTERNAL AUDIT

The Audit Performance Committee has approved a risk-based three-year rolling Strategic Internal Audit Plan and an Annual Internal Audit Plan for the period 2024 to 2025 to 2026.

The Audit Committee has reviewed the following Internal Audit reports which were done in line with the approved Internal Audit Plan for 2023-2024;

Audit Reports	Reports Complete?	Tabled to APC
---------------	-------------------	---------------

1. Review of Annual Financial Statements	Yes	Yes
2. AOP/Performance Management Q1 and Q2	Yes	Yes
3. Loss Control	Yes	Yes
4. Risk Assessment	Yes	Yes
5. Fleet Management	Yes	Yes
6. Supply Chain Management	Yes	Yes
7. ICT	Yes	No

The Audit Committee met separately with the Internal Audit Unit on two occasions

8.2. EXTERNAL AUDIT

The Office of the AG attended two meetings of the APC during the 2023/24 financial year. The Office of the AG are standing invitees to APC meetings.

8.3 ANNUAL FINANCIAL STATEMENTS AND ANNUAL PERFORMANCE REPORT

The Committee reviewed the first set of draft Annual Financial Statements on the 23rd of August 2024. The inputs of the members of the Committee and Provincial Treasury were well received and are to be incorporated where applicable in the final AFS. The APR was submitted to the APC. Following inputs from the Committee, a revised updated versions has been compiled and circulated to the members of the APC

8.4 RISK MANAGEMENT

Progress has been made on risk management albeit not at the anticipated pace. These matters are reflected earlier in this report under recommendations and Resolutions. The APC is anticipating all recommendations to be implemented.

The Municipality should use the available resources to ensure that the action plans developed are implemented.

- The departments should be committed to holding monthly meetings so that challenges relating to the non-implementation of action plans can be identified on

time and be dealt with.

- Departments should hold monthly meetings so as to be able to discuss the new risks facing their departments and to develop strategies to address these risks.
- Risk Champions liaise with the Risk Owners regularly so as to be able to update the Risk Registers and collect Portfolios of Evidence.
- Risk Owners to visit the registers on a monthly basis so as to be aware of the action plans that are not implemented and to follow them up;
- Directors to monitor the implementation of action plans in their departments.

8.4.1 FRAUD AND GOVERNANCE MATTERS

All members in attendance to APC meeting are required to indicate whether they are aware of any incident of Fraud/corruption at the municipality. No fraud incidents have been reported, except that of traffic department case.

8.5 INTERNAL CONTROL ENVIRONMENT

The Committee assessed the control environment on the basis of reports submitted by Internal Audit and key control assessments conducted by management on a quarterly basis. Whilst there is a satisfactory control environment and whilst some controls are functioning effectively within the operations, there are control deficiencies that have been identified that need to be addressed because if not addressed they will affect the performance of the municipality and will lead to a negative audit outcome.

8.6 PERFORMANCE MANAGEMENT

The Performance management system of the municipality reports on the progress made against the Service Delivery and budget Implementation plan (SDBIP), currently all officials from municipal manager up to task grade 10 have performance plans. One concern ,however , it that the directorate do not always update their progress against the key performance indicators timeously.

The Performance management officer and the Internal Audit Unit reviews the performance in terms of relevance and accuracy of the reports. In the period under review, the performance committee chaired by the APC chairperson reviewed the half yearly performance of the municipal manager and the directors. The final review will occur in October 2024.

As indicated above, the intention of the municipality is to cascade performance management incrementally to other levels as well.

8.7 IT GOVERNANCE

The Audit Committee has reviewed the Internal Audit Report with recommendations on ICT Management, and the ICT Manager was consequently appointed. The Audit Committee has also provided advice on IT governance, controls, access and safeguarding of information in the municipality. Due to the limited IT audit expertise in the municipal Internal Audit unit, the IT audit was outsourced to an external service provider.

8.8 RELATIONSHIP WITH STAKEHOLDERS

The Audit Committee has maintained relations with the stakeholders such as Ndlambe Municipality Council, MPAC Chairperson, Accounting Officer, Management and Municipal Officials, Internal and External Auditors, and Provincial Treasury through its interactions in the form of meetings.

8.9 COMPLIANCE WITH LAWS, REGULATIONS, ETHICS, POLICIES AND PROCEDURES

The Audit Committee has ensured that the Municipality complies with laws and regulations through reviews performed by the Internal Audit Unit and through interaction with management in the Audit Committee Meetings.

9. REVIEW OF THE CHARTER

The Audit Committee Charter for 2023/24 has been reviewed by the Committee and tabled to the Council on the 28th of March 2024 for approval.

10. CONCLUSION

One concern that is expressed by the secretariat is the difficulty to obtain reports from the department to compile the APC agenda.

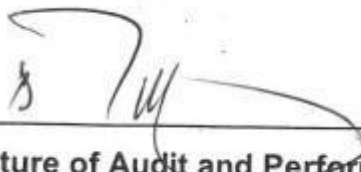
The Internal Audit unit also expressed concern that delays experienced from obtaining information from departments to update internal audit findings and Audit Action plan.

It is important that on behalf of the APC that I acknowledge the efforts of the Municipal Manager and his Directors as well as the staff in striving for clean administration. The APC also extends its appreciation to the Mayor, the Speaker of Council as well as all the councillors for the opportunity granted to the APC to present reports to the Council and being available to the Committee.

DM Pillay

Chairperson: Audit and Performance Committee

Ndlambe Local Municipality



Signature of Audit and Performance Committee Member

APPENDIX H

APPENDIX H: LONGTERM CONTRACTS

Ndlambe had the following long term contracts running during 2023/24 financial year ,

SERVICE PROVIDER	SERVICE/GOODS SUPPLIED	CONTRACT DURATION	CONTRACT VALUE
1. CDR Electrical Services	Maintenance and repairs of Municipal electrical facility	10 year contract, which started in June 2019	The Contract has multiple variable and fixed components. The Monthly fixed service fee is R1,300,000
2. Biggen Africa	Engineering Services	Contract entered into with ABSA DEVCO, No fixed duration, a commitment is for construction of 5000 units in the Thornhill settlement area including all civil construction projects	No upfront value but chargers are determined by ECSA rates
3. Amatola Water board	Water provision Services	No fixed term, service will continue as long as no party has initiated a termination process	The average cost varies depending on volumes supplied, to date the monthly average is R725,000 per month
4. NUWATER – QFS PLANT :Operations management	Water production and plant repairs and maintenance	5 year contract	R725,546 per month
5. NUWATER – NUWATER PLANT	Water provision Services	5 year contract	R378,764 per month
6. PE FUEL	Fuel Supply and delivery services	3 year contract	Average payment of R478,000 per month.
7. MUNSOFT	Financial System Vendor	5 year contract	Monthly Service Fee @ R230,000 per month

APPENDIX I

APPENDIX I: MUNICIPAL ENTITY/SERVICE PROVIDER PERFORMANCE SCHEDULE

No	Bid Number	Month	Appointment Date	Supplier Name	Amount	Description of the Project	Performance
1	134/2023	Aug	2023/08/01	HLOMELANG MARKETING	778 205,00	SUPPLY AND DELIVERY OF BURNER GEL STOVES	Good
2	133/2023	Aug	2023/08/01	HLOMELANG MARKETING	4 740 000,00	SUPPLY AND DELIVERY OF GEL FUEL FOR GEL STOVES	Good
3	156/2023	Jul	2023/07/27	NTOMBEMBI GENERAL TRADING	151 170,00	SUPPLY AND DELIVERY OF CATIONIC SPRAY 65% GRADE	Good
4	168/2023	Aug	2023/08/01	NOKONGO HOLDINGS P	189 750,00	SUPPLY AND DELIVERY OF G5 AND CRUSHER DUST	Good
5	149/2023	Aug	2023/08/31	MZANGWA OMHLE GEN	1 483 371,46	UPGRADING OF NDLAMBE ROADS:SOLOMON MAHLANGU ROAD (PA)	Good
6	149/2023	Aug	2023/08/31	INDLUVO TRADING	961 500,00	UPGRADING OF NDLAMBE ROADS:WESTBOURNE ROAD(KOS)	Good
7	149/2023	Aug	2023/08/31	MDJ CONSTRUCTION	1 556 295,00	UPGRADING OF NDLAMBE ROADS:XHANTI STREET LOCATION (BATHURST)	Good
8	149/2023	Aug	2023/08/31	CONINI (PTY) LTD	1 139 940,00	UPGRADING OF NDLAMBE ROADS:ZOLA STREET LOCATION ROAD(BATHURST)	Good
9	150/2023	Aug	2023/08/31	INTSINDE HOLDINGS	2 625 941,51	UPGRADING OF MAMITYI GIDANA STADIUM:BUILDING OF CHANGE ROOMS PACKAGE 6	Good
10	150/2023	Aug	2023/08/31	DIKELA BUILDING AND CIVIL PTY	417 157,67	UPGRADING OF MAMITYI GIDANA STADIUM:BUILDING OF CARETAKER HOUSE PACKAGE 2	Good
11	149/2023	Aug	2023/08/31	INTSINDE HOLDINGS	1 470 035,57	UPGRADING OF NDLAMBE ROADS:XHANTI ROAD ZOLA LOCATION AND WESTBOURNE ROAD PACKAGE A	Good
12	150/2023	Aug	2023/08/31	BONGIE AND WONGS TRADING	284 287,50	UPGRADING OF MAMITYI GIDANA STADIUM:BUILDING OF GRANDSTANDS PACKAGE 3	Good
13	150/2023	Aug	2023/08/31	DMZ TRADING CC	1 655 498,17	UPGRADE OF MAMITYI GIDANA STADIUM:BUILDING OF BOUNDARY WALL PACKAGE 4	Good
14	150/2023	Aug	2023/08/31	SKY WINGS	2 155 070,53	UPGRADING OF MAMITYI GIDANA STADIUM:SOCCER PITCH PACKAGE 1	Good
15	150/2023	Aug	2023/08/31	MONDLIWA ELECTRICAL CONTRACTORS	3 275 268,64	UPGRADE OF MAMITYI GIDANA STADIUM:ERECTION OF HIGH MAST LIGHTS PACKAGE 5	Good
16	279/2023	Dec	2023/12/07	KHANGELA SATELLITE	99 636,00	VEHICLE TRACKING SYSTEM	Good
19	184/2023	Dec	2023/12/18	Empumalanga Trust	540 000,00	SHREDDING OF GARDEN REFUSE	Good
20	083/2023	Jan	2024/01/01	NDLAMBE SECURITY	594 972,00	FIXED: TRANSPORTATION OF STRAY LIVESTOCK	Good
21	083/2023	Jan	2024/01/01	NDLAMBE SECURITY	35 805,00	VARIABLE: TRANSPORTATION OF STRAY LIVESTOCK	Good
22	228/2023	Feb	2024/02/29	Ezulwini Civils and Construction (PTY) Ltd	28 788 143,53	MARSELLE 500 HOUSING PROJECT INTERNAL SERVICES	Good
23	11/2324	Mar	2024/03/27	COOL MAKERS TRADING	2 127 155,00	PACKAGE A-UPGRADING OF MJUZA STREET IN MARSELLE	Good
24	11/2324	Mar	2024/03/27	LTE CIVILS AND PLANT	4 094 653,07	PACKAGE B1 UPGRADING OF PROTEA CRESCENT IN STATION HILL	Good
25	11/2324	Mar	2024/03/27	NJH GROUP	4 153 822,77	PACKAGE B2 UPGRADING OF PROTEA CRESCENT IN STATION HILL	Good

26	HOUSING DATABASE	Mar	2024/03/18	NOKONGO HOLDINGS P	6 354 107,18	EZIDONKINI-UPGRADING OF GRAVEL ROADS TO BLOCK PAVING ROADS-LINKED 1 ROADS	Good
27	33/2024	Apr	2024/04/23	KVOYI ENGINEERS AND PROJECT	130 000,00	PROFESSIONAL SERVICES-STORMWATER DESIGN-BATHURST	Good
28	T01/2324	Apr	2024/04/19	Amlo Trading (PTY) LTD	25 491 563,76	COMPLETION OF PORT ALFRED SEWERAGE INFRASTRUCTURE PHASE 1- RETICULATION	Good
29	HOUSING DATABASE	May	2024/05/01	ADIODEX	3 431 756,71	HORSEPLAY-CONSULTING ENGINEERING SERVICES	Good
30	HOUSING DATABASE	Jun	Quarter 4	MNYANI CIVILS AND GENERAL	3 431 756,71	UPGRADING OF GRAVEL ROADS TO BLOCK PAVING ROADS AT KENTON-ON-SEA NDOKWENZA LINKED ROADS	Good

APPENDIX J

APPENDIX J: DISCLOSURE OF FINANCIAL INTEREST

The following Senior Managers have disclosed and signed their declaration of financial/business interests' form:

DECLARATION OF FINANCIAL INTEREST		
INITIALS AND SURNAME	POSITION	SIGNED DECLARATION FORM? (Y/N)
Adv R Dumezweni	Municipal Manager	Y
Mr MM Klaas	Chief Financial Officer	Y
Mrs L Maneli-Payi	Director: Corporate Services	Y
Dr N Vithi-Masiza	Director: Infrastructural Development	Y
Mrs NC Booysen-Willy	Director: Community and Protection Services	Y

APPENDIX K

APPENDIX K: REVENUE COLLECTION PERFORMANCE

(These figures are subject to change after the auditing of the Annual Financial Statements)

SOURCE OF INCOME	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Rates	-	-	-	-	-	-	-	-	-	-	-	-
	10,951	16,545	11,549	11,571	11,564	11,576	12,086	12,101	12,083	11,936	11,943	11,945
Services	-	-	-	-	-	-	-	-	-	-	-	-
Billed Electricity	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Electricity	5,335	6,596	6,465	3,857	4,833	4,690	4,215	4,877	4,793	5,526	3,633	3,694
Refuse Removal	-	-	-	-	-	-	-	-	-	-	-	-
Sewerage/ Sanitation	1,461	2,088	1,682	1,677	1,666	1,662	1,653	1,653	1,655	1,644	1,646	1,648
Water	831	1,636	1,450	1,290	1,352	1,390	1,432	1,498	1,364	1,145	1,365	1,320
	4,852	5,824	5,900	6,253	5,454	5,939	5,642	6,849	6,402	5,343	5,699	5,785
Other (Specify) e.g	-	-	-	-	-	-	-	-	-	-	-	-
Encroachment	-	-	-	-	-	-	-	-	-	-	-	-
Housing Rental/Rentals & Lease Munivpal	-	3	-	-	-	-	-	-	-	0	-	-
Legal fees	-	2	53	70	17	75	75	75	75	75	75	75
Sundries	-	25	-	-	190	0	-	-	-	58	-	-
Insurance	920	88	200	618	127	946	55	122	85	171	73	64
Medical Aid	3	3	3	3	3	3	3	3	3	4	3	3
Final Readings	109	109	107	107	107	107	108	114	114	112	118	114
Environmental Levey	1	1	0	-	1	5	1	-	3	1	2	4
Payment Advvance	412	592	470	470	467	466	464	464	464	462	462	463

VAT	-	-	-	-	-	-	-	-	-	-	-	-
Receipts	1,800	2,254	2,117	2,089	1,930	1,979	2,006	2,179	2,061	2,218	1,924	1,947
Interest	-	-	-	-	-	-	-	-	-	-	-	-
Deposits	834	921	907	915	972	1,040	1,052	1,098	1,128	1,154	1,199	1,255
Service charge(no rateable properties)	4	23	22	18	14	23	17	11	8	-68	13	24
Rental of Facilities & Equipment	131	177	169	166	162	161	155	155	155	155	155	155
Vehicle registrations	-	-	-	-	-	-	-	-	155	-268	-	-
Indigent Charges	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	27,618.55	36,913.78	31,112.44	27,627.31	28,727.73	30,064.59	28,964.73	31,200.95	30,549.27	29,209.91	28,310.39	28,495.60
Billing YTD	27,618.55	64,532.34	95,644.77	123,272.08	151,999.82	182,064.41	211,029.14	242,230.09	272,779.36	301,989.27	330,299.66	358,795.26

Total Monthly Receipts

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Rates	- 9,712	- 11,536	- 10,507	13,423	13,566	10,628	- 10,300	10,848	11,635	9,377	11,914	- 11,049
	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Billed Electricity	- 5,257	5,624	- 6,562	5,704	4,626	4,636	- 4,060	4,842	4,762	3,846	5,437	- 4,105
Prepaid Electricity	-	-	-	-	-	-	-	-	-	-	-	-
Refuse Removal	- 1,025	1,187	- 1,134	1,226	1,099	1,072	- 1,055	1,169	1,191	957	1,240	- 1,110
Sewerage / Sanitation	- 754	854	- 861	891	870	846	- 801	1,012	838	715	954	- 794
Water	- 2,148	2,373	- 2,510	2,443	2,805	2,260	- 2,384	2,954	2,722	2,217	3,255	- 2,845
	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify) e.g	-	-	-	-	-	-	-	-	-	-	-	-
Encroachment	-	3	-	-	-	-	-	-	-	0	-	-
Housing Rental/Rentals & Lease Munivpal	- 37	35	- 40	44	44	24	- 30	105	32	34	38	- 32
Legal fees	- 0	2	- 1	1	1	1	- 0	3	3	-	-	- 1
Sundries	- 35	93	- 2	21	913	16	- 40	7	10	86	88	- 54
Insurance	- 2	3	- 2	2	3	2	- 2	3	3	2	3	- 3
Medical Aid	- 88	93	- 82	76	94	74	- 81	88	93	77	82	- 91
Final Readings	-	-	-	-	2	1	- 0	1	-	1	1	- 1
Environmental Levey	- 294	338	- 321	351	348	303	- 297	323	335	268	349	- 328

Payment Advance	- 818	- 915	- 799	- 822	- 978	- 716	- 1,048	- 1,039	- 1,064	- 1,237	- 948	- 1,655
VAT	- 1,422	- 1,572	- 1,691	- 1,594	- 1,467	- 1,375	- 1,293	- 1,558	- 1,478	- 1,204	- 1,685	- 1,407
Receipts	309	65	226	56	766	109	27	70	88	55	104	171
Interest	- 352	- 274	- 265	- 405	- 442	- 208	- 273	- 321	- 364	- 237	- 315	- 457
Deposits	- 16	- 32	- 33	- 32	- 30	- 26	- 32	- 21	- 25	- 13	- 29	- 28
Service charge(no ratable properties)	- 15	- 10	- 11	- 13	- 11	- 13	- 16	- 12	- 12	- 12	- 14	- 16
TOTAL	21,668.06	24,876.92	24,595.91	26,993.12	26,535.20	22,092.80	21,686.32	24,235.55	24,478.82	20,215.14	26,247.53	-23,805.84
Billing YTD	21,668.06	46,544.98	71,140.89	98,134.01	124,669.21	146,762.01	168,448.33	192,683.89	217,162.71	237,377.85	46,462.67	-70,268.51

Collection Rate	78.5%	67.4%	79.1%	97.7%	92.4%	73.5%	74.9%	77.7%	80.1%	69.2%	92.7%	83.5%
Collection Rate Quarterly			75.0%			87.9%			77.6%			81.8%

APPENDIX L

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG (These figures are subject to change after the auditing of the Annual Financial Statements)

	TOTAL	DSRAC	FMG	FIRE - Public Safety	EPWP	MIG	DISASTER GRANT- COGTA	RBIG	Water Services Infrastructure	Human Settlement (Bulk Infrastructure)
OPENING BALANCE	- 14 567 942,78	- 1 166 953,00	-	- 1 109 845,00	0,00	- 0,00	-	-	- 12 291 144,78	-
	-									
RECEIPTS	- 139 336 280,69	- 2 750 000,00	- 2 650 000,00	- 1 082 000,00	- 1 486 000,00	- 29 819 000,00	- 11 250 000,00	- 3 784 408,51	- 26 962 000,00	- 59 552 872,18
	-									
PAYMENTS	131 348 909,49	2 821 311,97	2 650 000,00	2 191 845,00	1 486 000,00	29 819 000,00	1 223 869,63	4 760 508,49	39 253 144,78	47 143 229,63
RELEASED	-									
TREASURY WITHHELD PORTION	-									
	-									
CLOSING BALANCE 2024	- 22 555 314,00	- 1 095 641,03	0,00	-	0,00	0,00	- 10 026 130,40	976 099,98	-	- 12 409 642,55

APPENDIX M

**APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES: INCLUDING
MIG**

Information will be provided after the finalisation the draft Annual Financial Statements

APPENDIX N

APPENDIX N: CAPITAL PROGRAMME BY PROJECT CURRENT YEAR

Information will be provided after the finalisation the draft Annual Financial Statements

APPENDIX O

APPENDIX O: CAPITAL PROGRAMME BY PROJECT BY WARD CURRENT YEAR

Information will be provided after the finalisation the draft Annual Financial Statements

APPENDIX P

APPENDIX P: SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

[There are no service connection backlogs at schools and clinics – all service connections are done as a matter of priority if and when the need arises. Currently, the municipality does not have any service connection backlogs]

ANNEXURE Q

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

WARD	ISSUES RAISED	RELEVANT SECTOR DEPARTMENT/STATE AGENCY
1	New application for a 24-hour Clinic	Department of Health
1	Meter Box connections	Eskom
1	Expansion of R72 road at KwaNonkqubela entrance	SANRAL
1	Sassa should make weekly visits to service residents of Alexandria	SASSA (South African Social Services Authority)
2	The building previously used for social development programmes needs to be considered for 24-hour clinic	Department of Health
2	Department of Transport beneficiaries need an update	Department of Transport
2	CWP stipends to be paid on the 25th of every month	COGTA
2	Sideway paving near R72 towards KwaNonkqubela	SANRAL
2	Electricity is expensive	NERSA
3	Upgrading of fire hydrants	Sarah Baartman District Municipality
8	Street light from the CBD to Thornhill be erected	Department of Transport

APPENDIX R

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

Information will be provided after the finalisation the draft Annual Financial Statements)

APPENDIX S

APPENDIX S: DECLARATION OF SECTION 71 MFMA RETURNS NOT MADE

All MFMA S71 monthly budget statements were submitted within the prescribed timeframe within the 2022/2023 financial year.

APPENDIX T

APPENDIX T: NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

All the information that can be used by National and/or Provincial Government to monitor and evaluate service delivery performance is provided in the body of the Annual Report. There is no additional information that can be provided under this Appendix with regard to the abovementioned.

**VOLUME 2:
ANNUAL
FINANCIAL
STATEMENTS**

Volume 2: Annual Financial Statements will be attached once they have been received.

**VOLUME 3:
DRAFT
ANNUAL
PERFORMANCE
REPORT**



NDLAMBE LOCAL MUNICIPALITY



TOP-LAYER SDBIP
ANNUAL PERFORMANCE REPORT
(1st JULY '23 – 30th JUNE '24)
2023/2024

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1. PURPOSE

The 2023/2024 Annual Performance Report of Ndlambe Local Municipality, pursuant to Section 46 of the Local Government: Municipal Systems Act 32 of 2000, will constitute a critical component of the comprehensive Annual Report prepared in accordance with Chapter 12 of the Municipal Finance Management Act 56 of 2003. This report encompasses performance information covering the period from 1 July 2023 to 30 June 2024 and concentrates on the execution of the Service Delivery and Budget Implementation Plan (SDBIP), in relation to the strategic objectives articulated in Ndlambe Municipality's Integrated Development Plan (IDP) for the 2023/2024 fiscal year. Performance Management serves as the apparatus for assessing the extent to which the established targets aligned with strategic objectives have been achieved. The report will provide a detailed analysis of the Municipality's Key Performance Indicators (KPIs) corresponding to each municipal Key Performance Area (KPA), thereby reflecting on the overall effectiveness and efficiency of service delivery initiatives within the Municipality. The sole focus will be on the Strategic Performance (Top Layer) of the SDBIP of Ndlambe Municipality.

2. LEGISLATIVE BACKGROUND

The Municipal Systems Act of 2000 (Act No. 32 of 2000), specifically Section 38(a), mandates that municipalities implement a Performance Management System (PMS) that aligns with their available resources and optimally reflects their operational activities. This system should facilitate the setting of measurable performance indicators, enable continuous monitoring and evaluation, and support qualitative decision-making to enhance service delivery and accountability within the municipality.

Performance management is integral to Ndlambe Municipality's strategic compass by providing councillors, managers, employees, and stakeholders with a comprehensive suite of instruments and methodologies for systematic planning, ongoing performance monitoring, and periodic evaluation and review of municipal efficacy in relation to the key performance indicators (KPIs) delineated in the Service Delivery and Budget Implementation Plan (SDBIP). This structured approach facilitates the alignment of Ndlambe Municipality's strategic objectives, as outlined in the Integrated Development Plan (IDP) with community expectations, promotes accountability in service delivery, and fosters an environment of continuous improvement through the assessing of data and community involvement.

In accordance with Section 40 of the Municipal Systems Act of 2000 and the Municipal Planning and Performance Management Regulations (2001), municipalities are mandated to implement comprehensive mechanisms for the systematic monitoring and evaluation of their Performance Management System (PMS). This entails the establishment of robust frameworks for measuring, tracking, reviewing, assessing, and enhancing performance across organisational tiers—encompassing the municipal entity as a whole (organisational performance), individual departments (operational performance), and the performance of employees (individual performance). These mechanisms are vital for fostering accountability, driving service delivery improvements, and ensuring alignment with the strategic objectives as articulated in the Integrated Development Plan (IDP).

Pursuant to Section 46(1)(a) of the Municipal Systems Act (Act 32 of 2000), a municipality is obligated to compile an annual report for each financial year. This report must encompass a comprehensive performance report. Section 46(1)(a) of the Municipal Systems Act (Act. 32 of 2000) states that:

A municipality must prepare for each financial year an annual report consisting of -

- a. a performance report reflecting -
 - i. the municipality's, and any service provider's, performance during that financial year, also in comparison with targets of and with performance in the previous financial year;
 - ii. the development and service delivery priorities and the performance targets set by the municipality for the following financial year; and
 - iii. measures that were or are to be taken to improve performance

3. OBJECTIVES OF THE NDLAMBE MUNICIPALITY'S PERFORMANCE MANAGEMENT SYSTEM

OBJECTIVES OF NDLAMBE MUNICIPALITY'S PERFORMANCE MANAGEMENT MODEL	
1	Facilitate increased accountability
2	Support municipal oversight
3	Facilitate learning and continuous improvement
4	Provide early warning signals and meaningful interventions
5	Facilitate decision-making and resource allocation
6	Guiding of development of Municipal capacity building
7	Make conditions for acceptance of change conducive at various levels
8	Contribute to the development of local government

4. PRINCIPLES GOVERNING PMS IN NDLAMBE MUNICIPALITY

Simplicity
Politically Acceptable
Administratively Managed
Implementable
Transparency and Accountability
Efficient and Sustainable
Public Participation
Integration
Objectivity
Reliability

5. PMS REPORTING ON THE E-SYSTEM (ACTIONASSIST)

In accordance with the Performance Management System (PMS) Policy Framework, responsible owners are mandated to update their performance information on the PMS electronic system within 15 days following the end of each month; for example, March data must be entered by April 15, 2024. Subsequently, the PMS Section initiates a review process 16 days post-month-end to identify early warning signs and ensure timely corrective actions are implemented. Responsible owners are then allocated a 2-day period to address any rejected updates deemed incomplete or inaccurate. Furthermore, Internal Audit conducts a quality assurance review within 23 days of each quarter's conclusion, allowing an additional 2-day window for responsible owners to amend any misreported information prior to the finalization of audit findings.

6. PERFORMANCE EVALUATIONS

Ndlambe Municipality, in line with the PMS Policy, makes use of 3 stages in the Performance Evaluation process. These stages are:

1. Self-Assessment – The Section 57 Manager will evaluate the reported performance for the applicable period.
2. Manager – One-on-one sessions are held with the Supervisor to assess reported performance for the applicable period.
3. Panel/Final Assessment – a formal assessment is held with panel members in line with the PMS Policy.

CONSTITUTION OF PERFORMANCE ASSESSMENT PANEL

The constitution of the panel for the final performance of the Municipal Manager and Senior Managers, respectively, is as follows:

EVALUATION OF THE MUNICIPAL MANAGER	EVALUATION OF SENIOR MANAGER REPORTING DIRECTLY TO THE MUNICIPAL MANAGER
1. Mayor	1. Municipal Manager
2. Chairperson of the Audit Committee or any Audit Committee Member	2. Chairperson of the Audit Committee or any Audit Committee Member
3. Mayor (and/or Municipal Manager) from another municipality	3. Member of the Executive Committee
4. Member of a ward committee as nominated by the Mayor	4. Member of a ward committee as nominated by the Mayor
5. Internal Audit	5. Internal Audit
6. Representative from the PMS Section	6. Representative from the PMS Section

7. PERFORMANCE RATING SCALE

The municipality, in line with the PMS Policy makes use of the 5-point scale to rate the municipality's performance. The 5-point scale is included below:

SYSTEMATIC ICON	NUMERICAL RATING	PERCENTILE REPRESENTATION	BRIEF DESCRIPTION
N/A	Not Applicable for Reporting	Not Applicable	Not Applicable
R	1	0% - 74.99%	Unacceptable Performance
O	2	75% - 99.99%	Performance is not fully effective
G	3	100%	Fully effective
G2	4	100.01% - 149.99%	Performance significantly above expectations
B	5	150% - Upwards	Outstanding performance

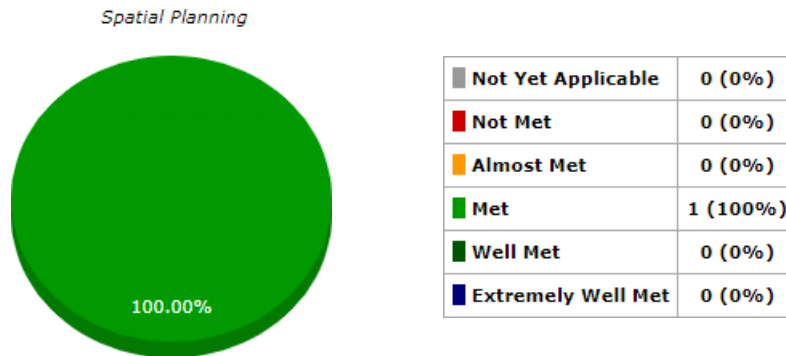
8. KEY PERFORMANCE AREAS

The Key Performance Areas are as follows:

- 1. Spatial Planning**
- 2. Basic Service Delivery**
- 3. Municipal Transformation and Institutional Development**
- 4. Local Economic Development**
- 5. Financial Viability and Management**
- 6. Good Governance and Public Participation**

KPA 1: SPATIAL PLANNING

There is only one indicator attached to KPA 1: Spatial Planning and it measures the '1. Percentage turnaround time for processing of land use applications within 16 months in accordance with SPLUMA'. This indicator is reported on a monthly basis and 100% has been achieved throughout, which is the target. The illustrations below provide a summary:



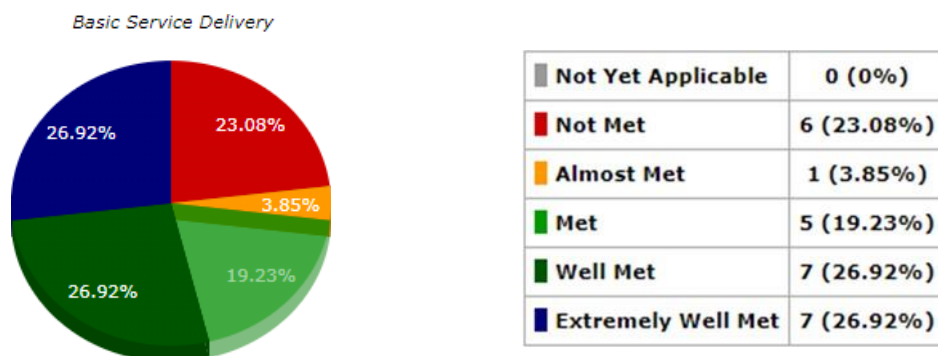
KPA 2: BASIC SERVICE DELIVERY

There are 26 Key Performance Indicators which have been crafted for the Basic Service Deliver Key Performance Area. These KPIs are spread out, in terms of responsibility, to various Directorate within the organisation in accordance with the responsibility being carried out by that particular Directorate. These Directorates are namely, Community and Protection Services, Infrastructural Development and Financial Services. In terms of performance:

- 7 KPIs' targets were not met and of this 7 - 1 was almost met and 6 were not met. The 5-point scale above gives a better description of the differences between 'not met' and 'almost met'
- 19 KPIs' targets were met and of this 19 - 5 were 'met', 7 were 'well met' and 7 were 'extremely well met'.

The percentile representation of the KPIs with targets achieved is 73.07%. Whilst the KPIs with targets not met or underachieved is 26.93%

The illustration of the above can be found in the table below:

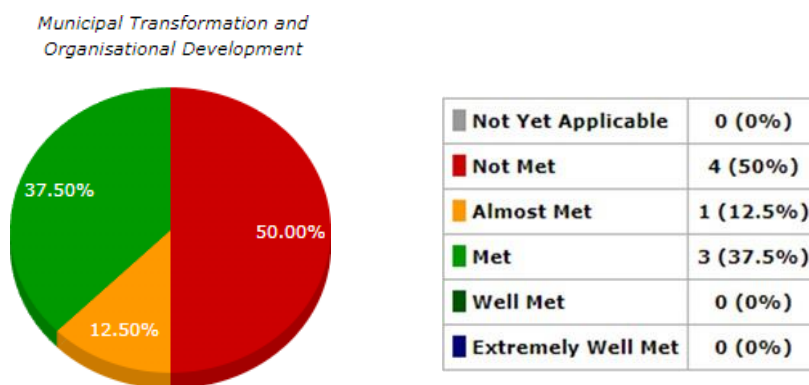


KPA 3: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

KPA 3 ‘Municipal Transformation and Organisational Development’ is made up of 8 Key Performance Indicators. The KPIs are assigned to different Directorates. Namely, Corporate Services and the Office of the Municipal Manager. The performance of the municipality with regards to KPA 3 is as follows:

1. Of the 8 indicators, 5 KPIs were underachieved or the targets were not met. In terms of the percentile, this amounts to 62.5% of the KPIs.
2. Of the 8 indicators, 4 of the KPIs targets were achieved and all of them were ‘met’. In terms of percentile representation this amounts to 37.5

The illustration is included below:

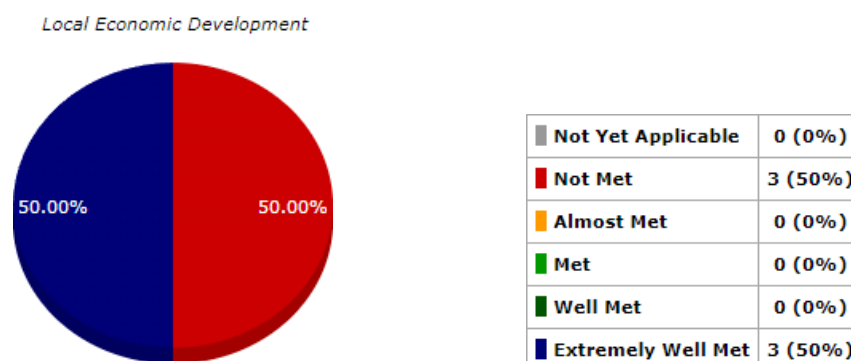


KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA 4 consists of six KPIs on the TopLayer SDBIP. The Office of the MM is the responsible Directorate to carry out the Key Performance Indicators for KPA 3. The performance can be summarised as follows:

1. Of the 6 KPIs, 3 KPIs’ targets were not met which is a percentile representation of 50%.
2. Of the 6 KPIs, 3 KPIs’ targets were extremely well met. This too is a 50% representation of the performance achieved.

Below is a summarised illustration:

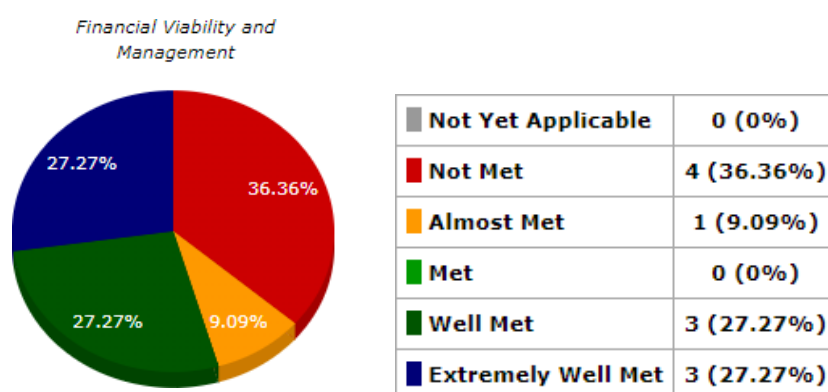


KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

The Municipal KPA 5 consists of 11 KPIs which are meant to ensure that the Financial Viability and Management KPA is carried out efficiently and effectively. The performance of KPA 5 is as follows:

1. In total, 5 of the 11 KPIs targets were not achieved and of the 5 KPIs (4 were 'not met' and 1 is 'almost met'). The percentile representation of KPI targets not achieved is 45.45%
2. In total, 6 of the 11 KPIs targets were achieved and of the 6 KPIs (3 KPIs were 'well met' and 3 were 'extremely well met'). The percentile representation of this performance is: 54.55%

The summarised illustration of the performance is contained below:

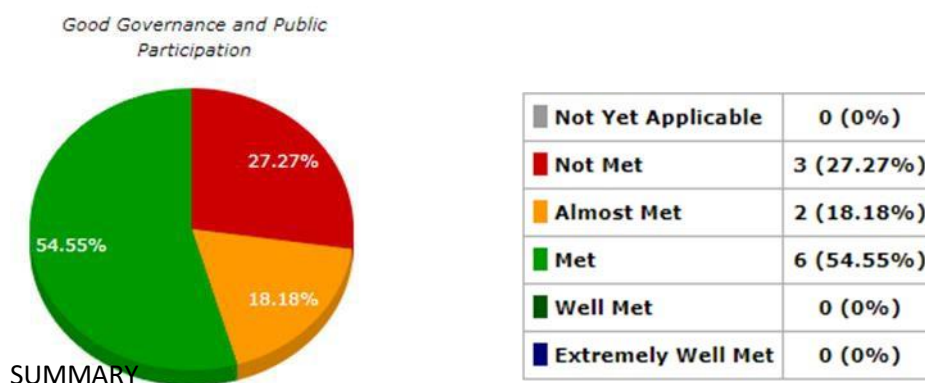


KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The total KPIs which are meant to fulfill KPA 6 is 11. In terms of performance:

1. 5 out the 11 KPIs targets were not achieved – 2 of the 5 KPIs were 'almost met' and 3 of the 5 KPIs were 'not met'. This is a percentile representation of 45.45%
2. 6 out of the 11 KPIs targets were 'met'. This is a percentile representation of 54.55%.

Below is the summarised performance illustration:



SUMMARY

The total KPIs which made up the 2023/2024 Strategic Layer of the SDBIP are 63. The performance of these 63 KPIs can be summarised as follows:

1. 25 of the 63 KPIs targets were not achieved and of this 25 – 20 were ‘not met’ and 5 were ‘almost met. The percentile representation is 39.68%
2. 38 of the 63 KPIs targets were achieved and of this 38 – 15 were ‘met’, 10 were ‘well met’ and 13 were ‘extremely well met’. The percentile representation is 60.32%.

The summarised illustration can be found below:

	Ndlambe Local Municipality	Municipal KPA						
		Basic Service Delivery	Financial Viability and Management	Good Governance and Public Participation	Local Economic Development	Municipal Transformation and Organisational Development	Spatial Planning	[Unspecified]
Not Yet Applicable	-	-	-	-	-	-	-	-
Not Met	20 (31.75%)	6 (23.08%)	4 (36.36%)	3 (27.27%)	3 (50.00%)	4 (50.00%)	-	-
Almost Met	5 (7.94%)	1 (3.85%)	1 (9.09%)	2 (18.18%)	-	1 (12.50%)	-	-
Met	15 (23.81%)	5 (19.23%)	-	6 (54.55%)	-	3 (37.50%)	1 (100.00%)	-
Well Met	10 (15.87%)	7 (26.92%)	3 (27.27%)	-	-	-	-	-
Extremely Well Met	13 (20.63%)	7 (26.92%)	3 (27.27%)	-	3 (50.00%)	-	-	-
Total:	63	26	11	11	6	8	1	-
	100%	41.27%	17.46%	17.46%	9.52%	12.70%	1.59%	-

**ANNUAL PERFORMANCE REPORT
(SCORECARD)
2023/2024**



NDLAMBE MUNICIPALITY

CONSIDERATION OF KEY PERFORMANCE INDICATORS IN THE DEVELOPMENT OF THE ANNUAL REPORT

The following is the list of indicators that were agreed upon and on how the performance information should be populated: -

CHAPTER: ORGANISATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT –KPA 1

Annual performance as per key performance indicators in municipal transformation and organizational development

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
1	Vacancy rate for all approved and budgeted posts;	10% (less than 51 vacant posts)	36/505	7%	The municipality has over achieved
2	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	5	100%	100%	N/A
3	Percentage of Section 57 Managers including Municipal Managers who attended at least 1 skill development training course within the FY	100%	5	100%	N/A
4	Percentage of Managers in Technical Services with a professional qualification	100%	7	100%	N/A
5	Level of PMS effectiveness in the DM – (DM to report)	N/A There is an existent PMS Section that is guided by an approved PMS Policy as it implements Performance Management throughout the various organisational levels.			
6	Level of effectiveness of PMS in the LM – (LM to report)				
7	Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5-year term	N/A	N/A	N/A	A skills audit is scheduled to take place in the 24/25 financial year. In addition, annual skills audits will be

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
					conducted from thereon.
8	Percentage of councillors who attended a skill development training within the current 5-year term	100%	20/20	100%	N/A
9	Percentage of staff complement with disability	2.00%	11/505	2.00%	N/A
10	Percentage of female employees	38%	191	38%	N/A
11	Percentage of employees that are aged 35 or younger	12%	63	12%	N/A
12	Adoption and implementation of a HRD including Workplace Skills Plan	100%	1	100%	N/A

CHAPTER: BASIC SERVICE DELIVERY PERFORMANCE HIGHLIGHTS (KPA 2)

Annual performance as per key performance indicators in water services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to potable water	100%	0	19331	21535	111.40%
2	Percentage of indigent households with access to free basic potable water	80%	15 000	30 000 households	23627	65%

Annual performance as per key performance indicators in Electricity services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
--	-----------------------	---	--	---	--	--

1	Percentage of households with access to electricity services	23402	19331	19331	23402	121.05%
2	Percentage of indigent households with access to basic electricity services	6468	0	6468	6468	100%
3	Percentage of indigent households with access to free alternative energy sources	6468	0	6468	6468	100%

Annual performance as per key performance indicators in sanitation services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households with access to sanitation services	100%	0	19331	21535	111.4%
2	Percentage of indigent households with access to free basic sanitation services	6468	0	6468	6468	100%

Annual performance as per key performance indicators in road maintenance services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review (Actual KMs)	Kms achieved during the FY	Percentage of achievement during the year
1	Percentage of households without access to gravel or graded roads	23402	19331	19331	23402	121%
2	Percentage of road infrastructure requiring upgrade	5.97km	0	9.38km	8.8km	93.8%
3	Percentage of planned new road infrastructure actually constructed	9.38km	0	9.38km	1.488km	15.77%
4	Percentage of capital budget reserved for road upgrading and maintenance effectively used.	8.8km	0	8.8km	8.8km	8.5%

Annual performance as per key performance indicators in waste management services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
--	----------------	--	-------------------------------------	---	-------------------------------	---

1	Percentage of households with access to refuse removal services	21200	0	21200	21656	22
2	Existence of waste management plan	Yes, the municipality does have an Integrated Waste Management Plan				

Annual performance as per key performance indicators in housing and town planning services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (Actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households living in informal settlements	3215	1315	3215	1900	100%
2	Percentage of informal settlements that have been provided with basic services	12	0	12	12	100%
3	Existence of an effective indigent policy	Yes.				
4	Existence of an approved SDF	YES. The SDF was adopted by Council in May 2023 through Council Resolution NCM017/05/2023. The SDF was Gazetted and came into operation effective from 1 July 2023.				
5	Existence of Land Use Management System (LUMS)	YES. The Land Use Scheme was adopted by Council in March 2019 through Council Resolution NCM024/03/2019. The Land Use Scheme was Gazetted and came into operation effective from 1 June 2019.				

CHAPTER: MUNICIPAL LOCAL ECONOMIC DEVELOPMENT FRAMEWORK- (KPA 3)

Annual performance as per key performance indicators in LED

	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
1	Existence of LED unit	1	100%	100%
2	Percentage of LED Budget spent on LED related activities.	4%	100%	100%
3	Existence of LED strategy	YES.		
4	Number of LED stakeholder forum meetings held	4	4	100%

	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
5	Plans to stimulate second economy	7	7	100%
6	Percentage of SMME that have benefited from a SMME support program	12	115	958%
7	Number of job opportunities created through EPWP	1229	2200	179%
8	Number of job opportunities created through PPP	0	0	0%

Chapter: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (KPA 4)

Annual performance as per key performance indicators in financial viability

	Indicator name			
1	Status of the audit outcome	Unqualified audit opinion		
2	Submission of AFS after the end of financial year	31 August 2023		
		Target set for Capital Budget (R000)	Achievement level during the year R(000)Amount spent against capital budget (R000)	Percentage spent on capital budget during the year vs the actual revenue
3	Percentage of expenditure of capital budget	R201 201 573.00	R120 242 240.30	60%
4	Percentage of salary budget as of the total operational budget	196 577 929.00	197 969 920.17	101%
5	Total municipal trade creditors	-R52 811 505.00	-R12 729 108.91	24%
6	Total municipal own revenue as a percentage of the total actual budget	R457 904 356	R425 074 776.37	93%
7	Rate of municipal consumer debtors' reduction	-R287 431 220.78	-R294 304 992.90	102%
8	Percentage of MIG budget appropriately spent	R65 819 468.00	R30 790 877.60	47%
9	Municipalities with functional Audit Committee	Yes		

Chapter: GOOD GOVERNANCE AND PUBLIC PARTICIPATION- (KPA 5)

No	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
1	% of ward committees established	100%	10	100%
2	% of ward committees that are functional	100%	10	100%
3	Existence of an effective system to monitor CDWs	Yes		
4	Existence of an IGR strategy	No		
5	Effective of IGR structural meetings	No. However, the municipality has scheduled meetings to ensure that the effectiveness of Intergovernmental Relations is strengthened and optimised.		
6	Existence of an effective communication strategy	Yes, the communication strategy is due for reviewal during the 2024/2025 financial year.		
7	Number of mayoral imbizos conducted			
8	Existence of a fraud prevention mechanism	Yes, reviewed annually.		