



O.R. TAMBO DISTRICT MUNICIPALITY

O.R. TAMBO DISTRICT MUNICIPALITY

DRAFT 2023/24 ANNUAL REPORT

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VOLUME I

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

COUNCILLOR M.D. NGQONDWANA

EXECUTIVE MAYOR

COMPONENT B: EXECUTIVE SUMMARY

This report presents the O.R. Tambo District Municipality's annual report for the 2023/24 financial year. This report is also in compliance with the National Treasury Circular 63 guidelines. It is submitted in line with the objectives, indicators and targets as set out in the 2023/2024 approved Reviewed Integrated Development Plan aligned with the approved budget for 3-year MTRF, both of which informed the quarterly performance targets set out in the Service Delivery and Budget Implementation Plan (SDBIP). The annual report is tabled in accordance with the five (5) Local Governments Key Performance Indicators as follows (not in the order of priority): -

- a) Basic Service Delivery and Infrastructure Development
- b) Local Economic Development
- c) Financial Viability and Management
- d) Good Governance and Public Participation
- e) Municipal Transformation and Institutional Development

It depicts the level of achievement of the set targets from the period 1 July 2023 to 30 June 2024. It also reflects explanations on deviations where the institution has not met the set targets as well as corrective measures to be implemented, going forward.

1.1 Municipal Manager's Foreword

The O.R. Tambo District Municipality prepared its Annual Report for the financial year 2022/2023 in line with Section 121 of the Local Government Municipal Finance Management Act, No. 56 of 2003 as well as accompanying circulars, templates, and guidelines. The report provides an overview of the municipal performance and progress made by the district in fulfilling its strategic objectives and priorities as aligned with the Integrated Development Plan (IDP), National Development Plan (NDP) as well as Provincial and National strategic directives.

The report reflects on how the district has been able to utilize the resources towards the implementation of its priorities. Investment in infrastructure remains an important priority for the district and issues such as aging infrastructure and the demand for new infrastructure continue to place the municipality under severe financial pressure. The maintenance of infrastructure is among the vital issues that will allow the district to fulfil its mandate.

The financial year 2022/2023 has been somehow proven a difficult year in the district due to some challenges faced. Part of the key challenges included the disasters and floods that ravaged the district and the rest of the country. On the other side, the municipality had been faced with the impact of 216 of the Constitution in its financial governance. The challenges came about whilst the institution was starting to recover from the impact of the Coronavirus (COVID-19) and the withholding of funds as a result of the Section 216 implementation.

Having faced these challenges, the municipality demonstrated enormous improvement, since the inauguration of the new leadership in December 2021. In the year under review, we are starting to see the testimony of that, especially in governance. These results are part of the commitment made by the political leadership. It is my pleasure therefore to thank the management and the entire staff by embracing the leadership vision towards the implementation of the work and preparation of the necessary report for accountability.

MR B. P. MASE

MUNICIPAL MANAGER

1.2 Municipal Overview

1.2.1 Municipal Functions

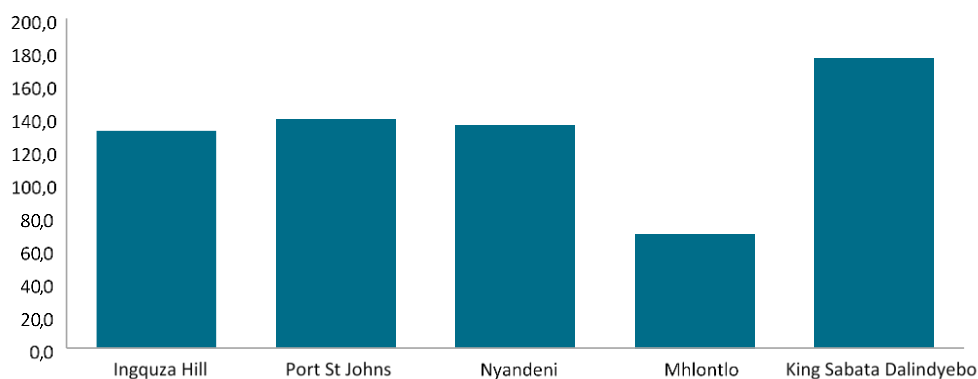
Table 1: Municipal Powers and Functions

	O.R. Tambo	KSD	Nyandeni	Ingquza Hill	Mhlontlo	PSJ
Water	Yes	No	No	No	No	No
Sanitation	Yes	No	No	No	No	No
Municipal Health	Yes	No	No	No	No	No
Electricity Reticulation	No	Yes	Yes	Yes	Yes	Yes
Air pollution	-	Yes	Yes	Yes	Yes	Yes
Building regulation	-	Yes	Yes	Yes	Yes	Yes
Childcare facilities	-	Yes	Yes	Yes	Yes	Yes
Fire fighting	Yes	Yes	Yes	Yes	Yes	Yes
Local Tourism	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Airports	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes	Yes
Public Transport	Yes	Yes	Yes	Yes	Yes	Yes
Pontoons and ferries	-	Yes	Yes	Yes	Yes	Yes
Disaster Management	Yes	No	No	No	No	No
Storm water	-	Yes	Yes	Yes	Yes	Yes
Trading regulation	-	Yes	Yes	Yes	Yes	Yes
Beaches and amusement facilities	-	Yes	Yes	Yes	Yes	Yes
Billboards and advertisements	-	Yes	Yes	Yes	Yes	Yes
Cemeteries, parlours and crematoria	-	Yes	Yes	Yes	Yes	Yes
Cleansing	-	Yes	Yes	Yes	Yes	Yes
Traffic packing	-	Yes	Yes	Yes	Yes	Yes
Street lighting	-	Yes	Yes	Yes	Yes	Yes

	O.R. Tambo	KSD	Nyandeni	Ingquza Hill	Mhlontlo	PSJ
Street trading	-	Yes	Yes	Yes	Yes	Yes
Refuse removal dumps and solid waste disposal	-	Yes	Yes	Yes	Yes	Yes
Public places	-	Yes	Yes	Yes	Yes	Yes

1.2.2 Population Overview

O.R Tambo is the most populous district in the province. It is ranked the fourth most populous district in the country. However, it must be noted that large population size has advantages and disadvantages linked to demand- and supply-side effects of demographic changes.



1.2.2.2 Household

Either a household is a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

Since 1996, the O.R Tambo District Municipality's number of households has been in an upward trend. In 2022, the O.R. Tambo District had a total of 313 536 households, with an average household size of 4.8. Table 13 below provides the number of households and the average household size in O.R. Tambo District and the local municipalities.

Table 2 : Total Number of Households, Average Household Size

Municipality	Number of Households		Average Household Size	
	2011	2022	2011	2022
King Sabata Dalindyebo	104 878	114 580	4,3	4,2
Ingquza Hill	56 212	64 051	5,0	5,5
Nyandeni	61 647	60 281	5,1	4,7
Mhlontlo	44 079	43 980	4,3	4,2
Port St Johns	31 713	30 643	4,9	5,9
O.R Tambo District	298 530	313 536	4,6	4,8

Source: Stats.SA (Census 2022)

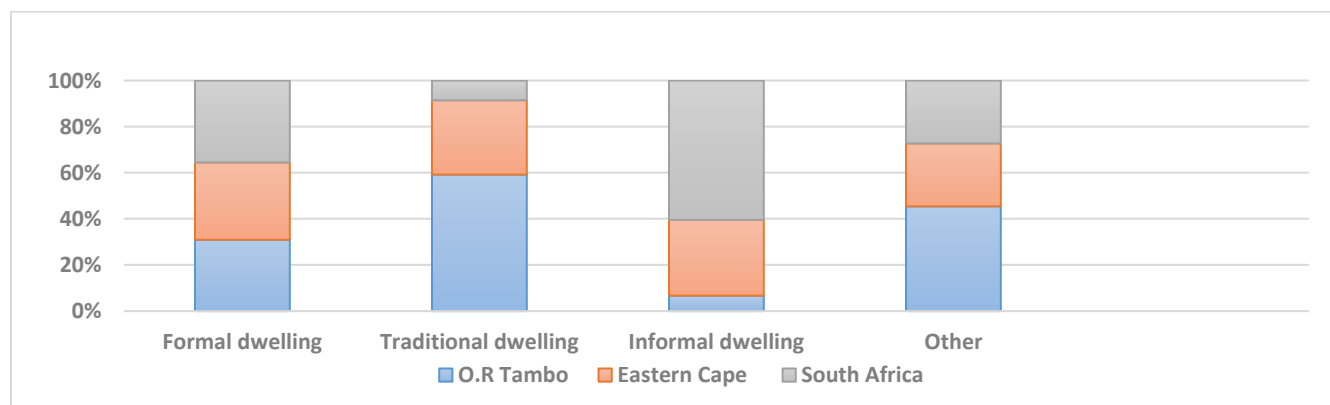
With 114 580, King Sabata Dalindyebo local Municipality contributes a large share of the total number of households in the District, followed by Ingquza Hill Local municipality with 64 051, and Nyandeni Local Municipality with a total number of 60 281 households. Port st Johns local municipality recorded a decrease in the number of households in the district from 31 713 households in 2011 to a total number of 30 643 households in 2022.

1.2.3 Household Infrastructure

Household Dwelling Type

According to StatsSA, a dwelling unit can be categorized according to type of dwelling namely; formal dwelling, traditional dwelling, informal dwelling and other. In 2022, the O.R Tambo District had 77,2% of households were living in formal dwellings, 21,5% lived in traditional dwellings, and 0,9% live in informal dwellings. Figure 11 below shows households by dwelling unit in O.R Tambo, Eastern Cape, and South Africa.

Figure 1 : Household by dwelling unit type – O.R. Tambo District, Eastern Cape, National, 2022



Source: Stats.SA 2022

Households by Dwelling Unit Type – O.R Tambo District and the rest of Local Municipalities.

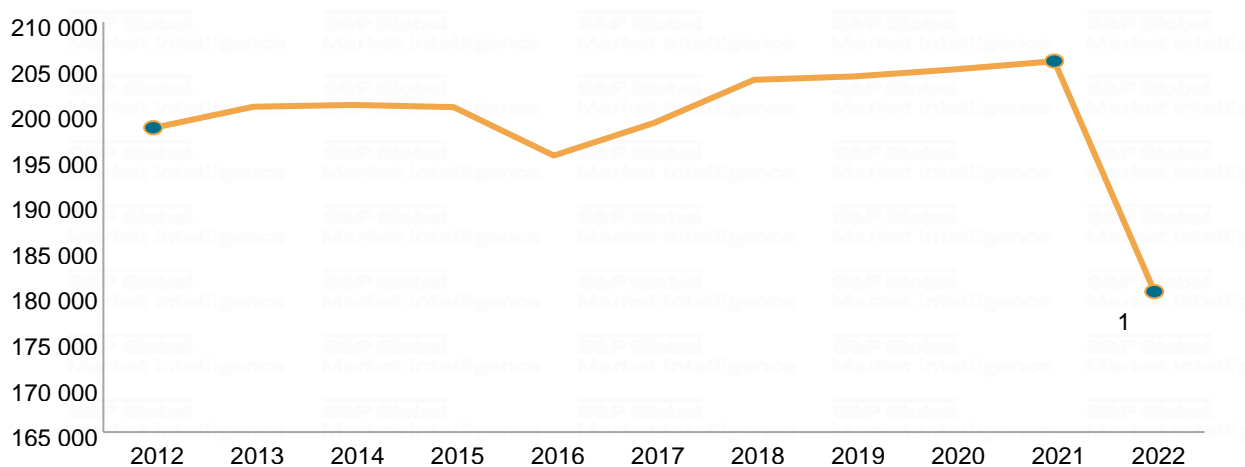
Table 3 : households by dwelling unit type by municipality

	Formal	Traditional	Informal	Other
King Sabata Dalindyebo	96 929	16 559	535	557
Nyandeni	44 041	15 664	431	144
Ngquza Hill	49 044	13 462	1136	410
Mhlontlo	31 721	11 873	152	235
Port St Johns	20 225	9876	422	122
O.R Tambo District Municipality	241 960	67 434	2 676	1 466

Source: StatsSA, 2022

In 2022, King Sabata Dalindyebo local municipality recorded the highest number of households living in formal dwellings with 96 929 (84,6%), and traditional dwellings with 16 559. Ingquza Hill local municipality had the highest number of households living in informal dwellings with 1136.

Figure 2 : Formal dwelling backlog



Source: South Africa Regional explorer v2443

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2012 the number of households not living in a formal dwelling were 198 000 within O.R. Tambo District Municipality. From 2012 this number decreased annually at -0.95% to 180 000 in 2022.

1.2.2.3 Socio Economic Status

Dependency ratio

The dependency ratio is the ratio between the number of dependents, aged 0-14 years and those over the age of 65 years, to the total population aged 15-64, The high number of children in the district leads to high levels of dependency. A high dependency ratio means few breadwinners, a small number of taxpayers and a small proportion of the population who are productive – but a high reliance on the fiscus.

According to StatsSA (2022 Census results) the dependency ratio for the district is 70, 0 % compared to 80.5 % in 2011, this indicates an increase in the economically active population. However, despite the decrease in the dependency for the district it is much higher that of the province (60, 0%) and the country (48.8%). At the Local Municipality level, King Sabata Dalindyebo is the only local municipality with a dependency ratio lower than that of the district with an average of 60.5. Nyandeni at 748 and Ingquza hill at 77.5 both recorded the highest dependency ratios in the district.

1.3 Service Delivery Overview

The overall institutional performance reflects 86 targets set for the institution across all the Key Performance Areas, of which 75 are reported to be achieved with 11 not achieved. This brings the overall institutional performance to 87% for the financial year under review. The performance of the institution has increased by 14% from that of the previous financial year which was 73%. The charts below give details of performance in the municipality including performance per key performance area as well as departmental performance.

Figure 3: Institutional Performance

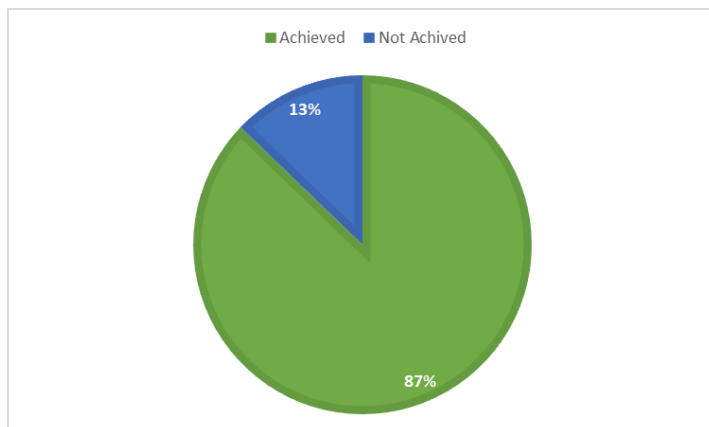


Figure 4: Institutional Performance per KPA

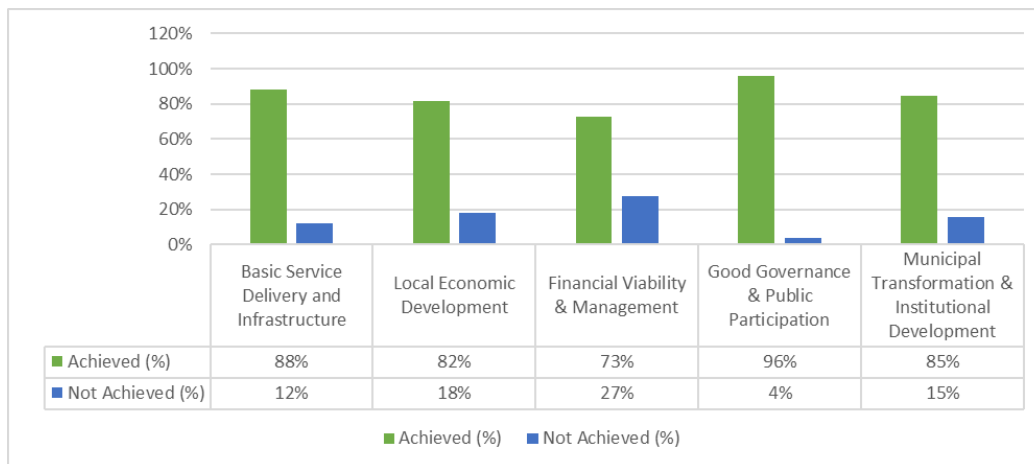
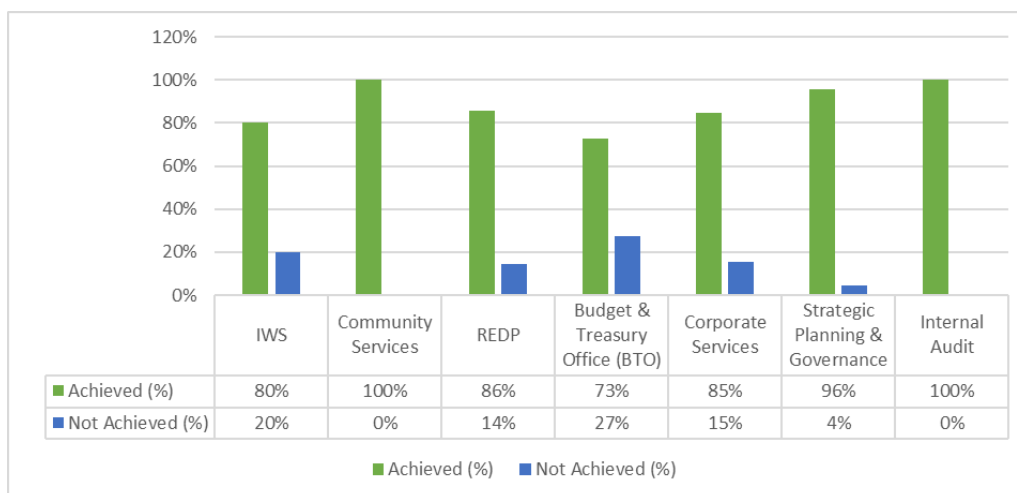
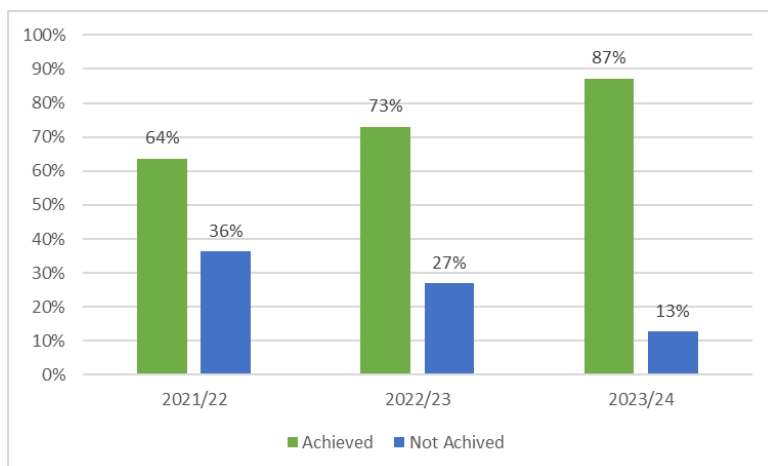


Figure 5: Institutional Performance per Department



The district continues to strive to improve its performance each financial year through improving institutional processes, employment of skilled personnel in key positions and capacitation of employees. The district managed to improve its performance from the previous financial year.

Figure 6: Institutional Performance for the past 3 years



The district has done well compared to the two prior years. Even though that is the case, the municipality did not reach the 90% achievement that was aimed for 2023/24 financial year.

1.4 Financial Health Overview

Although the OR Tambo DM's liquidity status has improved from the prior years, it is still not at a desired level as the current ratio of 1:1 is lower than the norm of 2:1 as prescribed by MFMA circular 71. The cash cost coverage ratio was 3 months at the end of the financial year and this is within the required norm of 1 – 3 months. The cost coverage ratio of three months means that the municipality has enough funds to cover its operational costs for a period of at least three months.

It is also important to note that the National Treasury has rejected the application for roll-over of all unspent grants amounting to R111 million.

1.5 Organisational Development Overview

On the other hand, the Local Government: Municipal Staff Regulations, states that the municipality can review its organizational structure after the elections of a new council of a

municipality; adoption of a new five-year integrated development plan of a municipality; and or if there are any material changes to the powers and functions of a municipality.

In appreciating and realizing the legislative prescripts, it needs to be reflected that O.R. Tambo District Municipality has initiated the process of reviewing its organizational structure in 2022 (after the local government elections of November 2021) where a task for the organizational review was delegated to Corporate Services and subsequently, a multi-disciplinary work stream was established. It comprised of officials from Corporate Services, the Budget and Treasury Office, and the office of the Municipal Manager. The work stream commenced with its work in February 2022 and aligned itself to the Municipal Staff Regulations approved by the COGTA Minister dated September 2021, which came into effect on 01 July 2022. The consultation process on the organizational structure received inputs that reshaped the structure.

The organization structure implementation will also bear financial implications for the purpose of remuneration and other related operational costs. On instances where new positions will be recommended, all budgetary implications will be managed within the limitations of the approved MTREF, to ensure that the district does not overspend on its employee-related costs.

The organizational structure review process has been a consultative process where various stakeholders had been engaged. The following stakeholders have been consulted in the process and will continue to be consulted until the final tabling of the organization structure.

- The Mayoral Committee
- The Council
- The Management
- Organized Labour
- Employees
- CoGTA
- SALGA

The macro organizational structure was tabled in a council meeting held on December 2023 and approved. Subsequent to that is the implementation phase which will further require its road-map as it will also have human resource implications. All relevant and applicable human resources legislation, regulations, and policies will be adhered to in the implementation of the approved organizational structure.

The position of the Municipal Manager and Section 56 Managers are all filled. The table below shows the filled, vacant posts and vacancy rate per department:

Description	2023/24					
	Approved Posts	Employees	Vacancies	Vacancies		
	No.	No.	No.	Males	Female	%
Water and Sanitation	770	528	342	374	154	44.42
Community Services	175	89	86	38	51	49.14
Rural, Economic and Development Planning	107	24	83	12	12	77.57
Budget & Treasury Office	187	159	28	58	101	14.97
Corporate Services	431	103	328	46	57	76.10
Internal Audit	14	12	2	4	8	14.29
Legislative Services	270	129	141	59	70	52.22
TOTAL	2054	1044	1010	591	453	49.17

The ORTDM has started to implement fully its PMS Policy/Framework and included implementation of individual performance management at the level of section 54 and 56 managers. The municipality has established the Individual Performance Management unit and is in a process of capacitating it to be able to perform the function. The unit will be responsible for the implementation of individual performance management at levels below section 56 managers. In 2023 -2024 the municipality managed to cascade to the 1st level below section 54 and 56 and reviews were conducted.

The Employee Relations Unit as mandated by the Labour Relations Act 66 of 1995 as amended and the South African Local Government Bargaining Council Main Collect Agreement has established a Local Labour Forum (LLF) Structure/ Committee, which operates with the assistance of its sub-structures. The Local Labour Forum is a consultative/bargaining forum, which deals with matters at a local (workplace) level with the purpose of acquiring speedy and amicable resolutions to optimize service delivery.

Both the Employer and the Trade Unions to negotiate or consult on matters of mutual concern pertaining to the work place constitute the LLF Committee. The LLF meetings sit once a month unless by mutual agreement of the parties they decide not to meet. Any party to the LLF, for reasons of urgency, may call a special meeting of the LLF at 48 hours' notice. Despite this mammoth task, the Employee Relations Unit is operating on a small/limited personnel structure.

The municipality is currently reviewing the two task grades up which was implemented to all employees by treating the two task grades as a non-pensionable allowance while waiting for the results of the job evaluation. In doing so it saves the municipality from an increase of pension and 13th cheque. Travelling and cellphone allowances have been reviewed as per eligibility of employees.

1.6 Auditor General Report

The district consistently developed its Service Delivery and Budget Implementation Plan (SDBIP) as legislated. SDBIP was reviewed as per Section 54 of the MSA provisions and approved by Council. The performance of the municipality is monitored quarterly, midyear and annually as legislated. Auditor General conducted an external audit for the 2022 - 2023 financial year and significant improvement was noted as compared to the previous financial years. The municipality obtained an unqualified audit opinion. Section 54 and 56 managers signed Performance Agreements for the year 2023/24 and their performance is assessed.

The findings raised were as follows:

Audit Criteria	Comments	Findings
Consistency	Performance indicators and targets are consistent between planning and reporting documents.	No finding
Measurability	Performance indicators are well defined and verifiable, and targets are specific, measurable and time bound.	No finding
Relevance	Performance indicators relate logically and directly to an aspect of the entity's mandate and the realisation of strategic goals and objectives.	No finding
	From the entity's mandate, applicable legislation and strategic goals and objectives, all performance indicators are included in the approved plan.	No finding Completeness of indicators was identified. However, this did not impact on the outcome as this is still a phased in approach.

Audit Criteria	Comments	Findings
Presentation and disclosure	Performance information in the annual performance report is presented and disclosed in accordance with applicable legislation, frameworks, circulars and guidance.	Misstatements were identified and subsequently corrected

Despite the Municipality having not received the unqualified audit outcome or clean audit in the 2021/22 financial year, the Municipality improved compared in the previous financial year (as there were six qualification items) considering that there were only five qualification items.

1.6.1 Steps Taken to Correct the Situation (Improve Audit Outcomes)

- The Municipality developed Management Audit Action Plan having implemented only 50% of the actions and 50% targeted to be implemented during the Annual Financial Statements and Annual Performance Report preparation as the Audit report.
- The municipality is still in the process of cleaning the infrastructure asset register by transferring completed projects to the infrastructure asset register and updating both the WIP and commitments register. Physical verification has been conducted.
- Supporting documents for completed projects that were to be transferred to the infrastructure asset register have been obtained.
- Conditional assessment of projects to be impaired is being conducted.
- However, the municipality is not only focusing on the five qualifications but also tried to resolve findings that were raised under emphasis of matter.

1.7 Statutory Annual Report Process

Table 4: Annual Report Process

No	Activity	Timeframe
1	Consideration of next year’s financial Budget and IDP Process Plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure the reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In year financial reporting)	
3.	Finalise the 4 th quarter report for previous year	
4.	Submit draft year 2023 - 2024 Annual Report	
5.	Municipal entities submit draft annual reports to MM	

No	Activity	Timeframe
6.	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
7	Mayor tables the unaudited Annual Report to Council	
8.	Municipality submits Draft Annual Report including Annual Financial Statements and Annual Performance Report to Auditor General	
9.	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
10.	Auditor General audits Annual Report including Annual Financial Statements and Annual Performance Report	September-October
11.	Municipalities receive and start to address the Auditor General's comments	November
12	Mayor tables Final Audited Annual Report and Audited Annual Financial Statements to Council, complete with the Auditor General's Report	
13	Audited Annual Report is made public and representation is invited	
14	Oversight committee assesses Annual Report	
15	Council adopts oversight report	December
16	Oversight report is made public	
17	Oversight report is submitted to relevant provincial councils	
17	Commencement of draft Budget/IDP finalization for next financial year. Annual Report and Oversight Report to be used as input	January

CHAPTER 2 – GOVERNANCE

COMPONENT A: GOVERNANCE STRUCTURE

2.1 Political Governance

The O.R. Tambo District Municipality Council's primary role is to oversight the functions, programmes, and the management of administration in a political sphere. All powers of local government are vested in the municipal council. The council has powers to develop policies and by-laws as guided by the legislative authority and the executive authority implement those policies and by-laws. The Council of O.R. Tambo District Municipality adopted a Separation of Powers Model. Under this is model there is a legislative arm as led by the Speaker and the Executive side as led by the Executive Mayor.

The legislative arm of council constitutes committees, which are established in terms of the Local Government Municipal Structures Act No. 117 of 1998 under section 79. These committees are Section 79 Standing Committees and Section 79 Portfolio Committees. Their function is to play an oversight role over an Executive arm to ensure accountability and to improve service delivery. The existing council was inaugurated on the 1 December 2021 for the term of 2021/2026 and the following members were appointed:

1. Cllr N. Y. Capa was appointed as the Speaker of the Council
2. Cllr M. D. Ngqondwana was appointed as the Executive Mayor,
3. Cllr T. Sokanyile as the Deputy Executive Mayor,
4. Cllr N. Ngqongwa was appointed as the Chief Whip.

The council delegated the Speaker to appoint Section 79 Committee Chairpersons and their committee members as per the Municipal Oversight Model. In the current financial year 2023/24 the council held successfully 13 Council meetings that consist of nine (8) Special Council Meetings, 1 Open Council meeting (State of the District Address) and four (4) Ordinary Council meeting as per Local Government Municipal Structures Act, No.117 of 1998 under Section 29.

The core mandate of the Legislative Arm of Council is to focus on the following areas:

- Accountability, Oversight and Scrutiny

- Strengthen capacity of the Legislative Arm of Council
- Public Participation to safeguard local democratic processes
- Monitoring and evaluation, and
- Sound Financial Management.

2.1.1 Council Composition

In terms of Local Government: Municipal Structures Act No. 117 of 1998 under Section 12 the O.R. Tambo is a category C municipality. There are **59** Councillors representing various political parties as presented in the table below:

Table 5: O.R. Tambo District Municipality Composition of Council (2021//26 Council Term)

Party	Total No. of Cllrs	Part-Time Cllrs	Full-Time Cllrs	Number of Female Cllrs
ANC	40	25	24	24
EFF	06	04	02	01
UDM	05	03	02	01
ATM	03	02	1	-
DA	02	01	01	01
INDEPENDENT	02	02	-	-
AIC	01	01	-	-

Table 6: O.R. Tambo District Municipality Local Municipal Councillors

Local Municipality	No. of Councillors	No. of Males	No. of Females
King Sabata Dalindyebo (KSD)	12	08	04
Nyandeni	7	03	04
Port St John's	3	02	01
Ingquza Hill	7	02	05
Mhlontlo	5	03	02

2.1.2 Councillor Resignations, Replacements and Vacancies in 2023/24 Financial year

During the 2023/24 financial year, in quarter 1, Cllr Ngudle resigned and was replaced by Cllr Mbede; in quarter 2. Cllr Ngozi passed on and was replaced by Cllr Dyule. In quarter 3, Cllr K. Vava, a local municipality rep from Ingquza Hill Local Municipality resigned and was replaced by Cllr S.H. Mtshazo,. In quarter 4; three councillors resigned, Cllr Capa(Speaker), Cllr Sokanyile (Deputy Executive Mayor) and Cllr Bodoza after the National government elections held on the 29 May 2024

2.1.3 Political Decision Making

The council adopted a municipal oversight model to strengthen its functionality. On 1 December 2021 the council also adopted the reviewed standing orders and political delegation framework. The Council Structure is demonstrated in *Figure 6* below:

2.1.4 Political Governance

Figure 7: Council Structure



2.1.4.1 Participation of Traditional Leaders in Council

The Local government: Municipal Structures Act 117 of 1998 in Schedule 6 of Section 81(1) (B) stipulate the MEC for local government in the province must request house of traditional leaders to recommend which leaders of that traditional authority can be identified for purposes of Section 81

In response to the above-mentioned Act, amongst the 59 Councillors of the District Mutuality there are 12 Traditional Leaders who were deployed on the 24th of August 2016 to be part of the council, and they also form part in all Section 79 Council Committees (Standing and Oversight Portfolio Committees).

2.2 Administrative Governance

Local Government: Municipal Finance Management Act No. 56 of 2003 under Section 60 (a) and (b) states that The Municipal Manager of the municipality is the accounting officer of the municipality for the purposes of this Act, and as Accounting Officer must provide guidance on compliance with this Act to political structures, political office-bearers and officials of the municipality and any municipal entity under the sole or shared control of the district municipality.

The municipal council reviewed and adopted organisational structure, four positions of section 56 and 54 managers were filled.

The municipality's administration continues to earnestly serve its mandate for developmental local government. There are six directors who were appointed in accordance with the approved MACRO structure as adopted by council on the 31 May 2022. Directors were appointed to serve in the following departments:

- Infrastructure, Water and Sanitation
- Community Services
- Rural Economic Development and Planning
- Budget and Treasury
- Corporate Services; and
- Strategic Planning & Governance

2.2.1 Current Senior Management

The table contains the list of senior management and their respective departments:

Figure 7: **Senior Management**

No.	Departments	Directors
1.	Municipal Manager	Mr. B. Mase
2.	Chief Financial Officer	Mr. S. Ndakisa
3.	Infrastructure Water and Sanitation	Mr. S. Gqiba
4.	Strategic Planning & Governance	Mr. B.B. Matomela
5.	REDP	Dr. V. Nkohla
6.	Community Services	Mr. L. Madzidzela
7.	Corporate Services	Mr. L. Nombasa
8.	Chief Executive Audit	Mrs. S. Mandla

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 Intergovernmental Relations

The DM has established Intergovernmental Relations Unit in the Department of Strategic Planning and Governance its existence is guided by the policy framework approved by council. In terms of Intergovernmental Relations Framework Act No. 13 of 2005 under Section 24 there is a district Intergovernmental Forum to promote and facilitate intergovernmental relations between a district municipality and the local municipality.

Intergovernmental Relations Framework Act No. 13 of 2005 under section 26 (1) (g) indicates that the role of the district IGR Forum is the coordination and alignment of the strategic and performance plans and priorities, objectives, and strategies of the municipalities in the district.

The Political instability in the municipality during previous financial year (2022/23) had a negative impact on the effectiveness of IGR structure and its functionality in the district.

Key anchors of driving the coordination included the District Development Model (DDM) and IDP Representative Form to ensure the interface between the District, the Province and National (PFC, MUNIMEC etc.) During the 2023/24 FY the IGR unit focused on aligning the work of IGR workstreams to the work of the DDM. Six workstreams that were established have been aligned to workstreams of the DDM.

The function of all IGR structures in the district increased this financial year. The interface with provincial structures has also been strengthened through: -

- **Premiers Coordinating Forum (PCF):** the Premier and all the members of the Executive Council (MECs) in the province chair the forum. Participating and being members of the PCF are the entire district Mayors and Municipal Managers.
- **Premiers Coordinating Forum Technical Support Group (TSG):** The TSG is the technical structure wherein the Director General of the province with all heads of departments and heads of state entities as well as Municipal Managers of the districts. The TSG provide technical support to the PCF and it makes the necessary administrative arrangements.

- **MUNIMEC:** This is the forum for wherein the MEC for Cooperative Governance and Traditional Affairs interface with all municipalities of the province at the level of Mayors and Municipal Managers. The intention of the MUNIMEC is to coordinate, guide and deliberate on matters of service delivery in the province.
- **Technical MUNIMEC:** The Technical MUNIMEC is the administrative forum wherein the Head of COGTA, all heads of department and state entities as well as municipal managers prepares for the political MUNIMEC and provide guidance and support.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4 Public Meetings

The Local Government: Municipal Systems Act No. 32 of 2000 under Section 16 requires that ORTDM fulfils the objectives of local government by ensuring that it inculcates public accountability and participation. In its operations, it ensures that there are proper engagements through public meetings taking place in various platforms.

The ORTDM Council from time to time as guided by the legislation advertises the siting of open council specifically when tabling documents that also requires knowledge of the public as per the Local Government: Municipal Systems Act No. 32 of 2000. The open council meetings are held one in a financial year. The Speaker of the Council and Chief whip convenes community outreaches as a link between the district municipality, local municipality and community members across the district.

Community outreaches held

Programs	Wards	Dates
Outreach on Public Participation	Mhlontlo LM, Ward 22, Gungqwana	10 August 2024
Awareness campaign	Mhlontlo LM, Ward 26, Gwali	23 August 2023
Engagement Session with Stakeholders	Ingquza Hill LM, Qawukeni village	22 September 2023
Voter Education	PSJ LM, Ward 1, Mathandela Qandu village	02 October 2023

Programs	Wards	Dates
Public Engagement on Voter Education	PSJ LM, Ward 04, Tombo Tuseng Hall	11 October 2023
Engagement Session with Stakeholders	Nyandeni LM, ward 31, Nyandeni Great Place	20 October 2023
Public meeting on Section 28 of Municipal Demarcation Act.	Ingquza Hill LM, Ward 31, Sobho Ngxaliwe	23 October 2023
Voter Education Drive	Ingquza Hill LM, Ward 7, Siphezini	24 October 2023
Voter Awareness and Online registration	KSD /Cicira TVET college	26 October 2023
Outreach on Voter Education	Mhlontlo LM, Ward 23, Cokomfeni	10 November 2023
Public engagement Civic Education	KSD LM, Ward 36, Lwandlana	07 February 2024
Public engagement	Mhlontlo LM, Ward 22, Mabholompa , Zwelivumile	14 February 2024
Stakeholders Engagement	Ingquza Hill LM, Ward 20, Dubana Village	27 February 2024
Awareness on petition Management	KSD LM, Ward 27, Ithala village	27 February 2024
Community outreach	KSD LM, Ward 17, Nqwathi	29 February 2024
Stakeholders Engagement	PSAJ LM, Ward 06,	16 th March 2024
Traditional leaders' Summit	Nyandeni LM, Ward 10, Dan's Lodge	3 rd and 4 th April 2024
Civic Education	Nyandeni LM, Ward 6, Cibeni	25 April 2024
Voter education	KSD LM, Ward 20, Mthentu	25 April 2024
Voter Education	KSD LM, ward 19, Tantseka	25 April 2024
Awareness campaign on Voter Education	KSD LM, Ward 14, Kaplan	14 May 2024
Awareness campaign on Voter Education	KSD LM, ward 19 and 28, Cacadu Traditional Authority	15 May 2024

Programs	Wards	Dates
Awareness campaign on Voter Education	KSD LM, Ward 29, Lower Ngqwarha Traditional Authority.	16 May 2024

2.5 IDP Participation and Alignment

The ORTDM coordinates planning across the district and vertically with sector departments. It performs the strategic planning functions under the Strategic Planning & Governance. In executing the work related to planning, OR Tambo district municipality continue to comply with the prescribed legislation in developing IDP. During the year under audit, the council adopted an IDP encapsulating all processes as guided by the IDP Policy framework/Process plan.

The adopted IDP is complimented by the approved Service Delivery and Budget Implementation Plans (SDBIP) which guides the implementation of the IDP to promote reporting and accountability.

It must be noted that the year under audit is marked with critical milestone of the District Development Model. The District Development Model (DDM) is one of the strategic approaches that necessitates government to strengthen alignment of planning and programme/project implementation. This model was introduced as a national approach, wherein ORTDM was identified as one of the pilot sites for implementation, subsequently it was launched by the President in Lusikisiki, Ingquza Hill Local Municipality on the 17 September 2019. Ideally the model has established **District Hub** that embodied **One Plan** of government to express the short term, medium term, and long-term development objectives of national, provincial and local government in the geographic boundaries of the district.

In October 2020, the O.R. Tambo DDM Hub was launched by the Minister of Cooperative Governance and Traditional Affairs Dr. Nkosazana Dlamini-Zuma. This gave enormous confidence to the district as ministerial support coincided with the commencement of One Plan development. As a result, stakeholders in the national, provincial government, local political and administrative leadership as well as local business organisations have expressed their support for this plan. The key success of this plan is to ensure collaboration among all spheres of government through joint planning, budgeting, and execution of development towards the One

district One Plan and One Budget. Government administrative support was also introduced in the session at Port St Johns Local Municipality strategic planning session on the 15th of March 2021, Avril Williamson, Director General of the Department of Cooperative Governance and Traditional Affairs (COGTA), confirmed the institutionalisation of long-range planning in the development of Port St Johns as part of a new coastal city. The One Plan provides the guidance and direction that is required to move towards the desired future vision of developing a coastal smart city anchored by a thriving ocean and agricultural economy as the district of O.R. Tambo.

The Deputy President undertook a two-day District Development Model (DDM) oversight visit to the Eastern Cape Province and Metropolitan Municipality respectively on 26 and 27 May 2023. The focus area in the O.R. Tambo District and East London in the Buffalo City. This visit aimed at tracking progress on the DDM since its implementation in the year 2019 by the President, as well as fast-tracking the roll-out of work relating to this model in collaboration with local businesses. This is in line with the Deputy President's delegations, coupled with commitments made during Parliamentary sessions to visit all provinces where the DDM model was being piloted.

The focus of the visit was as follows:

- Engage the business sector on the implementation of the District Development Model in OR Tambo District Municipality and Buffalo City Metropolitan Municipality.
- Provide feedback to the community of Lusikisiki on government interventions in the fight against gender-based violence and femicide.
- Meet and greet the King of the AmaRharhabe Kingdom.
- Provide an update on the implementation of commitments that were made during the former Deputy President's visit to Ncerha Macadamia Farming Initiative in 2018, and also on government efforts in the upliftment of the community of Ncerha.

Emerging issues that require attention were identified, among which was a need for assisting municipalities with lobbying for funding through some form of DDM approach, a need for dedicated investment attraction drive, strengthened partnerships with EU, UNDP, DFIs, investors underpinned and cemented on DDM 2050 Vision and One Plans. A need for DDM Legislation which will work as an enabler for DDM implementation and to fast track the gazetting of Section 47 DDM Regulations. A need to calibrate and attune People Development, GBVF, Skills Development, Building and Reinforcing Resilience and Environmental Sustainability; Governance, Finance and Administration Pillars was identified.

Whilst there are generally positive improvements in relation to planning and programme alignment some sector departments lack the understanding of the IDP processes though participation has improved. It can further be highlighted that the existing relationship and alignment between the DM and the LM on IDP processes has also improved

COMPONENT D: CORPORATE GOVERNANCE

2.6 Risk Monitoring and Risk Reporting

The Municipal Finance Management Act section 62 (l) (c) requires a municipality to have and maintain an effective, efficient, and transparent system of risk management. Risk management is defined as the identification and evaluation of actual and potential risk areas applicable to an organization, followed by a process of mitigation, acceptance, transfer, or avoidance of each risk. O.R. Tambo District Municipality subscribes to the principles of good governance and further is committed to carry out its activities in an effective and efficient manner through ensuring that risks are minimized, and opportunities are explored.

O.R. Tambo District Municipality has institutionalized risk management throughout the institution, and this has led to significant improvements in the risk management culture and the management of risk is embedded into planning, performance, daily operations and most importantly decision-making. To ensure effective risk management, the Municipality has established a dedicated Risk Management Unit with a main goal of assisting the Accounting Officer.

2.6.1 Risk Maturity

The OR Tambo District Municipality is making continuous strides to enhance the risk management culture, ensuring its integration into planning, budgeting, daily operations, and, most importantly, decision making processes. An assessment of the risk maturity level for the OR Tambo District Municipality had been taken through an online tool provided and supported by National Treasury. The Municipality risk maturity level for this financial year is ranked at level 4 as per the National treasury maturity model. While risk management processes have been designed and defined, the Municipality has not yet achieved the desired level where risk management is fully ingrained in the organisational culture to reap the associated benefits. It is crucial to conduct continuous risk assessments to identify emerging risks and opportunities.

The desired risk maturity is level 6 as per the National Treasury model, meaning the Municipality will reach a state where the risks taken are consistent with its risk tolerance, significant progress has been made during the year under review to improve the risk maturity level, the Municipal Manager had developed risk management implementation plans, conducted risk management workshops, and integrated risk operations, processes, and planning. The Council continues to monitor the implementation of the approved risk policies and implementation plans.

2.6.2 Risk Identification, Monitoring & Risk Reporting

O.R. Tambo District Municipality's Council monitors risk through the risk management committee. The Committee plays an oversight role to ensure that there is an effective risk management process and system within the organization. This committee is chaired by an independent Chairperson and comprises a mix of external stakeholders and internal members, bringing together diverse skills and knowledge. The committee convenes four times annually in alignment with the approved institutional calendar for the year under review. Quarterly reports on the status of risk management are presented to the Audit Committee, which serves in an oversight capacity and is mandated to report to the Council on the status of risk management within District.

With the technical support from the Risk Management Unit O.R. Tambo District Municipality identifies risk areas that are managed systematically and continuously. The municipality has a strategic risk register in place which is treated as a working risk management document of which the identified risks are constantly recorded and properly managed. The Municipality's Senior Management monitors and evaluates the implementation and efficiency of management's controls and such actions identified to improve current controls in the strategic risk register. During the 2023/24 financial year a strategic risk assessment was performed by management and the strategic risk register was updated quarterly. The strategic risk register excludes other risk such as operational risk and project risk as the Municipality had developed separate risk registers for such risks.

2.7 Anti-corruption and Fraud

The council of O.R. Tambo District Municipality is committed to the highest possible standards of openness, probity and accountability and recognizes that the electorate needs to have confidence

in those that are responsible for the delivery of services. A fraudulent or corrupt act can impact on public confidence in the Council and damage both its reputation and image.

Fraudulent and corrupt practices undermine the basic values and principles governing public administration and any criminal and other irregular conduct are detrimental to good, effective, accountable and transparent governance and can hamper the service delivery capacity of the Municipality. Procedures are provided in terms of which employees and councillors may without fear of reprisals, disclose information relating to suspected or alleged criminal or other irregular conduct. Policies and strategies are in place setting out the Council's approach and commitment to the prevention, deterrent and detection of fraud and corruption

Incidents of suspected corruption are reported via the Presidential Hotline. Over the year under review the municipality initiated the processes for the development of its fraud hotline and independent service provider was appointed to manage, monitor, report and investigate fraudulent matters reported to the hotline. Further to the reflected processes, the municipality had also executed the followings: -

- Fraud awareness sessions have been held with staff across the departments who are by nature prone to fraud such as SCM, HR, Human settlements and Community services. A plan for fraud prevention has been developed.
- Workshop on the policies have been conducted
- The institution has an internal audit unit who on an annual basis conduct annual audit awareness in areas of high risks.

2.8 Ethics & Integrity Management

The O.R. Tambo District Municipality subscribe to high ethical standards and principles. The leadership provided by the council is characterised by the values of responsibility, accountability, fairness, and transparency, and has been a defining characteristic of the Municipality. The Municipality main objective has always been to do business ethically while building a sustainable Municipality that recognises the short- and long-term impact of its activities on the economy, society, and the environment. In its deliberations, decisions, and actions.

Principle 2 of the King IV report indicates that the governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture. The Municipal Integrity Management Framework recommends that the Municipal Leadership should set the tone and drive good governance, organisational integrity and anti-corruption initiatives and the framework further recommends that a relevant committee should provide strategic guidance and oversee implementation of the municipality's integrity promotion and anti-corruption strategy

To ensure a strong programme to promote integrity and fight corruption, the Municipal Manager had established an internal ethics management committee. The ethics committee is chaired by the Director Corporate services (ethics champion) and the Chief Risk Officer who provides the secretariate duties for the committee and Function as an Ethics Officer. The purpose of this committee is to ensure an integrated approach on ethics and integrity management and monitors the implementation of the Ethics Implementation Plan. The Ethics Committee reports to the Risk Management on the implementation of Ethics Management Implementation plan

2.9 Supply Chain Management

There are serious staff capacity issues that have led to the SCM unit unable to adhere to the strict internal controls. The procurement plans and service delivery budget and implementation plans are not followed by departments and programs are implemented in a haphazard way thus making it difficult to follow appropriate timelines in the whole value chain.

Contracts management is also a serious problem as it is scattered in all the various departments of the municipality and the SCM unit is sometimes not aware of other contracts that are entered into by the municipality.

There are instances where regulation 36 deviations are initiated and approved without the indulgence of the SCM unit to check if it meets all the requirements and these end up being irregular in nature.

Despite the above challenges there have been several improvement initiatives undertaken within the procurement function to ensure value-for money, greater efficiency and effectiveness, and reduce fraud and corruption. These include, inter alia, the following:

- Partial write off of previous irregular expenditure after investigation by MPAC

- Appointment of service providers through the use of transversal contracts with the National Treasury.
- Elimination of the use of regulation 32 of the SCM regulations.
- Improvement in the internal controls thus reducing the quantum of year under review irregular expenditure.
- Timeous sitting of bid committees
- Appointment of service providers by means of term contracts.
- Development of a procedure manual to ensure reduction in reduction of irregular expenditure
- Reduction of the use of paragraph 36 in order to ensure proper planning by departments

Table 7: SCM SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • SCM Policy reviewed in line with latest legislation and best practices and adopted by Council on the 30 May 2020 • CSD Regulations implemented fully. • Review and update of existing procurement templates, which have standardized the procurement process for quotations and tenders. • There is a procurement plan for capital projects which is the Project Implementation Plan 	<ul style="list-style-type: none"> • Partial implementation of the SCM Policy. • Disjointed committee system • Continuous processing of transaction that leads to irregular expenditure (non-adherence to procurement plans as well as project implementation plans, deviations that do not meet the requirements of Regulation 36). • Lack of SLA for contracts entered to with preferred bidders. • Contract registers not updated regularly and they are not integrated or combined. • Lack of contract management in line with Section 116 of the MFMA (infrastructure projects that are way beyond planned completion periods without any consequence management). • Lack of an automated database system that is linked to CSD and that automatically rotates suppliers of goods and services • Lack of implementation of turnaround time frames for demand management • Inadequate controls with regards to the logistical management (inventory management). • Decentralised stores • Slow process of filling of vacant posts within the SCM Section

	<ul style="list-style-type: none"> • Deficiencies in document management with regards to control and safekeeping of bid documents and SCM documents. • The lack of control over SCM activities that are conducted outside of SCM unit. • Lack of proper segregation of duties in the SCM unit due to high vacancy rates. • Lack of an automated system that is linked to other public entities to detect people who are in the service of the state and other related parties doing business with the municipality. • Lack of capacity building for SCM officials due to non-attendance. • Noncompliance to all SCM circulars • Lack of review of the SOP for SCM
Opportunities	Threats
<ul style="list-style-type: none"> • Appointment of service providers through term contracts for recurring expenditure items (rotation to be monitored). • SMME development and targeting through updated PPPFA Regulations. • Intensive use of transversal contracts where these are applicable especially for where the municipality can participate. 	<ul style="list-style-type: none"> • Fiscal dumping from other government institutions • Withholding of grant funding. • Business continuity due to continuous breakages to the server and no proper backup systems to retrieve data.

Remedial action for factors identified above:

- Conduct workshops for SCM policy with municipal officials.
- Implement consequence management in terms of Section 32 of MFMA.
- Strict adherence to the Cost containment regulation and approved policy.
- Procurement of an automated database system that will reduce the manipulation of SCM processes.
- Provision of proper filing rooms and in collaboration with registry department for the provision of document filing.
- Full implementation of demand management turnaround timeframes.
- Regularly update the contract registers and integration.
- Automation of the demand management system or processes.
- Sign SLA's for all contracts to ensure awarded bidders are monitored properly.
- Council to approve budget only when HOD's submit their procurement plans with realistic PIP's.

- Workshopping of the policy to all stakeholders and implement thereafter.
- Management to review the use of Regulation 32.
- Establishment of contract management unit.
- The functionality of all infrastructure projects to be reviewed and a more efficient procurement strategy be adopted to assist the municipality in ensuring that it is able to attract sufficient service providers.
- Council to approve adhoc portfolio committee meetings between budget and treasury and infrastructure to discuss any bottlenecks on stalled projects and identify root causes to clear those soon
- As part of value add, periodically liaise with AG for the review of the procurement made to identify all companies that have close family members through their CAATS systems.
- Fast-tracking of the recruitment process for the filling of vacant posts.
- Introduce purchase requisitions control register for coding of transactions at entry point.
- Introduce Deviations Control Register.
- Introduce tender closing register books.
- Realignment of SCM staff with the SCM structure and SCM processes.
- Introduce bid committee Charters (these will serve as terms of reference for bid committees).
- Introduce Demand planning and expenditure committee (to drive the process of Procurement plans, implementation and subsequent performance)
- Compulsory implementation of SCM Regulation 49.
- Introduce Threshold forms and checklists for all the transactions.
- Introduce preapproved lists of accredited suppliers.
- Compulsory implementation of PPPFA regulation 4 for all procurement
- Centralise all the stores material and only keep only limited inventory off site to ensure that there is no material loss due to pilferages.
- Advise the corporate services unit to consider isolating the server room and or upgrading it to acceptable standards and have external backup systems in order to ensure business continuity.
- Review SOP's for SCM and facilitate that they be signed off by the AO and workshopped to all staff

2.10 By-laws

The ORTDM approved the following by-laws for the betterment of the community within the terms of the legislation as follows:

Table 8: By-Laws

By-laws developed, reviewed and approved during 2023/24 financial year					
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
Water Services	No	No	Not publicised	Not yet	N/A
Municipal Health	No	No	Not publicised	Not yet	N/A
Fire Services	No	No	Not publicised	Not yet	N/A

2.11 Website

Section 75 of the Municipal Finance Management Act prescribed for the minimum content that must be displayed on the municipality's websites. The municipality has updated its website to serve as a mode of communication to the district citizens at large on municipal services, functions and duties. The following is a tabulation of the documents published on the website during the financial year:

Table 9: Municipal Website Contents

Municipal Website: Content and Currency of Material		
Documents Published on the Municipal Website	Yes/No	Publishing Date
• Annual budget (2023/24)	No	N/A
• All current budget-related policies	No	N/A
• Budget adjustments and all budget-related documents (2023/24)	No	N/A
• The previous annual report (2022/23)	Yes	27/03/2024
• The Annual Report (2022/23) to be published	Yes	N/A
• All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2023/24) and resulting scorecards	No	N/A
• All service delivery agreements (2023/24)	No	N/A

Municipal Website: Content and Currency of Material		
Documents Published on the Municipal Website	Yes/No	Publishing Date
• All long-term borrowing contracts (2023/24)	N/A	N/A
• All supply chain management contracts above a prescribed value R200 000.00 for 2023/24	No	N/A
• An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2023/24.	No	N/A
• Contracts agreed in 2022/23 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	N/A
• Public-private partnership agreements referred to in section 120 made in 2023/24	No	N/A
• All quarterly reports tabled in the council in terms of section 52 (d) during 2023/24	No	N/A

2.12 Public Satisfaction with the Municipal Services

The public satisfactory survey planned to be done in the 2023/2024 financial year could not be executed successfully.

Initially the approach of the survey had to be benchmarked from neighbouring municipalities and government entities. One of the entities approached was Eastern Cape Socio Economic Consultative Council (ECSECC). Due to financial constraints the proposed approach by ECSECC could not be implemented in the third quarter, as a result the customer satisfactory survey could not be undertaken in the last quarter as it was evident that a whole financial is required for both the; phase for the facts finding mission, time for the analysis or the information from the respondents and lastly for data analysis as submission of the report to all the various stages before it's approval. Therefore, it was decided that the public satisfactory survey be put on hold until funds are available to source the necessary external skills needed to ensure that the survey can be executed.

2.13 All Municipal Oversight Committees

2.12.1 Oversight Role of Council and Section 79 Committees

The council committees are established in terms of Section 79 of the Municipal Structures Act 117 of 1998 as Standing and Portfolio Committees. Non-executive fulltime councillors chair

section 79 Standing Committees and the Section 79 portfolio committees are chaired by non-executive part time chairpersons.

The district municipality has seven Section 79 Standing Committees and eight Section 79 Portfolio Committees, which are managed and coordinated by the Office of the Speaker as per the Separation of Powers Model that was adopted by Council on 6 September 2013.

2.12.2 Governance Framework: Separation of Powers Model (SOP) & Municipal Oversight Model (Mom)

In the with the Separation of Powers Governance Model, adopted by council in September 2013, the council on the 30th of September 2015, adopted a Municipal Oversight Model (MoM) for strengthening the functionality of the Section 79 Portfolio Committees of council established to play an oversight role. The council adopted the Reviewed council standing orders in line with the afore stated governance frameworks on the 01 December 2021.

2.14 Petitions & Public Participation Committee

The Petitions & Public Participation committee is constituted in terms of Section 79 of the Municipal Structures Act 117 of 1998 as a Section 79 Standing Committee of the Council of O.R. Tambo District Municipality. The main objectives of the Petitions & Public Participation Committee entail the following:

- (a) To encourage the involvement of Communities and Community Organisations in the matters of local government.
- (b) The development of systems to monitor and track petitions received in an accurate and effective manner.
- (c) The development of a feedback system for petitions received
- (d) To increase the effectiveness of public participation in the Council.
- (e) To develop and/or update a policy for public participation.
- (f) To diligently perform its power and functions in terms of these terms of terms of reference.

Table 10: Number of Ward Committee Members per LM

Municipality	Number of ward committee
Ingquza Hill LM	320
King Sabatha Dalindyebo LM	370
Mhlontlo LM	260
Nyandeni LM	320
Port St Johns LM	200

The Municipality monitors the functionality of ward committees within the district by using the Ward Committee Monitoring Tool, submitted to the district municipality on a quarterly basis. For 2023-2024 financial year, all local municipalities were submitting reports on ward committee functionality.

Table 11: Section 79 Standing Committees

Section 79 Standing Committee	Chairperson's Name
Rules Committee	Cllr N. Y. Capa
Programming Committee	
Chairperson's Committee	Cllr M.B. Dambuza
Municipal Public Accounts Committee (MPAC)	Cllr N. Dywili
Ethics and Members Interest Committee	Cllr U. Jacob
Multiparty Women's Caucus	Cllr N. Cwecwe
Petitions and Public Participation Committee	Cllr C.S. Tokwana
OCMOL	Vacant

Table 12: Section 79 Portfolio Committees

Section 79 Portfolio Committees Name	Names of Departments Oversighted	Chairperson
Water and Sanitation Services Portfolio Committee	Water and Sanitation Services	Cllr N.P. Ngaxmile
Human Settlement Portfolio Committee	Human Settlement	Cllr V. Ncapayi
Technical Services Portfolio Committee	Technical Services Department	Cllr T. Tshikitshwa
Corporate Services	Corporate Services	Cllr V.B. Zondani
Community Services	Community Services	Vacant
Budget & Treasury Office (BTO)	BTO	Cllr N.L. Vanda
Intergovernmental Relations, Planning, Research and Policy Development	Office of the Municipal Manager	Cllr K. Vava

Section 79 Portfolio Committees Name	Names of Departments Oversighted	Chairperson
Special Programs and Social Services Portfolio Committee	Office of the Executive Mayor	Cllr N.P. Matanda
Rural Economic & Development Planning (REDP)	LED, Ntinga Development Agency & Kei Fresh Produce Market	Cllr V.W. Ntshuba

Table 13: S79 Committee Allocations

Committee's Name	No. of Members	ANC	Total Opposition	UDM	DA	ATM	EFF	AIC	INDEPENDENT	TL
Rules Committee	18	09	8	1	1	1	2	1	2	1
Programming Committee	11	6	4	1	1	1	1	-	-	1
Chairperson's Committee	14	14	-	-	-	-	-	-	-	-
MPAC	10	5	4	1	1	1	1	-	-	1
Petitions & Public Participation	12	06	05	1	1	1	1	1	-	01
Ethics & Members Interest Committee	11	5	5	1	1	1	1	1	-	1
Women's Caucus	26	23	3	-	-	-	2	1	-	1
Water and Sanitation Services	11	5	5	1	1	1	1	-	1	1
Human Settlement	11	6	4	1	1	1	-	1	-	1
BTO	11	5	5	1	1	1	1	-	1	1
IGR, Planning, Research & Policy Development	11	5	5	1	1	1	1	-	1	1
Corporate Services	11	6	4	1	1	1	1	-	-	1
Community Services & Disaster Management	11	5	5	1	1	1	1	-	1	1
Special Programs & Social Services	11	5	5	1	1	1	1	-	1	1
REDP	10	5	4	1	1	1	1	-	-	1
Technical Services	10	5	4	1	1	1	1	-	-	1
OCMOL	11	5	5	1	1	1	1	-	-	1
Local Labour Forum Committee	7									

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

COMPONENT A: BASIC SERVICES

3.1 Water Provision

Water services provision in the Municipality is under the Department of Water and Sanitation Services. This department has a vacancy rate of 28%. Staff compliment as the end of June 2023 for this department is depicted in the table below:

Table 14: Employees - Water & Sanitation

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
772	552	220	28%

Over the financial year 2022-2023, the municipality had implemented projects funded by three national grants as follows:

Table 15: Projects Implemented in 2022/23

Grant	Amount	No of projects / Contracts		
		Planning	Construction	Completed
MIG	R 650 131 000.00	14	67	16
RBIG	R 100 000 000.00	0	9	0
WSIG	R 76 223 000.00	2	13	10

One hundred and thirty-one (131) projects were implemented over the financial year through the three conditional grants. Out of these projects, 14 were completed. The completed projects in 2022/23 financial year were able to connect 1177 households to be served with portable water supply.

Apart from the capital programme, the municipality continued to maintain, refurbish, upgrade and extend the existing infrastructure to the needy community. This program serves to ensure sustainability and improving the functionality of the existing schemes.

The District Municipality further considered those communities that do not have infrastructure and those affected by drought by providing them with remedial measures that include provisioning of water tanks as well as water carting. Over the year 24 mega litres of water was catered and delivered to communities across the district. The table below illustrates level of access of water

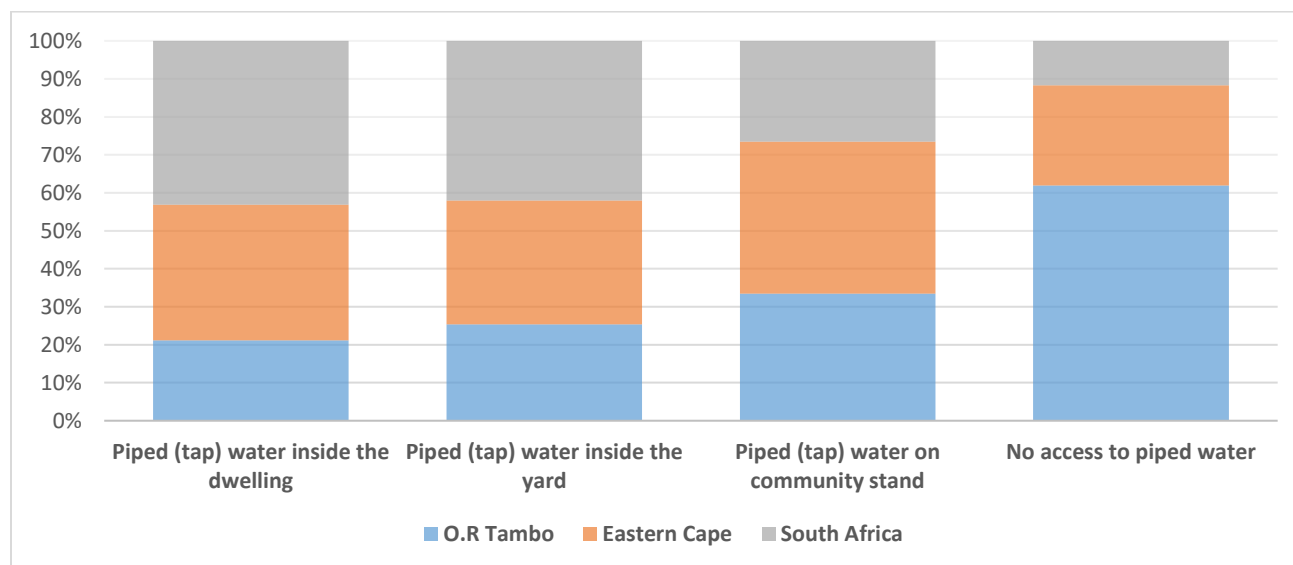
for the district households:

Table 16: Households with access to water services

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rainwater, boreholes, dams, rivers and springs. The tables and graphs below depict access levels to water by O.R Tambo households. Data sources include Statistics South Africa (Census 2022 and 2011) and IHS Markit Regional eXplorer version 2236.

The water provision backlog in the district has decreased from 66.2% in 2012 to 44.8% in 2022. Figure 15 below provides comparative analysis of household’s level of access to water in O.R Tambo District, Eastern Cape and South Africa.

Figure 8 : Households by type of water access - O.R. Tambo, Eastern Cape and National Total, 2022 [Percentage]



Source: Stats.SA (Census) 2022

O.R. Tambo District Municipality had a total number of 91 776 (29,3%) households with piped water inside the dwelling, a total of 42 975 9 (13,7%) households had piped (tap) water inside the yard, a total of 35 017 (11,2%) households, 35 017 (11,2%) of households relied on Piped (tap) water on community stand and a total of 143 768 (45,9%) had no access to piped water.

Table 17 : Households by Type of Water Access - O.R. Tambo District Municipality

	O.R Tambo	King Sabata Dalindyebo	Mhlontlo	Ingquza Hill	Nyandeni	Port St Johns
Piped (tap) water inside the dwelling	91 776	48 575	11 839	11 275	14 260	5 827
Piped (tap) water inside the yard	42 975	28 680	5 551	2 199	4 927	1 618
Piped (tap) water on community stand	35 017	6 213	9 560	4 601	8 558	6 085
No access to piped water	143 768	31 113	17 031	45976	32 536	17 113

Source: Stats.SA (Census) 2022

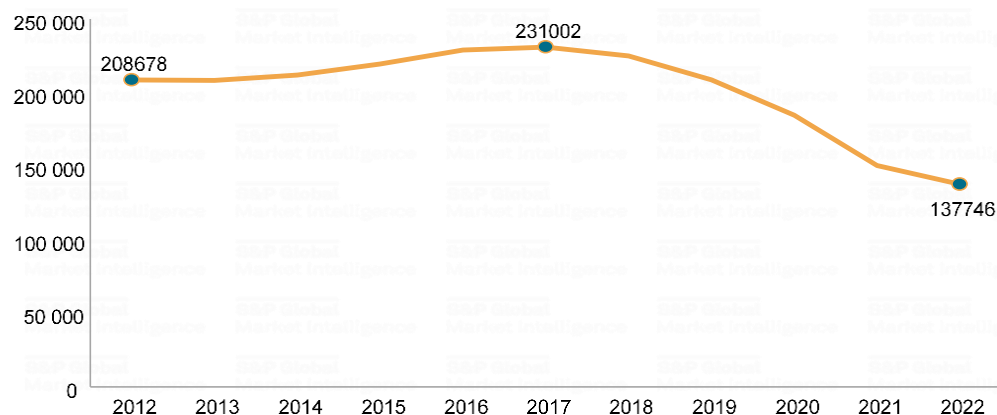
The municipality with the highest number of households with piped water inside the dwelling within O.R. Tambo District Municipality is King Sabata Dalindyebo Local Municipality with 48 575 or a share of 42,4%. The municipality with the lowest number of households with piped water inside the dwelling is Port St Johns Local Municipality with 5 827 or a share of 19, 0% of the total households with piped water inside the dwelling within O.R. Tambo District Municipality.

Table 18 : Water Backlog

	2011		2022	
	Frequency	Percentage	Frequency	Percentage
Piped (tap) water inside the dwelling	26 454	8,9%	91 776	29,3%
Piped (tap) water inside the yard	30 658	10,3%	42 975	13,7%
Piped (tap) water on community stand	89 521	30,0%	35 017	11,2%
No access to piped water	151 897	50,9%	143 768	45,9%

Source: Stats.SA (Census) 2022

While the number of households having access to any type of piped water, either piped water inside the dwelling, piped (tap) water inside the yard, or piped (tap) water on community stand has increased, O.R. Tambo District has the highest proportion 143 768 (45,9%) of households with no access to piped water.

Figure 9: *Households with piped water*

Source: *South Africa Regional eXplorer v2443*

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2012 the number of households below the RDP-level were 209 000 within O.R. Tambo District Municipality, this decreased annually at -4.07% per annum to 138 000 in 2022.

3.2 Wastewater (Sanitation) Provision

The sanitation provision within the district is compounded by the fact that our district is rural in nature and over 80% of our district population depends on pit latrine, chemical toilets and bucket system. For the year under review, the district has provided ventilated improvement pit to 2133 households. Moreover, the district municipality is faced with a challenge of VIP toilets and pit latrines which are full and pose a health risk and pollution of the receiving body. In this regard the district municipality has embarked in a pilot programme of removing the sludge in the areas affected. Through this programme though is continuing to be piloted the municipality managed to empty 1798 toilets during the year under review.

The major achievement in waterborne sanitation is the progress to advertisement stage for Qumbu WWTW, detailed design stage for Flagstaff Sewers Phase 2, design stage for PSJ WWTW and reticulation, Libode phase 2 reticulation network while Lusikisiki sewerage upgrade with three contracts and Tsolo Sewer upgrade projects are under construction already.

Table 19: Sanitation level of service per local municipality

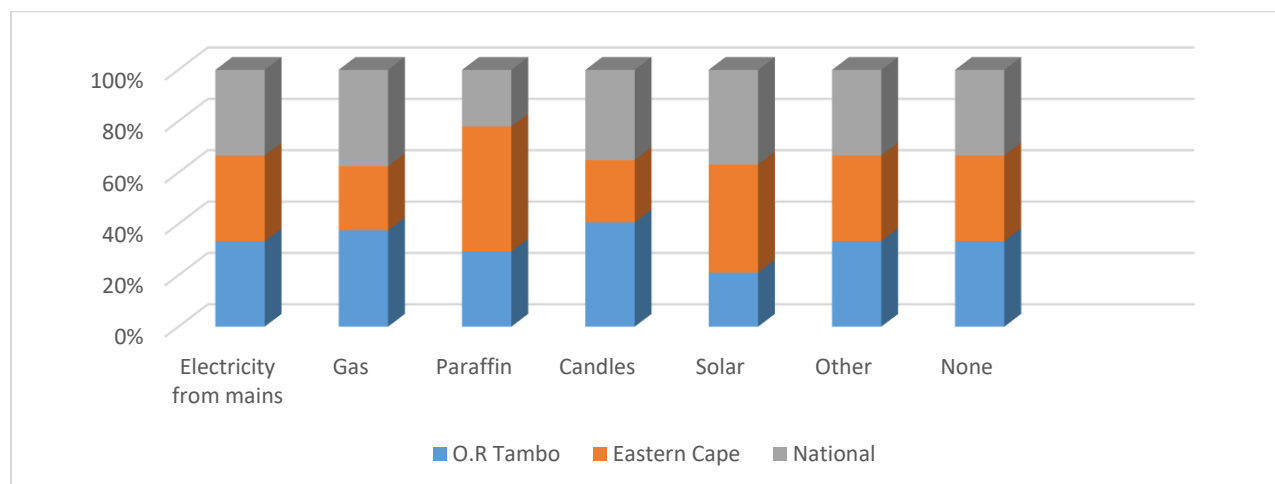
Local Municipality	Above & at Minimum Service Level		Below Minimum Service Level			Total
	Flush Toilet	Ventilated Improved Pit (VIP)	Pit Toilet	Informal Systems	No Toilet	
King Sabata Dalindyebo (KSD)	34 000	64 045	16 600	606	6 660	1 22 000
Ingquza Hill	6 870	44 400	11 200	1 100	2 800	53 200
Port St Johns	8 530	15 849	6 100	590	5 200	34 900
Nyandeni	6 380	51590	6 900	313	4 200	59100
Mhlontlo	4 720	27874	11 800	156	3 730	46 100
Total	60 527	203 758	52 666	2 768	22 590	335 091
Sub Total Above / Below Minimum Service Level	264 285		78 024			

3.3 Household by type of Electricity

Households are distributed into three (3) electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting.

Households are distributed into three (3) electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Figure 16 below provides a highlight of predominate use of electricity for lighting in O.R Tambo District, Eastern Cape and National.

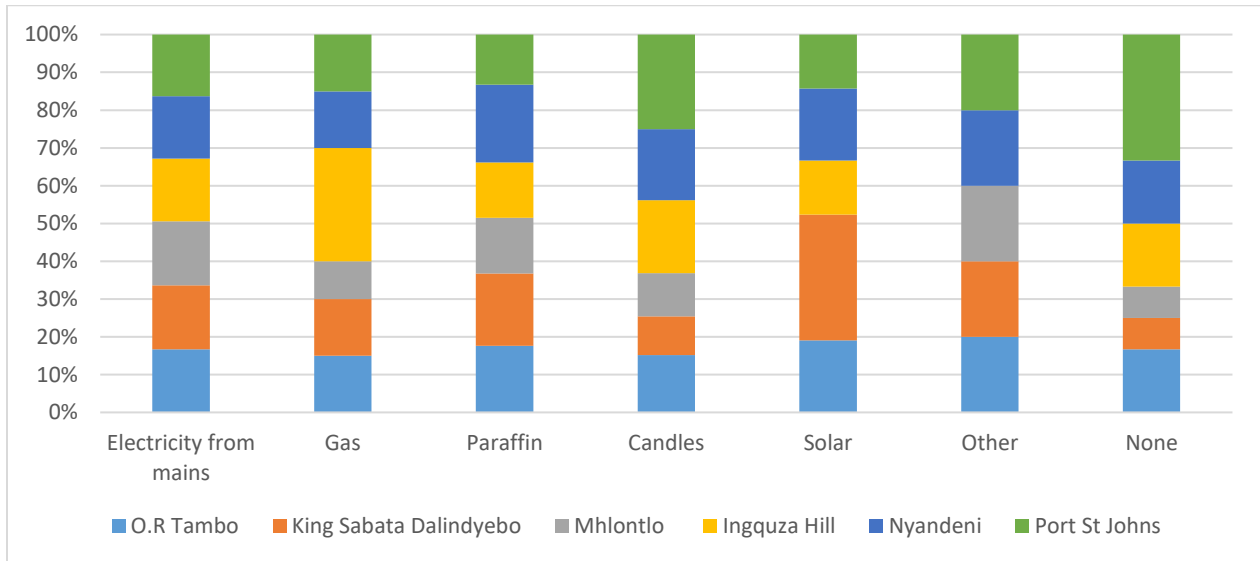
Figure 10: Households by type of electrical connection - O.R. Tambo, Eastern Cape and National Total



Source: Stats SA 2022 (Census)

The proportion of households using electricity as the main source of energy for lighting increased significantly from 70, 1% in 2011 to 94, 1% in 2022. The dependency rate on candles and candles decreased respectively. In 2011 proportion of households using candles for lighting was 23, 7% compared to 3,7% in 2022. The use of paraffin declined from 5, 2% in 2011 to 1, and 2% in 2022. The percentage of households with no access to any source of energy was also reduced from 0, 4% in 2011 to 0, and 2% in 2022.

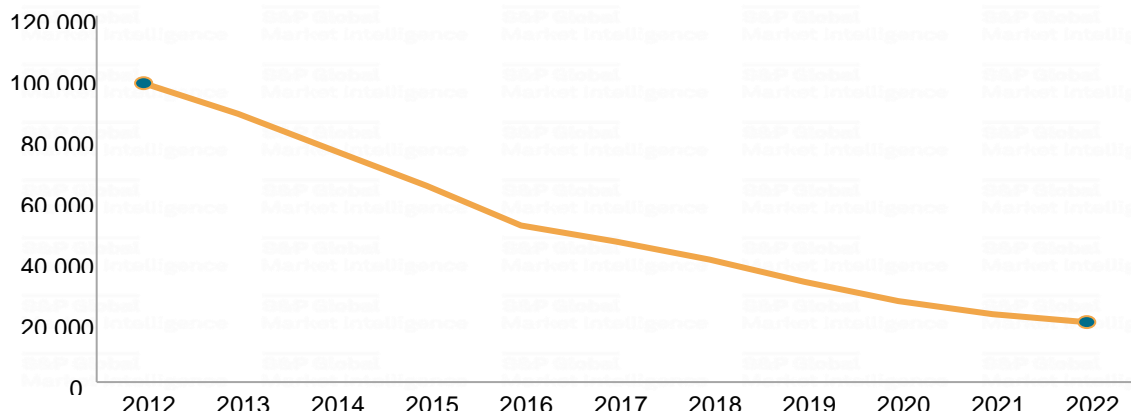
Figure 11: Household access to electricity for lighting by Local Municipality in O.R. Tambo District.



Source: Stats.SA 2022 (Census)

The region within O.R. Tambo with the highest number of households using electricity from the mains for lighting is Mhlontlo Local Municipality with 42 105 or a share of 95,7% of the total number of households. The region with the lowest number of households with access to electricity as the main source of lighting is Port St Johns with 28 172 or a share of 91,9% of the total number of households.

Figure 12 : Electricity Backlog



Source: South Africa Regional eXplora v2443

When looking at the number of households with no electrical connection over time, it can be seen that in 2012 the households without an electrical connection in O.R. Tambo District Municipality was 97 900, this decreased annually at -14.85% per annum to 19 600 in 2022.

3.4 Environmental Management and Waste Management

Environmental management draws its mandate from the Constitution of the Republic – **Section 24** (Bill of rights). Municipalities have executive authority in respect of, and the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5.

- **Part B of Schedule 4** - air pollution; fire-fighting services; and municipal planning
- **Part B of Schedule 5** - noise pollution; and refuse removal, refuse dumps and solid waste disposal.
- **Delegation** - Section 156(4) of the Constitution acknowledges that even where matters are listed in Part A of Schedules 4 and 5, and accordingly are reserved for national and/or provincial legislative authority, there may be circumstances in which they may be most effectively dealt with by municipalities.

NEMA – Development of Environmental Management Plan. The district municipality has Environmental Management Forum where waste management issues are discussed. For safe and secure environment

Convenes on Quarterly bases as illustrated in the Service Delivery and Budget Implementation Plan. District Safety Strategy was approved in 2010 Integrated District Safety and it is due for review.

The unit has a full staff complement headed by manager responsible for environmental and waste management. Below is the status quo in terms of implementation of other legislative prescripts. The municipality is in process of developing the environmental by laws. Currently the municipality is at the stage public participation stage through an appointed service provider.

The district has reviewed, presented the draft to the council and the IWMP has been approved, conducted awareness campaigns, report progress and established mega recycling initiatives and created employment through all its waste management projects. It has also capacitated business in the waste industry. The District has also conducted the 2022/2023 Greenest Municipality competition to and compete provincial and National. The Port St Johns has completed as number 1 in the 2023 financial year district Greenest Municipality Competition and came number 6 in the

Provincial awards and emerged as the municipality the best and fully compliant landfill site in the province.

Overall Environmental Governance

The municipality currently does not have blocked projects, they were lastly cleared in 2022 - 2023 by an allocated budget of 182 million and an additional 1 billion and some of those are being implemented. To address the past and current social inequalities in localities where there are both high levels of poverty and demonstrated economic potential the municipality provide benefits for local communities through implementation of housing projects

3.5 Community Services

3.5.1 Community Safety

The core mandate of the unit is to ensure and works well within the confinements of the relevant legislative frameworks that governs community safety and security. The mandate is drawn from the South African Constitution Act. 108 of 1996 in Section 151 and 152 which promote safer and sustainable community, through local government involvement. These strategies are implemented in line with other existing National and Provincial measures aimed both at tackling crime and addressing the underlying root causes of crime and violence, such as victim empowerment, substance abuse, child protection and community developmental programmes with other role players. The aim as well is supporting and advising on implementation of developmental and preventative diversion programmes, improving community safety, strengthening families, promoting safety at schools with DoE. Further to this is to:

- Promote and support Crime prevention, crime risk reductions across various spheres of governance and advice Council accordingly.
- Provide supportive role in Anti- GBVF (gender base violence and femicide), VCP (violent crime prevention), through awareness programmes, strategic planning and interventions with relevant role-players.
- Monthly participate as a District in the Local SAPS clusters level (Mthatha & PSJ), in planning, meetings, programmes, to address rampant crime, find common solutions and intervention with other role players.

- Enhance the participation in crime reduction programmes and initiatives, identifying with relevant role players' social crime issues at scholar or community level, and designing/ supportive programmes of intervention through multi- stakeholder collaboration.
- Capacity building through workshop, support and training for LM's on safety initiatives (safety plans / safety audits), with multi stakeholder collaborations partners in community safety; GIZ (Deutsche Gesellschaft fur Internationale Zusammenarbeit), South African Local Government Association, Dep. of Community Safety, South African Police Services, LM's, Dep. of Social Development, to name a few.
- Promote the building of community social cohesion and improving the quality of life of all people which includes infrastructural development recommendations for safer spaces through influencing, SPLUMA (Spatial Planning and Land Use Management Act), local economic development, or infrastructure departments towards "safer spaces" for communities, e.g., adequate street lighting, safe parks and recreational facilities, the built of high mast lighting in crime prone areas etc.
- Further underpin supporting government's ongoing efforts to build better and safer communities that respect human rights and contribute to the government outcome "All People are and feel safe", *NDP Outcome 12*.

3.5.2 Community Safety and Awareness

O.R Tambo District municipality conduct Community safety and awareness programs together with its partners, which are Departments of Social Development (DSD) , South African Police Services, Department of Correctional Services, Department of Education and Civil Society organizations. This does not exclude any other partnership e.g. local municipalities in the region, Community Safety (Provincial) and Home Affairs. The municipality responded to the invitation by Chief Bovulengwe Mtirara in an Imbizo at Ward 31 that aimed at addressing issues of GBV, and Crime and Safety at Schools. There is a functional Safety Forum.

The God's Ministry (eMatyeni, Slovo Park); Ward 08 in KSD also embarked on an awareness of church members Women's month aligning themselves to the 09th of August National Women's month march. The church seeks to focus on early awareness and intervention programmes, addressing the escalation of the above-mentioned / crimes and social ills, as a civil society organization.

3.5.3 Gender Based Violence Femicides (GBVF)

An event was organised in the O R Tambo region by the National Department of Correctional Services where the National Commissioner was responding to the risks posed by ex-offenders and concerns of the community in the Ingquza Municipal Area. In the event there was a Lusikisiki Men's GBVF Dialogue where the target audience was male ex-offenders. Further engagements were done with Department of Community Services to participate in this GBVF dialogue, with partners and stakeholders. Emanating from the dialogue are planned future programs / interventions focusing on youth.

3.5.4 School Safety and Awareness

There are interventions in place to address drug abuse and safety awareness. A School Safety & Awareness programme in Ndamase S.S. S (Ward13, Ngqeleni, which is under Nyandeni municipal area on the 27th.July 2023), E.N. Seko (Bityi Ward 15, KSD 19th. Sep.2023). in addition to the programme was focus on drug abuse, mental health, trafficking of person/s, reproductive health, GBVF. There are safety interventions conducted and among the schools that benefited are Tsolo Community Schools: Celebrating World Environmental Health Day, Jongilizwe J.S.S, Tsolo High School, Victory Christian School, and Resident J.S.S. An Arbor Day convened on issues of environmental awareness and climate change in ward 15 &17 at the KSD municipal area together with the Disaster International Strategy for Disaster Reduction (ISDR) on 28th. Sep.2023 in Ntabelize S.S.S and a session at Hlamvana J.S.S, Ward 04, 27th. Sep. 2023 in Port St. Johns.

3.5.5 Social Development

Social Development relates to matters implementing socio-economic development programs focusing on capacity building and institutional arrangement in support of vulnerable groups. Social Development is a section that seeks to address social ills through planning, empowerment, implementation & coordination. The exercise is focusing on all vulnerable groups, namely, Women, Children, Youth and Disabled people for their betterment. In facilitating Early Childhood Development (ECD), a functional forum sits on a quarterly basis. Following are the interventions for 2023 – 2024:

- **Child protection**, 75 foster parents were trained in the five local municipalities. The trainings took place from 23 October 2023 to 27 October 2023 where 15 members benefited from five local municipalities.
- Youth from Mhlontlo municipal area is capacitated on **Moral regeneration** life skills program. There were 20 youth members that were identified and the municipality is in the procurement stage to source a service provider that will conduct training.
- **Social Relief of Distress (SRD)** Response program to disastrous incidents

There is an ECD Forum coordination on quarterly basis and over and above these interventions are support programs on 15 Early Childhood Development Centres (ECD) that were supported with a Greening program (vegetables and fruit inputs) as follows:

MUNICIPAL AREA	IDENTIFIED CENTRE FOR SUPPORT
Ingquza Hill	Nokulunga preschool Thamsanqa preschool Little Stars preschool
Port St Johns	Mahayoyo preschool Newstar preschool Luncedolwethu preschool
Nyandeni	Siseko preschool Thulasizwe preschool Masakhane preschool
Mhlontlo	Siyakhula preschool Khungeka preschool Mbuthe DCC
King Sabatha Dalindyabo	Qawukeni preschool Masivuke preschool Jojweni preschool

3.6 Human Settlements

Human Settlements is the third department with high vacancy rate of 80%. Staff compliment as the end of June 2023 for Human Settlements department is a depicted in the table below:

Table 20: Employees – Human Settlements

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
35	7	28	80%

The District Municipality as a sphere of government has a role to play in order to ensure that the right to access to adequate housing is realized on a progressive basis as enshrined in the Constitution of the Republic of South Africa, 1996 and the National Housing Code Policy. The Municipal Structures Act no.117 of 1998 also spells out that a District Municipality is expected to build the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking.

O.R Tambo is a Municipality, which is predominantly rural and is dominated by destitute families who are unable to build their own homes due to various reasons. Among the reasons, the fact that the region is prone to disasters contributes a lot towards having homeless people who are destitute with no means to build their own houses.

It is worth noting that the housing backlog is a moving target due to various reasons like disasters, unemployment, rural set up of the region etc. whereby as the department we: -

- Facilitate and co –ordinate the formulation of needs register for Local Municipalities
- Initiate housing projects in consultation with Local Municipalities
- Co- ordinate, plan and develop sustainable Human Settlements
- Co-ordinate and provide housing in response to emergencies, special cases and disaster victims
- Facilitate and provide temporal shelters in Emergency situations
- Facilitate Informal Settlements Upgrading

3.6.1 Emergency Housing Solutions

The Department of Human Settlements has completed Two hundred and twenty-two (222) housing units within the OR Tambo Region for the 2022/2023 financial year. Two hundred and twenty-two (222) completed housing units were built in different locations listed hereunder: -

Table 21: Completed housing units per LM

Local Municipality	Village	Wards	No of Units completed
Ingquza Local Municipality	Ndimakude, Fleyi,	26,27,28, 32	129
Port St Johns Local Municipality	Sizilo, Kaleni & Gabelana	10	40
Mhlontlo Local Municipality	Maladini	21	53

3.6.2 Social Relief Houses

The district built has assisted 2 vulnerable households from Ingquza Hill Local Municipality at eSiphaqeni and Ndimakude with social relief houses.

3.6.3 Training of PDI contractors

A total of One-Hundred and twenty (120) emerging contractors/ local builders were trained consisting of youth and women. The trainings were held in Port St. Johns Local Municipality ward 10 & 18, Sizilo & Lutshaya Village, KSD LM Ward 15 Baziya Vallage and Mhlontlo Local Municipality. The trainings were conducted in consultation with NHBRC National Home Builders Regulation Council, due to interest shown by emerging contractors and possible registration with NHBRC, which is a requirement to work in low-cost housing projects, the target, was exceeded.

3.6.4 Housing Consumer Education (HSE)

Housing Consumer Education awareness campaigns were conducted in various wards within the district. These are information sharing session aiming at educating communities about different Human Settlements Programmes, policies, rights and responsibilities, programmes offered by the

district and those from the Province and National Departments. The District Municipality has managed to develop information Pamphlets which were then translated into Xhosa language to accommodate all residents. Fourteen (14) distribution of Brochures were distributed in following ward.

Table 22: Wards covered for Consumer Education

Local Municipality	Wards
King Sabata Dalindyebo Municipality	Ward 14 and 34 (distribution of Pamphlets)
Mhlontlo Local Municipality	Ward 21 Maladini and Hukwini,
Port St Johns Local Municipality	Ward 10, 18, 01, 04,
Ingquza Hill Local Municipality	Ward 04, 05, 06 07, 10, 11, and 12

3.6.5 District Human Settlements Strategy

The District Municipality is in a process of reviewing the District Human Settlements Strategy and formation of Housing Chapters for inclusion into the IDP document. It is still at procurement stages as it has been on the advertised numerous times.

3.6.6 National Housing Needs Register (NHNR)

The District Municipality plays a pivotal role in assisting its Local Municipalities in formulating National Housing Needs Register (NHNR). Data captures are capturing the information collected from various wards within the District. The district municipality receives the survey forms from Local Municipalities in batches then the district assists the Local municipalities by capturing the forms to the NHNR. However, the municipality no longer have the data captures that were assisting in this regard.

3.6.7 Human Settlements forum

The Department managed to have two (02) information sharing sittings where all political principals and officials from all LMs and the Provincial Department of Human Settlements met to discuss all human settlements development issues.

3.6.8 Facilitation of Informal Settlements Upgrading

The program is aimed at upgrading informal settlements and the formalisation of shacks into formally established townships. The District Municipality is playing a coordinating role in the upgrading of 13 Informal Settlements in Ingquza Hill local Municipality, Mhontlo Local Municipality, Port St John Municipality and Nyandeni Local Municipality.

3.6.9 Challenges Identified in the Implementation of the 2022/23 SDBIP

- Unavailability of building material as per NHBRC manual halts timeous progress as contractors are, at times, compelled to source material from other provinces.
- The cumbersome tender processes are not conducive to emergency situations and are therefore limiting to the redress and distribution of social relief houses and temporal structures to vulnerable groups.
- Budgetary constraints mean that there will always be an imbalance in terms of supply and demand. The housing backlog is widening instead of narrowing.
- Land invasions Jeopardies the municipal plans and miss use of space for further urban growth and land for human settlements,
- Urbanisation and increasing of informal settlements
- Informal settlements from land invasions demand for unplanned infrastructure services in an unlawful place and with no proper land use management,
- Land claims delays human settlement development,
- Land Availability and land ownership leading to legalities and complexness of land acquisition for human settlements development.

Table 23: Strategies in Place, improvement areas and interventions to challenges identified.

strategies	Improvement areas	Interventions
<ul style="list-style-type: none"> • To facilitate speedy procurement of goods and services 	<ul style="list-style-type: none"> • Record keeping • Meet set timeframes • Constant follow up on requisitions 	<ul style="list-style-type: none"> • Introduce correspondence delivery register. • Monitor budget expenditure • Alignment with district records system

strategies	Improvement areas	Interventions
<ul style="list-style-type: none"> • Improve work conditions for staff 	<ul style="list-style-type: none"> • Conducive office space and tools of trade 	<ul style="list-style-type: none"> • Provisioning of offices with office equipment
<ul style="list-style-type: none"> • Emergency procurement plan 	<ul style="list-style-type: none"> • Emergency procurement arrangements 	<ul style="list-style-type: none"> • Facilitate development of dedicated emergency procurement plan
<ul style="list-style-type: none"> • Building material term contact 	<ul style="list-style-type: none"> • Improve time frames in providing housing for social relief housing projects 	<ul style="list-style-type: none"> • Material will be procured from several service providers and delivery on site for construction of houses

Table 24: Strategies, Projects, Outputs and Impact

Strategies	Projects	Output	Impact
Emergency Housing Provision	Emergency houses & Social Relief construction, Temporary shelters, EPHP Policy formulation	Housing units for the destitute	Improvement on Quality of household life, and restoration of dignity of beneficiaries.
Capacitation of Communities, Youth and Emerging Contractors	Training of Communities, Youth and Emerging Contractors (SMMEs)	Geography of Knowledge production	Improvement on capacity of local contractors
Sustainable Human Settlement Research and planning	Housing Needs Register project (Credible list of potential beneficiaries), Human Settlements Strategy, Champion ISUP, Benchmarking of Alternative building technologies, Township	Human Settlements Strategy, Housing Needs, Informal Settlements upgraded,	Strategic Direction, Planning and funding allocation, viable and Liveable Human Settlements

Strategies	Projects	Output	Impact
	Establishment, and Housing Sector Plan		
Human Settlements Consumer Education	Consumer education workshops	Workshops and Training	Well informed communities, smooth running of projects,

3.7 Free Basic Services and Indigent Support

The O.R. Tambo District Municipality is a predominantly rural municipality and the largest district municipality in South Africa. The district services copious amounts of people, who predominantly live below the bread line. This means that many O.R. Tambo region residents are indigents. Indigents as per Indigent Policy are persons that earn a living wage of R3000 and below. Indigents for the purposes of the policy are exhaustively defined to include members of child-headed households.

The district as a Water Services Authority and Provider, our sole mandate is to make sure that water is provided to O.R. Tambo homeowners. The municipality has developed an Indigent Policy as a guiding document for the provision of free basic services to people.

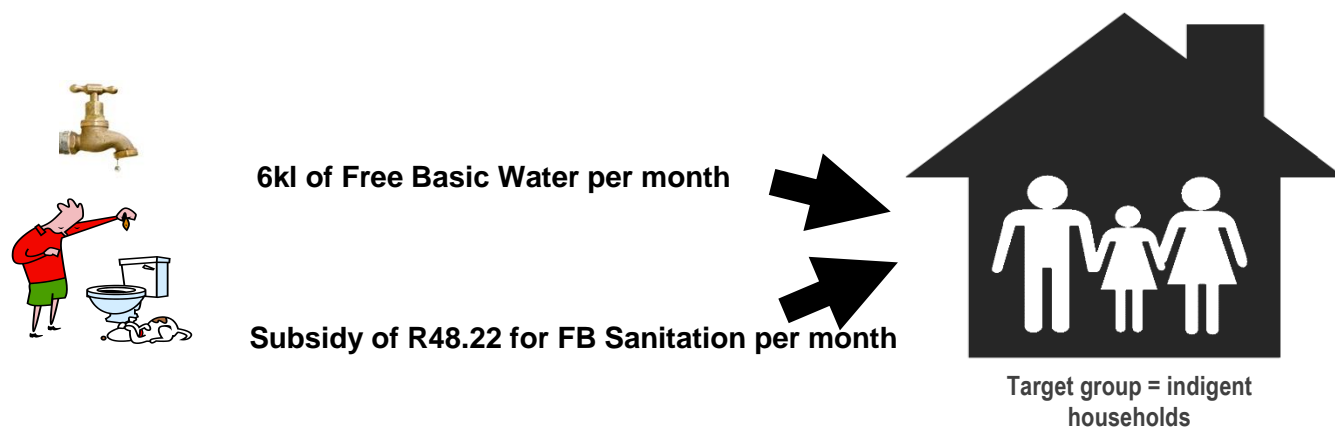
The Constitution of the Republic of South Africa Act, 1996, in the Bill of Rights protects social and economic rights, which include Free Basic Services (FBS). The role of developmental local government in partnership with the other spheres of government, that is, provincial and national, is to ensure the improvement of access of free basic services by the vulnerable groups. FBS are, therefore, a poverty alleviation measure that exists to cushion poor households against vulnerability. Access to these services improve the general well-being of indigent households and improve their health standards and economic circumstances. The implementation of an Indigent Policy becomes a progressive government programme that is critical for social transformation.

The fundamental aim of Indigent Policy is to guide the process of improving access to Free Basic Services by deserving indigent beneficiaries so that their lives can be improved. Establish a way, these residents can be identified and registered in the municipality's indigent register.

The policy also recognizes the need for inter-governmental cooperation to ensure that there is proper coordination in targeting the poor when rolling out these services. The policy should primarily focus on achieving the fundamentals of an efficient and effective Free Basic Services Programme through both the basic alignment of this legislation and the identification of gaps in the current implementation of the Free Basic Services Programme by offering practical solutions to solve these challenges.

The general accepted definition of an indigent are people who, due to a number of factors, are unable to make any monetary contributions towards basic services, no matter how small those amounts. People who earn less than the minimum household joint gross income (two state pension grants), as prescribed by the National Policy from time to time. Indigent refers to those who lack “the necessities of life”.

Households who cannot afford the above are considered to be indigent. At this sphere of government, O.R. Tambo DM is obliged to offer the following services to the indigents:



3.7.1 Free Basic Water – FBW

Each qualified indigent beneficiary/household shall receive subsidy to a maximum of 6 kl (6000 litres of water) per month, including the basic charges for such supply; provided that:

- a) Where the consumption exceeds 6 kl per month the municipality shall be entitled to restrict water supply to the property; and
- Where excessive consumption is partly due to leaking or poor plumbing, the municipality may install a yard connection to the outside of the dwelling and meter the consumption.

3.7.2 Free Basic Sanitation – FBSan.

Each qualified indigent beneficiary/household shall be fully subsidised for sanitation as provided for in the annual budget as determined by the municipality.

COMPONENT B: ROAD TRANSPORT

Within the District the Technical Services department is responsible for roads, transport, buildings as well as the facilitation of electricity within the district. This department is first with high vacancy rate of 84%. Staff compliment as the end of June 2023 for this department is depicted in the table below:

Table 25: Employees – Technical Services

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
63	10	53	84%

3.8 Roads

3.8.1 Quality Road Infrastructure

The district has an obligation of providing infrastructure for non-motorised transport i.e., sidewalks and walkways to promote road safety. In the previous year these could not be attended due to budget constraints.

3.8.2 Rural Road Asset Management Systems (RRAMS)

The Rural Road Asset Management system is a program administered by the Department of Transport which the O.R Tambo District Municipality is a beneficiary of the RRAMS Grant. This Grant is given to the municipality as means of ensuring that the municipality engages in rural road assessments. The RRAMS program is coordinated by a service provider who uses software to assess the sealed and unsealed roads of the district as well as the assets on the roads.

3.9 Transport

The District Municipality has a duty to coordinate the transport sector within the district. This financial year there were budgetary constraints due to the Municipality being placed under section 139 ordinarily the municipality would have engaged in transport road shows and road safety awareness programs however there were no funds available to engage with such programs.

3.10 Buildings Facilities

The district has continued with the maintenance of its own facilities within the limited funding. Most facilities are old and need major repairs as a result the district prioritises the ones that need refurbishment to those that need minor repairs.

Minor repairs are done in the mechanical, electrical, and plumbing trades. These are done through the job cards. Unfortunately, the state of the municipal buildings is dire need of proper care however there are budgetary constraints which hinder the progress of the facilities unit. There are also challenges with the staff compliment.

3.11 Wastewater (Storm water Drainage)

All Local Municipalities in the district takes care of the storm water drainage as they develop their roads infrastructure. The district did not have any programmes or projects to support this service.

COMPONENT C: PLANNING AND DEVELOPMENT

Planning and Local Economic Development in the District is housed under Rural Economic and Development Planning (REDP). The department is the second with high vacancy rate of 77%. Staff compliment as the end of June 2023 for this department is a depicted in the table below:

Table 26: *Employees - REDP*

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
107	24	83	77%

3.12 Spatial Planning

O.R. Tambo District Municipality's Planning Unit is charged to provide support to local municipalities under its area of jurisdiction with the aim of improving their planning capacities. This support seeks to provide a well-coordinated approach to balance the need for rapid development with orderly sustainable development. The Spatial Planning and Land Use Management Unit assists local municipalities with Town And Regional Planning Services in respect of policy formulation, proper land use development taking into account social, economic, and physical factors, the aim being to establish the basis on which one can create a positive environment for development initiatives; and to ensure sustainable and orderly land utilization and development through the development of Spatial Development Frameworks (Regional, District Municipality, Local Municipality, Local Nodes and corridors), Precinct Plans, Land Use Management Systems etc.

The O.R. Tambo Spatial Development Framework (SDF) was reviewed in the 2017/18 financial year in line with the requirements of the Spatial Planning and Land Use Management Act No.16 of 2013 (SPLUMA). Another minor SDF review was conducted during the 2020/21 financial year to align the ORTDM SDF with newly established District Development Model (DDM), the new National Spatial Development Framework (NSDF) as well as the Integrated Urban Development Framework (2016).

In the 2020/21 financial year the District Municipality took an initiative to assist Local Municipalities (LMs) through the development of Two Policy on Prevention of Land Invasion and Telecommunication Mast Infrastructure Mast Models in-house. The Model policies are meant to assist Local Municipalities that do not have policies in place, or their policies are outdated. LMs are then at liberty to customise the policies to suite their circumstances and adopt them.

Some of the achievements that have been identified through the current O.R. Tambo DM SDF implementation include development of the following sector plans:

- Ntabelanga Dam LSDF
- Laleni Dam LSDF
- Ntlangano LSDF
- Ntlaza Precinct Plan

- Nyandeni Land Use Management Systems
- Mngazana Node LSDF
- Mpande Node LSDF

All Local Municipalities under the District have Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) compliant SDFs, except for the Mhlontlo Local Municipality which has planned to review their SDF in 2023/24 financial year. There is still a challenge regarding to the projects from National Government which tend to have no clear coordinators placed at a District/Regional and or even at a Provincial level, resulting in poor coordination, and alignment. This therefore affects municipalities, as they are unable to properly plan and align their programs to fully benefit from such projects. It is therefore hoped that the effective implementation of the District Development Model will assist to improve coordination and maximise benefits for local communities from those projects.

The SPLUMA requires that local municipalities to develop a single Land Use Management Systems (LUMS) covering all areas within their jurisdiction. The main challenge faced by LMs in developing LUMS is the issue of Traditional Leaders not agreeing with SPLUMA implementation in areas under their jurisdiction pending proper SPLUMA consultations and some amendments on the act to address their concerns. The issue of first conducting extensive consultations by the DALRRD and COGTA then is paramount for the development of credible and practical LUMS by LMs.

Some of the spatial planning challenges in the district relate directly to the issue of complex land administration. Land administration in the district vests in different structures (municipal commonages, State land/communal land, and private land) and some of the challenges that have been noted are as follows: -

- Unclear Land Management Roles & Responsibilities
- LMs have limited planning and LUM capacity
- LMs have limited authority in rural areas (No policies mean no enforcement)
- Un-managed settlement formation as a result of in land “Informal” trading.
- No link between planned development and sustainable provision of services
- Environmental Management not taken seriously thereby threatening natural resources that are a critical comparative advantage in ORTDM

In order to systematically address the above listed challenges the ORTDM aimed to continue providing support to LMs in 2022/23 financial year. The support was to be in the form of the development of Local Spatial Development Frameworks for Lusi Park and Viedgesville which are key Nodes and Corridors identified by the Ingquza Hill LM and KSD LM. These projects could not be implemented and ended up being cancelled due a delay caused by an appeal from one of the service providers after "Intention to award Bids" was published on the ORTDM Website on the 29 November 2022. The REDP Department was informed in March that the matter was settled, and the Department informed the Budget and Treasury Office that it was impossible to complete the projects in remaining 4 months, and therefore the target would be moved to 2023/24 FY.

In June 2022 the Minister of Department of Agriculture, Land Reform and Rural Development (DALRRD) after consultation with Minister of Cooperative Governance and Traditional Affairs (COGTA), Premiers of KwaZulu Natal and Eastern Cape Provinces and affected Municipal Council declared Eastern Seaboard as a region for the purposes of developing a Regional Spatial Development Framework to give effect to national land use policy or priorities in terms of Section 18 (3) of the Spatial Planning and Land Use Management Act (Act 16 of 2013). The area to be covered by the Eastern Seaboard comprises of four District Municipalities of O.R. Tambo, Alfred Nzo (Eastern Cape), Ugu, and Harry Gwala (KwaZulu Natal).

The district has also been actively involved in the development of the Eastern Seaboard Smart City project. Our involvement as a District has been through participating in the Work Streams that were established as follows:

Workstream 1: Planning and Infrastructure

The purpose of this Workstream is to:

- To coordinate and integrate various planning instruments and infrastructure around the Seaboard
- Alignment of authorizations in terms of section 31 of the SPLUMA
- Accelerate and fast tract the planning and infrastructure regulatory authorisations around the Seaboard.
- Advice on strategic matters impacting on planning and infrastructure development for the region

Workstream 2: Integrated Transport and Social Services

The purpose of this Workstream is to:

- The work of the workstream is twofold, the Integrated Transport and Social Services.
- To plan and coordinate the activities of the Workstream
- Provide strategic guidance and technical expertise.
- Coordination, monitoring and oversight of initiatives
- Provide strategic advice on policy, legislation and regulation across a wide range of areas
- To provide expert advice and feedback, with regards to integrated transport and social Services
- Develop an implementation plan for the development of Integrated Transport Master Plan and the provision of Social Services
- To undertake data collection, analysis and information sharing for the realisation of the Workstream objectives.
- Stakeholder engagement and communications

Workstream 3: Land, agriculture, oceans economy and environment

The purpose of this workstream is:

LAND

- Social Tenure (Less-formal Tenure)
- Communal Land
- Ingonyama Trust Land
- Land Ownership Options
- Measures to Prevent Escalation of Land Values (Speculation)
- Land Invasion Management
- Land Reform projects with Communal Property Associations or Community Trusts
- State Land held under the former South African Development Trust
- Land Acquisition

AGRICULTURE

- Commercial Farms, Restituted and PLAS Farms
- Agriculture on land under Traditional Councils (Communal Land)

- Agriculture on Ingonyama Trust Land (may have different dynamics to Communal Land)
- Access to Water
- Access to Markets
- Food Security
- Forestry Land

OCEANS ENVIRONMENT

- Ocean (Blue) Economy Master Plan
- Fisheries

COASTAL ENVIRONMENT

- Coastal Management
 - Coastal Public Property
 - Coastal Planning & Infrastructure
 - Coastal Access
 - Climate Change Mitigation

Workstream 4: Trade, industrialisation and investment

The purpose of this workstream is to:

- To package and present strategic industrial / economic nodes, which are spatially referenced, specific, implementable and measurable.
- To remove binding constraints that exist in the facilitation of industrial transformation, trade, investment and financing - that affect local SMMEs, cooperatives, targeted and vulnerable groups, and incorporate them into the value chains of building sustaining economies.
- Identify natural endowments, competitive and comparative advantages of each of the four targeted districts as well as the optimal industrial structure associated with them
- Provide leadership on the Investment, Trade and Financial Packaging for all workstreams' proposals, ensuring that these long-term plans which are based on Optimal Industrial Structuring that Global investors are attracted to and prepared to invest in, finance and build trade relationships around the proposed new city.
- Identify and package opportunities and projects that facilitate industrial development, trade and investment from the various players, and address any misalignments.

- Provide appropriate joint co-contributory incentives (vertical integration between the three spheres of government) linked to mandates (horizontal integration across collaborating departments, agencies) to the right industries targeted, these could include tax incentives or tax-free zones, etc.
- The use of Industrial Parks and Special Economic Zones Programmes of **the dtic**, the Incubator infrastructure (DSBD through SEDA), Technology & innovation Hubs (DSBD, **the dtic**, DSI, etc.) to enable industrial transformation, trade, investment & finance.
- Evaluate suitable value chains based on the defined Sector Plans and Potential Economic Nodes for catalytic project and then follow with the development of a suite of products and services that could drive both local domestic consumptions, as well as promote foreign trade and export markets.
- Focus each industrial park and SEZ on one or two of the potential nodes identified, so that inputs and outputs of these are aligned to the developmental thrust of this project.

workstream 5: Monitoring, Evaluation and stakeholder management

The purpose and functions of this workstream is to:

- Design of innovative M&E and Stakeholder management framework and tools (SMART, African City) through:
 - Citizen based/participatory M&E
 - Use of SMART technologies to facilitate M&E and stakeholder management (Imbizo, Lekgotla's)
- Monitoring of the establishment of the project structures including the stakeholder management;
- Design and monitoring of an “early warning” system to detect potential risks and issues that could impact the project, as they arise;
- Provide insights and recommendations on reports received from other work streams and follow-ups on the implementation of recommendations;
- Oversee / Commission of evaluation studies to assess implementation, return on Investment and how citizens /communities benefited through the project;
- Prepare reports for Political Principals with necessary recommendations and present to the relevant forums; and
- Develop tools and structures for stakeholder management and reports.

- DPWI - Social Facilitation, Mobilisation, Advocacy, Social Compacts and Community Profiling

Some of the work that is being done through the work of the workstreams include specialist studies such as renewable energy feasibility study, Integrated Transport Plans, Regional Spatial Development Framework (RSDF) etc. It must be noted though that there has been some visible fatigue to the process, as general participation of the District and Local Municipalities has decreased in recent times. It is therefore critical for both political and administrative leadership to continue ensuring that relevant people are allocated to various workstreams in order to ensure that the interests of the District and LMs are captured and well represented in the project.

3.12.1 Land Use Management

The O.R. Tambo District Municipality is located in the eastern part of the Eastern Cape Province, bound by the Indian Ocean to the East and the Mhlahlane and Baziya mountains behind Tsolo, and Qumbu to the west. The district encompasses diversity in physical landscape, land use and access to economic opportunities. Agricultural development forms part of the DM's competitive advantage due to its temperature and soil. The coast is an excellent tourist attraction, with a number of resorts and hotels already in existence. Some of the challenges faced by the district with regard to economic development and physical planning include: Lack of skills resulting to unemployment in the key sectors of the economy, high illiteracy rate, diseases such as HIV/AIDS, poor infrastructure, lack of incentives to industries, land claims, crime and an inefficient public transport system & network

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) was assented by the President of the Republic of South Africa of the 05 August 2013, and it came into effect on the 1st July 2015. SPLUMA provides for: -

- a) A framework for a Planning System for the country (Sec2 [2])
- b) Development Principles (Sec 7)
- c) Policies and legislation (Sec 6)
- d) Spatial Development Frameworks (Chapter 4)
- e) Land Use Management through Schemes (Chapter 5)

- f) Land Development Management (Chapter 6)
- g) Other provisions (Chapter 7)

SPLUMA Applies to the entire area of the Republic as a supreme law on spatial planning and land use management. SPLUMA is meant to address racially based pre-1994 planning legislations, as well as to repeal most of them. SPLUMA came into effect on the 01 July 2015. Section 35 (1) of the Spatial Planning and Land Use Management Act, 16 of 2013 (SPLUMA) states that, a Municipality must in order to determine land use and development applications within its municipal area, establish a Municipal Planning Tribunal (MPT) to assess and decide on the Land Development Applications. MPTs were established for a period of five years, and under the O.R. Tambo District municipality (ORTDM there are 3 types of MPTs that were established by Municipalities (see table below):

Table 27: Municipal Planning Tribunals

Municipality	Type of MPT	Start Date	End Date
ORTDM, Mhlontlo & Nyandeni LM	District MPT	June 2018	June 2023
Port St Johns & Ingquza Hill LM	Joint MPT	June 2016 (with extension of 2 years)	June 2023
King Sabata Dalidyebo LM	Single MPT	October 2018	October 2023

In order for SPLUMA to be effectively implemented key milestones have been achieved, and the progress to date is as follows:

- All municipalities under the O.R. Tambo District Municipality adopted and gazetted their SPLUMA By-Laws
- All Municipalities have appointed their Municipal Planning Tribunals and they are functional
- All Local Municipalities have appointed their Authorised Officials and Appeal Authorities

In the 2022/23 financial year the ORTDM made strides to assist Local Municipalities to re-establish their Municipal Planning Tribunals (MPTs) as per the requirements of Chapter 6 of the SPLUMA. The first 5-year term of office for all MPTs under the ORTDM are coming to an end in 2023. The District informed LMs as early as March 2022 that they needed to kick-start processes to re-establish their MPTs, as that process is quite extensive and needs no less than 10 months

to properly undertake it. In the 3rd Quarter 2022/23 the District working together with SALGA, COGTA and DALRRD conducted a District SPLUMA Compliance Assessment workshop with LMs. In the workshop, the concern about the slow progress was raised and LMs were cautioned about the implications of not having MPTs in place. Some of the implications include possible litigations against LMs, rise in service delivery protests, loss of investor confidence, loss of revenue generation by LMs etc.

The district intends to continue to provide all the necessary support and coordination in the 2023/24 financial year to the LMs, so that they comply with SPLUMA and establish their MPTs. This will be done by utilising the available IGR structures such as the District Planners Forum, Joint LED, Spatial Planning and Tourism Forum as well as Municipal Manager's Forum.

3.13 Local Economic Development

LED in the O.R. Tambo Region seeks to promote sustainable socio-economic community driven programs. The O.R Tambo District further operates on principles that are focused on pursuing and building on the district's latent strengths and competitive advantages. Latent strengths relate to those forms of economic activities that the district has a significantly untapped developmental potential such as its landscapes and tourism potential agriculture and ocean's economy.

According to Section 152 (1) (c), of South African Constitution under Local Economic Development Objective, it mandates that Local Economic Development should promote social and economic development.

LED in the district therefore seeks to grow the economy based on presently unrealized, under-realized and unexploited development potential, which represent a low hanging fruit. It is through such a perspective that factors such as local knowledge and skills, as well as communal aptitudes and capabilities are prioritized to drive economic growth and development.

LED for O.R Tambo also seeks to provide support for the needs of local communities in pursuance of improving the quality of life within the district through facilitation of local economic development. Whilst micro-enterprises have absorbed large numbers of unemployed people, they are in themselves not always able to generate appropriately remunerated long-term jobs. As part carrying the above responsibility, the LED section is divided into two units i.e. Informal Trade and

SMME development, and Rural Economic Development, Research and Resource Mobilization (REDRRM). The REDRRM unit has three subunits i.e., Rural Development (mainly agriculture), Research, and Resource Mobilization. The Rural Development subunit deals with rural development in general, and agriculture in particular. The Research subunit deals with gathering of data and researched information useful for economic development and Aquaculture Development. The Resource Mobilization deals with mobilizing extra resources as municipal budget is not enough to cover all the needs.

(ITED) The Informal trade and enterprise Development unit has two subunits i.e. Informal Trade sector which deals with supporting Informal Traders which is a sector that has long been neglected in mainstream trade and industry policies in the country, even though it is recognised as a significant contributor to economic growth in terms of employment creation, income generation and output growth, and is often the vehicle by which people in the lowest-income bracket gain access to economic opportunities in societies. Enterprise development Subunit deals with facilitating support to SMME'S and Co-operatives with funding, development of service excellence, skills development and identification of training needs such as registration of Cooperatives and individual operators. This goes hand in hand with facilitation of resource mobilization and forging linkages to marketing.

(ITED) The Informal Trade and Enterprise Development unit has two subunits i.e. Informal Trade sector which deals with supporting Informal Traders which is a sector that has long been neglected in mainstream trade and industry policies in the country, even though it is recognised as a significant contributor to economic growth in terms of employment creation, income generation and output growth, and is often the vehicle by which people in the lowest-income bracket gain access to economic opportunities in societies. Enterprise development Subunit deals with facilitating support to SMME'S and Co-operatives with funding, development of service excellence, skills development and identification of training needs such as registration of Cooperatives and individual operators. This goes hand in hand with facilitation of resource mobilization and forging linkages to marketing.

Ntinga O.R Tambo Development Agency is the O.R Tambo DM municipal Entity, which is mainly focusing on implementing the district's key LED initiatives for poverty alleviation and business development and support.

The District Municipality utilized its budget to undertake the following critical activities as per the

IDP targets:

- I. To boost agricultural contribution and to improve food security in the district through number of Agro-Industrial Programs developed and implemented.
- II. Through Enterprise Development, numbers of programs were implemented including District Informal Traders Summit which later resulted into O.R Tambo District hosting successfully a Provincial Informal Traders Summit.
- III. Through partnership with SEDA, SALGA, Department of labor and Government stakeholders we managed to do business skills training for informal traders and our SMME's and Cooperatives and we also have district coordinating committee which seats quarterly in implementing enterprise developmental initiatives for the district.
- IV. The partnership program made us to easily have a successful Pop-up market on the 2022/23 and there were resolutions which were taken that the Po-up market must be done at list two times per financial year. The Pop-Up Market is a marketing technique that uses a quick point of contact to attract customers who seem not to know about the products that are going to be promoted. There were stalls that were used by exhibitors to showcase the products that were used to display in order to make our Enterprises to be marketed.
- V. Through a partnership program with Furntech (the Furniture Technology Centre), for the 2022/2023 twenty learners (4per LM) were recruited and training started on the fourth quarter due to financial constraints.
- VI. The Furntech program is based on the following objectives:
 - Create an enabling environment for Small and Micro Enterprise (SME's) in the furniture and wood products industries to grow through business technology incubation,
 - ✓ Develop business and production skills through skills development and technology demonstration
 - ✓ Facilitate the exit plan and access to markets for the trainees.

Co-operatives/SMME Supported: due to our SDBIP targets, we are mandated to support our Local Municipality SMME's and Cooperatives according to our funding policy that is to be reviewed during the 2023/2023 financial year. During 2022/23, we managed to support 09 SMME's and Cooperatives due to lack of availability of funds.

The ORTDM in partnership with Ntinga and Chris Hani Cooperatives Development Centre in implementing the Rural Agro-industries Finance Initiative through a signed Implementation Protocol in line with IGR Act. Following the council approvals of the three (3) districts

municipalities (Chris Hani, OR Tambo and Joe Gqabi) regarding the implementation of Rural Agro-Industries and Financial Initiative as part of a commercial pilot production of grains in the selected local municipalities and villages. The Chris Hani Co-operative Development Centre for an Implementation of **Rural Agro Industries and Financial Initiative (RAFI)** which services include the establishment of the **O. R. Tambo Co-operative Development Centre** that has started on September 2018 as it has its Center manager. The program was officially launched on the 16 of December 2018, which was graced by the presence of President Cyril Ramaphosa.

The total five-year target for O.R Tambo District Municipality to implement the RAFI program is 45000 hectares. Currently for 2019/20, the RAFI pilot project is ongoing at Ncise A/A in King Sabatha Dalindyebo Local Municipality.

For the 2022/23 financial year, Ncise 220 ha of land was ripped, liming, first and second disking and the was 180 ha that followed which was the first spraying (pre-emergence). There was 200 ha that was planted, second spraying (Post emergence) and top dressing of 200 ha.

Social Facilitation at Nyandeni, KSD and Ingquza Hill LMs were continuously done on the 2022/2023 financial year. As per partnership between Chris Hani CDC, ORTAMBO District Municipality and Ntinga Development Agency, RAFI Beef has been the focus area for beef improvement and commercialization.

- In an attempt to implement RAFI Beef, Lambasi has been identified as pilot site for the project.
- As a sequel to the plan, 200 ha out of 400 ha targeted of field has already been fenced in Cuthwini village.
- As per partnership between Chris Hani CDC, ORTAMBO District Municipality and Ntinga Development Agency, RAFI Beef has been the focus area for beef improvement and commercialization.
- As of current we are preparing for the Launch of the Cutwini BEEF program that will be held on the first quarter 20 July 2023. The 70 Cows.
- During 2022/23 financial year there has been initiative implemented in buying inputs and medications that were delivered to the Cutwini site in waiting for upcoming delivery of cattle.

3.13.1 LED Infrastructure and Investment Promotion

Little has been achieved on LED infrastructure as the district municipality was struggling financial because funds were withheld by national treasury by almost a year due to matters that, were between the DM and national treasury. On investment promotion, little has been achieved, but a groundwork for investment fair was laid through collaboration between Alfred Nzo District Municipality, O.R Tambo District Municipality, and Eastern Cape Social Economic Consultative Council (ECSECC). Such groundwork helped both districts to go to provincial investment conference held on 16-17 November 2022 better prepared.

3.13.2 Agro-Processing & Facilities

As part of implementing the District Agri-Parks programs, the Agri-Sector partners such as Department of Rural Development, Agriculture and Land Reform, Department of Agriculture and Agrarian Reform, OR Tambo District Municipality, private sector partnership has developed a joint program which identified **catalytic** projects on agriculture such **livestock improvement, Dairy production and processing, and Grain production** and are mobilizing resources for implementation of those programs. One of the key programs implemented by district on crop production improvement was 323ha of grain production spread over 5 local municipalities.

3.13.3 Forestry & Timber Production

The district strategic documents identified this sector as one among others, which has not yet been used to its full potential, yet it has a major opportunity of boosting the economy of the district. Little has been achieved on this sector due to lack of funds and only 1 co-op supported with equipment for cutting and packaging wood sold to B&Bs. However, a plan was made to revive the programs implemented before covid19 through economic recovery plan and their implementation will appear in 2023/24 year programs.

3.13.4 Mariculture & Aquaculture Industry

The district strategic documents identified this sector as one among others, which has not yet been used to its full potential, yet it has a major opportunity of boosting the economy of the district. Little has been achieved on this sector in 2022/23 year due to non-availability of funds, but refrigerated containers procured to support fisheries were delivered to Nyandeni, KSD, PSJ,

except Ingquza Hill which will be delivered in 2023/24 financial year. The plans were then shifted to 2023/24 financial year.

3.13.5 Tourism Development and Marketing

Tourism marketing is critical to the enhancement of the competitive and comparative advantage of the tourism sector. The National Tourism Sector Strategy (NTSS) states that; the role of Local Government in the tourism sector is to manage assets such as public land, and to provide important infrastructure.

- Create awareness through campaigns, using appointed advertising agencies, the public broadcaster, radio stations, social media, etc.
- Engage the Department of Basic Education to develop a school tour programme, possibly integrated with, for example, the curriculum for Life Orientation in the early high-school grades. Consider any existing programmes; investigate funding from sponsorships/AID and develop the programme.
- Develop an exchange programme where employees in enterprises within the industry visit another industry operator to experience holidaymaking and/or visiting attractions. Use off-season and low season periods when both labour and capacity are available. Look for transport/funding sponsors.

O.R. Tambo district endowed with the most picturesque tourism destinations such as Port St Johns, Lusikisiki, Coffee Bay, Qunu, Mthatha and Mhlontlo. The district encapsulates a large portion of the Wild Coast belt and is home to some pristine nature reserves such as Luchaba Nature Reserve, next to Umtata Dam and a string of coastal nature reserves (including Mkambati, Silaka, and Hluleka). There are also indigenous forest reserves as well as a proclaimed marine reserve, adjacent to Mkambati. Furthermore, the District is endowed with several significant cultural and heritage sites, it is also boosts with being home to South Africa's iconic legends such as the late Nelson R. Mandela and O.R Tambo, however despite such enormous tourism potential tourism still contributes under 10% to the district's GDP.

3.13.6 Tourism

Tourism Legislative Frameworks

- *Tourism Act* No. 3 of 2014

- The White Paper on the Development and Promotion of *Tourism in South Africa*, 1996
- RSA, Republic Constitution
- Arts, Culture and Heritage White Paper - 2017
- Cultural Institutions Act 1997
- Mzansi Golden Economy Summit - 2011
- Eastern Cape Arts, Culture and Heritage Summit - 2012
- NDP Vision 2030
- National Tourism Policy - 1997

3.13.6.1 Tourism Marketing & Promotion

The district municipality has a responsibility to market local products and region as a preferred tourist destination of choice and to boost economy, in pursuing that reprint of marketing material such as Tourism Marketing brochure, Tourist Maps were done I.e., Q2 & Q4. 250 Copies of brochure and maps were reprinted for distribution to all VICs, Trade shows, Municipal offices, accommodation establishments and so forth.

There are local tourism marketing and promotion platforms that are being utilised as means to support of local SMMEs with regards to access to markets listed as follows.

Trade Shows

- Africa Travel Indaba Formerly Tourism Indaba
- National Arts Festival (**NAF**)
- Coffee Bay Cultural Festival (**COCUFE**)
- Isingqisethu Cultural Festival (**ICF**)
- Events Promotion

Africa Travel Indaba formerly known as Tourism Indaba

Africa's Travel Indaba is one of the largest tourism marketing events on the African calendar and one of the top three 'must visit' events of its kind on the global calendar. Africa's Travel Indaba brings together a showcase of Southern African tourism products and services for the international travel trade. An exhibitor in the DEC (Durban Exhibition Centre) includes provincial authorities, provincial products and African Countries. In the ICC (International Convention Centre), exhibitor categories include accommodation, tour operators, game lodges, transport,

online travel, luxury products, Hidden Gems, media publications and industry associations. Outdoor exhibitors include transport, camping and safari companies. Due to budget constraints The district municipality couldn't provide exhibition stand to accommodate its local municipalities , It has only offered an in-house promotional material that was already procured , there was no expenditure made for the programme as a results 4 LMs(PSJ, IHLM, KSD,and Mhlontlo sharing space with Nyandeni) provided their own exhibition stands , Ms Ntakana who attended the trade show to showcase the regional marketing material (brochure , Maps ect) was accommodated by PSJ LM. The event was held from **09 -11 May 2022 in Durban ICC, KZN.**

National Arts Festival

The National Arts Festival is an important event on the South African cultural calendar, and the biggest annual celebration of the arts on the African continent. Starting at the end of June/beginning of July, it runs for 11 days and is held in the small university city of Makhanda (formerly Grahamstown), which is situated in the Eastern Cape, 130km from Port Elizabeth.

The above-mentioned show well known event that give O.R Tambo businesspeople a platform to market and sell their products at the highest level, Tourism Section every year take about a certain number of businesspeople to these shows in order to promote and market their products and selling the region as a Tourism Destination of choice. The impact of the trade shows is to attract investment opportunities and the opportunity to promote and market O.R Tambo hand made products through arts, craft and fashion design exhibitions. Product owners also get best practices by learning from other business from various countries, provinces and districts. The DM also assisted with 100XHanders, in house designed price tags, tagging and display equipment including sales tracking print outs. Due to unavailability of funds DSRAC Provincial Office had to procure exhibition stalls on behalf of ORTDM LMs. The LMs had to transport and accommodate 8 craft producers to the event and only Nyandeni who could send their producers to Makhanda due to budget limitations. The annual event was held from the **23 June - 03 July 2022 in Makhanda.**

Coffee Bay Cultural Festival (COCUFE)

The Coffee Bay Cultural Festival (COCUFE) is an annual important event that is celebrating Bomvana Heritage that incorporates all music genres, poetry, arts, crafts, fashion, beauty pageant, food, and inkciyo. The event was held for the fifth time in the same venue and by the same company called BOSA Holdings. Arts and Culture are the most powerful drivers of unity through entertainment, socialising, empowerment in communities across the African continent

upon which the festival is based. The event boosts the Coffee Bay and Hole in the Wall tourism economy as all accommodation establishments, Village based accommodations (VBAs), Tour operators, Local businesses, Informal traders, taxi industry benefit directly for the duration of the event. The event was held on 07TH - 09th October 2022 and it has different activities like inkciyo pageant, gala dinner, video and film screening, craft exhibitions, fashion show and main event with performances. The district municipality supported the event technically due to lack of financial muscle, provided supported by readily available resources such as branding material, display equipment, printing of 200 posters, design and printing of 300 certificates for inkciyo participants, designing and printing Gala dinner and Main event programmes. The event was held from the **07th - 09th October 2022 in Simnikiwe Joloza Ground in Coffee Bay(KSD)**

Isingqisethu Cultural Festival (ICF)

The event is an annual Provincial festival organized by the Department of Sports, Recreation, Arts and Culture in Port St Johns Local Municipality. The main objective of the event is to showcase the Provincial talent in the Creative Industry sector. The stakeholder partnering with DSRAC involves PSJ LM, PSJDA, ECPTA and ORTDM in various aspects. The DM was responsible for the arts and craft displays, fashion show exhibitions in Curatorship and putting up artworks at PSJ Museum. The event was staged for 2 days in the PSJ soccer ground and all Eastern Cape Districts and Metros attend the event. The event boosts the PSJ tourism industry economy as all accommodation establishments, Village based accommodations (VBAs), Tour operators, Local businesses, Informal traders, taxi industry benefited directly for the duration of the event. For 2022/23 the event was held from the **03rd & 04th December 2022 PSJ Ground.**

Events Promotion

Platforms have always been aimed at targeting to market the region through these platforms; however, the Tourism section also aims to contribute to the economic improvement of its people as these events benefit the people of the region by creating the platform to show case and to sell their products. Unfortunately, due to financial constraints the support for events were not part of the annual plans for 2022/23 financial year and the only supported events that was done by means of technical support and forming part of awareness campaigns programme collaborating with other tourism relevant stakeholders.

Visual Arts and Craft Development

The program enables members of the creative industries to promote their work and showcase their product to national and international markets and it also stimulate and strengthen the local economy. The program also aims at promoting and providing opportunities for visual artists, crafters and fashion designers in all disciplines to develop their art and talent in order to improve economic and other development opportunities. Access to markets is facilitated through the local, national and international exhibitions, museums, art centres, craft hubs, flea market events, cultural events as well as a business linkages program. Since the outbreak of Convid 19, the district never had budget allocated for the program due to unavailability of budget. Since the DM has no longer have budget for the program, the LMs are using their limited resources to take their craft producers to the relevant trade shown and some do afford to do that and the recipients are suffering.

3.13.6.2 Tourism Research and Development

The programme seeks to audit and facilitate the provision of bulk infrastructure to and at tourist sites, e.g., access roads, signage, water and sanitation, electricity, ablution facilities, viewing sites and amenities, and the overall destination management. Facilitate and coordinates activities and key deliverables associated with tourism support factors. The programme is meant to improve or expand our tourism products or operation to fit identified trends in global tourism and to position our local business to meet future market demands. In 2022/23 financial year the municipality provided support to a Fashion designer called Snethemba Mafu PTY LTD in assistance to expand production. Signage provision to tourism SMMEs, Tourism adventure projects, attractions and accommodation establishments was done for the following: Ingcambu Tours project located in PSJ, Pondo Adventure Tours from PSJ and Down town Accommodation and Fisheries .

3.13.6.3 Tourism Education and Awareness

Campaigns to create awareness focusing on host communities (where there are tourist activities), The campaigns were as follows:

Event Name (Awareness Campaign)	ORTDM in Collaboration	Local Municipality	Location	Nature of Support
Hiking to Explore 08 Aug 2022	Ingcambu Tours and Pondo Adventure	Port St Johns LM	Bulolo Falls	Inhouse developed Flyers and business cards
Woman in Tourism 25 - 26 Aug 2022	Embo Tours, IHLM, ECPTA	Ingquza Hill LM	Mkhambathi Nature Reserve, Mkhambathi Falls and Msikaba Vulture Colony	Catering for 30 attendees
Village Tour, Picnic and Comedy Show 08 & 09 Apr 2023	Ingcambu Tours, ECPTA, PSJ, PSJDA	Port St Johns LM		Payment of Local DJ, Provincial Maskhandi, transportation of artists and National Comedian
Gqubeni Great Place Heritage Celebrations 23 Sep 2022	Gqubeni Great Place	King Sabata Dalindyebo LM	Gqubeni Komkhulu	Procurement of Cultural Group for performance
River Mountain Marathon 27 Apr 2023	PSJ LM & PSJDA	Port St Johns LM	PSJ	Technical Support and Branding
Handover Ceremony 27 Sept 2022	KSD LM & Touris Guides	King Sabata Dalindyebo LM	Hole in the Wall Hotel	Transportation and Meals for 60 attendees
Handover Ceremony 09 Nov 2022	PSJ LM & PSJDA	Port St Johns LM	PSJ Town Hall	Transportation and Meals for attendees

COMPONENT D: COMMUNITY & SOCIAL SERVICES

Community Services, as a department is responsible for the advancement of basic service delivery objectives and outcomes within the District Municipality. The community services department focuses on areas that provide a sustainable improvement in the welfare of human beings and their basic livelihood. The department focuses on an array of services, which are Sports, Recreation, Arts, Culture & Heritage; Libraries, Education and Information services; Community Safety; Disaster & Fire Services; Municipal Health Services et cetera.

This department has a vacancy rate of 30%. Staff compliment as the end of June 2023 for Community Services department is depicted in the table below:

Table 28: Employees – Community Services

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
175	123	52	30%

3.14 Libraries, Information and Education Unit

The Libraries, Information and Education Services (**LIES**) Unit is the sub-section of Sport, Heritage, Arts, Culture, Libraries, Information and Education. The focus of the unit is to coordinate and facilitate the development of public/community libraries and school libraries. It supports Department of Education (**DoE**) with supplementary materials in order to overcome the high failure rate within the district. It also promotes a culture of reading, library usage and lifelong learning.

3.14.1 Relevant Legislations and Policies

The following legislation has a bearing on the different role-players in the South African Library and Information Services Sector:

- ***The Constitution of the Republic of South Africa (108 of 1996)*** describes the legislative framework for the governance of LIS in South Africa. It clearly states that libraries, other than national libraries, are a provincial responsibility. Each of the nine provinces is therefore obliged to develop a legislative framework within which public library and information services can be provided. Constitution of the Republic of South Africa and the Bill of Rights recognises access to information as a Human Right.
- ***The Education Laws Amendment Act, No. 31 of 2007*** (that amends the South African Schools Act of 1996) lists the availability of a library as a minimum uniform norm and standard for school infrastructure.

- **South African Schools Act, No. 84 of 1996** is to provide for a uniform system for the organisation, governance and funding of schools; to amend and repeal certain laws relating to schools; and to provide for matters connected therewith.
- **Eastern Cape Provincial Library and Information Services Act (Act No.6 of 2003)**
- **The Copyright Act (Act No. 98 of 1978, amended 1992)** protects all literary, musical and artistic works, whether in written, printed or digital form.
 - **The National Education Policy Act (Act No. 27 of 1996)** enables the development of national policies that will contribute towards quality education, including founding school libraries. Standards for these libraries are the responsibility of provincial education departments, so coordination between national and provincial education departments is imperative.
 - **The Legal Deposit Act (Act No. 54 of 1997)** requires producers and publishers of published material to deposit a certain number of copies of their publications in the five legal deposit libraries. It also requires a Legal Deposit Committee to be responsible for coordinating and promoting implementation.
 - **The South African Library for the Blind Act (Act No. 91 of 1998)**, the first of its kind in the country, provides separate legislation for LIS to blind and print-handicapped people in South Africa through the Library for the Blind in Grahamstown, Eastern Cape Province.
 - **The National Library of South Africa Act (Act No. 92 of 1998)** focuses on the information needs of the nation in order to enhance the development and delivery of effective library programmes, services and products. The Act facilitates a common platform for information technology, with a view to achieving optimal use of limited resources and coordinated systems.
 - **The Promotion of Access to Information Act (Act No. 2 of 2000)** aims to foster a culture of transparency and accountability in public and private bodies through citizens' right to access to information, and also to empower people to gain access to information that will enable them to exercise and protect their rights.
 - **The National Council for Libraries and Information Services Act (Act No. 6 of 2001)** provides for a council to advise the Minister of Arts, Culture, Science and Technology on LIS issues. The council interacts with all LIS role-players (at local, provincial or national level) and, most importantly, advises on policy as well as operational matters across the entire LIS system; it is therefore best placed for dealing with issues of coordination.

3.14.2 Functions of the Unit

The unit provides support in various educational activities as follows:

Support Literacy Programs:

- (i) **National Book Week** that is held annually in various local municipalities
- (ii) **South African Library Week** – that is held annually in various local municipalities as identified.

- Support **Literacy Programs** – International Literacy, National Book Week and Heritage Day Celebrations, South African Library Week and Career Exhibition.
- Support Capacity Building Program

Impact of the programmes:

- Improvement on the pass rate of the supported schools
- Improvement on the quality of the grade 12 results

3.15 Community Safety

As Community Safety, our core mandate is to ensure and works well within the confinements of the relevant legislative frameworks that governs community safety and security.

3.15.1 Legislative mandate as reflected in our IDP:

- **South African Constitution Act. 108 of 1996**
 - Section 151 and 152 – safer and sustainable community, through local government involvement
- **Community Safety & Security** Prioritize community safety & security Programmes focusing on crime prevention, school safety and coastal safety in partnership with relevant stakeholders (LM's and SAPS, Department Safety & Liaison). The main objectives are to promote innovative partnership-driven ways of reducing the current levels of crime to low levels and preventing crime from taking place in an integrated manner with various stakeholders e.g., SASSA, SAPS, Civilian Secretariat for Police Services, Safety and Liaison., other key stakeholders

- **These guidelines are from;**
- The White Paper on Safety and Security 2016, dealing with role of local government, State agencies and communities – in safety issues, creating cohesive and enabling environment were "all people are and feel safe".
- **NDP 2030, Outcome 12, dealing with safer communities**
- Role of Government with a vision towards 2030, drawing energy from community participatory processes, and the centralized role of government through its sector departments and local government structures (Provinces, Metro's, DM's, LM's). Aims to eliminate poverty and inequality by inclusive economic growth, building capacity and leadership.
- **MTSF focus on National Development Plans 2030**
 - Reduce levels of contact crime
 - Secure South African Borders
 - Creating an efficient and effective criminal justice system
 - Increase levels of domestic stability
 - Secure the identity of everyone in South Africa
 - Securing cyber space in South Africa

3.15.2 Core mandate of Community Safety

- These strategies are implemented in line with other existing National and Provincial measures aimed both at tackling crime and addressing the underlying root causes of crime and violence, such as victim empowerment, substance abuse, child protection and community developmental Programmes with other role players.
- Supporting and advising on implementation of developmental and preventative diversion Programmes, improving community safety, strengthening families, promoting safety at schools with DoE.
- Promote and support Crime prevention, crime risk reductions across various spheres of governance and advice Council accordingly.
- A supportive role in Anti- GBVF (gender base violence and femicide), VCP (violent crime prevention), through awareness programmes, strategic planning and interventions with relevant role-players.
- Monthly participate as a District in the Local SAPS clusters level (Mthatha & PSJ), in

planning, meetings, programmes, to address rampant crime, find common solutions and intervention with other role players.

- Enhance the participation in crime reduction programmes and initiatives, identifying with relevant role players' social crime issues at scholar or community level, and designing/ supportive programmes of intervention through multi- stakeholder collaboration.
- Capacity building through workshop, support and training for LM's on safety initiatives (safety plans / safety audits), with multi stakeholder collaborations partners in community safety; GIZ (Deutsche Gesellschaft fur Internationale Zusammenarbeit), South African Local Government Association, Dep. of Community Safety, South African Police Services LM's, Dep. of Social Development, to name a few.
- Promote the building of community social cohesion and improving the quality of life of all people which includes infrastructural development recommendations for safer spaces through influencing, SPLUMA (Spatial Planning and Land use Management Act), local economic development, or infrastructure departments towards "safer spacers" for communities, e.g. adequate street lighting, safe parks and recreational facilities, the built of high mast lighting in crime prone areas etc.
- This is further underpinned by supporting government's ongoing efforts to build better and safer communities that respect human rights and contribute to the government outcome "All People are and feel safe", *NDP Outcome 12*.

3.15.3 Programmes achieved, highlights and plans: 2022-23

Xhwili AA, Bityi: Community Safety, Crime & GBVF, a GBVF Summit and crime safety Imbizo held in Bityi area, in area of Mpheko School with Communities of Bityi. Focus of intervention, was through Department of Civilian Secretary of Police, with Community Safety (ORTDM & Province), ward base assessment of crime and GBVF cases conducted around the 12th.July towards built up of programmes. 14th.July 2022, programme was held with focus on Women's Dialogue & Men's Dialogue led by NGO's / FBO'S & NPO's in GBVF to determine root causes of violence and crime in area.

Majola AA: Community Safety_ Faction Fights, Intervention, built up session held 17th. & 22nd.August in Port St. Johns, event held as Premier (OTP), Crime Imbizo, at Majola AA. Imbizo was to determine root causes of factional fights, and craft a joint multi-stakeholder collaborated approach, towards a long-term outcome, in reducing these factional fights in area. **KSD LM, Crime Imbizo,** Crime and safety challenge, after

sporadic killings and murders escalations within KSD LM. Built up plenary session were held, 10th, 15th, 17th and 22nd August, towards a crime Imbizo in KSD which was held on the 1st September 2022, with wards representative from 6, 7, 8 and 9. **School Safety dialogue with SGBs & District**, A District crime, safety and drug preventions session held with SGB's and District Directors, Coastal and Inland, Department of Health, Department of Social Development and others NGO's, looking jointly at various initiatives of reducing and mitigating the impact of drugs and violence in our schools.

Jonguhlangu Primary World Environmental Health Day (WEHD), school safety

World Environmental Health Day, build up programme, looking at environmental safety and health & hygiene issues amongst our scholar, further discussion teaching our children on fire safety (Fire Services: ORTDM), crime and personal safety (SAPS), Community Safety and Environmental Health.

ORTDM GBVF stakeholders' session

The focus was on accountability stakeholder engagements, on National Gender Base Violence, (NSP: Pillar 03), focusing on government, NGO's and other agencies related support on GBVF.

Men's Dialogue: GBVF & March: Mthatha Central SAPS

The closing of the Women's Month with a themes, programme was initiated by the Speaker of Council with other role players, GBVF forums, NGO's / FBO's and champions under GBVF. A Men's dialogue was held on the 30th August, to determine and find root causes in the traditional setting of GBVF. 31st August, a march was held from MUNITATA, to Mthatha Central Police for handing over of petition, which aimed to fast track the following:

- improve investigation into GBVF cases,
- fast track the current outstanding cases, and give reports back to families of victims affected;
- solicit from Judiciary, family violence courts to be fully operational
- consider the establishment of a Centre for DNA testing within Eastern Cape / OR Tambo District.

COGTA, a GBVF workshop (30th November at Savoy Hotel) in ORTDM in area, **KSD LM**, with Traditional Leaders, ORTDM region Mbashe / Amathole and various Traditional Houses within the Eastern Cape. The focus was on their roles and responsibilities as Traditional Councils,

Municipal support and our working relations with CSO (Civil Society Organizations). GBVF legislation and role of traditional leaders in supporting and applicable legislation. Traditional courts, their roles and support. Traditional leadership roles and responsibilities in strengthening family units and dealing with GBVF cases.

Ward base community safety / 6-7, and 8 (Mhlontlo LM)

Intervention, towards establishment of ward base safety committee in Mhlontlo at ward 6, 7 and 8. The area is rife to housebreaking and petty theft perpetuated by youth that are unemployed. A street committee structure approached ORTDM partnership (Indlezana Yeswe & ORTDM safety), for assistance in setting up a ward base community safety structure in the absence of a fully functional CPF (Community Policing Forum). A range of intervention support programme is planned, with handing over of equipment around January 2023, once need analysis are determined and committee is fully established.

KSD LM Operations & Crime Safety War room 15th. November 2022

Crime and safety challenge, within KSD LM, warranted Community Safety to regular participate in crime safety –war room engagements. These session are constituted of councilors from various wards, speaker of KSD LM, and Executive Mayor of KSD, as chairperson

The crime safety war room, sitting are every Tuesday of the week around 12h00, at Council Chambers, issues of crime and supportive roles of sector departments are discussed, with operations of anti- planned and executed.

Crime and safety operations (KSD LM) 19-21st. October 2022

Crime and safety remains a challenge as alluded within the War room, operations are planned from the war room and cluster commander's office. Extensive operations were done, during the month of October & 11-12th.November 2022. These crime and safety initiatives were done jointly with Eastern Cape Liquor Board, SAPS, Department of Home Affairs, other departments, ORTDM Community Safety. Details on successes and operational report is attached

School Safety (St. Patricks S.S.S dialogue with SGB's, District & Indlezana Yeswe (Nyandeni LM) A District crime, safety and drug preventions session held with SGB's and District Directors, Coastal and Inland, Department of Health, Department of Social Development and others NGO's, looking jointly at various initiatives of reducing and mitigating the impact of drugs and violence in our schools. St. Patrick S.S. School (Nyandeni LM) -engaged the district and our partners CSO (Civil Society Organization_ Indlezana Yeswe), on programmes of psycho-social

support. Further programmes are planned along GBVF and supporting of learners, dealing with trauma and drug abuse.

Bityi SPS (School Safety)- awareness, drug abuse campaigns (KSD LM)

Programme was held on the 8th.December 2022, Bityi area, KSD LM. Drug / alcohol and substance abuse is rampant amongst teenagers in this area. Underage drinking and other social-ills warranted a programme of intervention in area jointly with Eastern Cape Liquor Board, Indlezana Yeswe and Department of Community Safety (Province).

District Informal traders,22-23rd.November 2022 (District & LMs)

The focus is on **safety** of the informal traders, sector is very key and instrumental. Our focus was on safety being an integral part of improving of informal sector traders; ensuring municipalities meet their legislative obligations. Crime in this sector hampers further impact on trade and job security. Informal traders are important to development of jobs security of a sector. Informal traders contribute hugely to the Eastern Cape, GDP. Various sectors were part of workshop, being part of the informal trader's summit (see-attached copy of PPP).

KSD LM, Crime & Safety Awareness Operations (February & March 2023)

Dealing with issues of rampant crime within the residential areas, through ward base foot patrols / by CPF Members_ KSD crime patrol unit as supported by our Snr. Officer: S. Mbengo_Social Crime Prevention.

These operations interact with communities, vendors on paving areas, performing random stop and searches on suspicious individuals, doing operations and crime surveillance around hotspot areas e.g. taxi ranks, "old Governor" building and town area.

Many successes, of dangerous weapons confiscated from thugs, and criminal element in and around town. Safety of SASSA grant beneficiaries and queuing at Post Office, has drastically improved since the programme was started.

Many arrest made with KSD law enforcement, relating to drugs and illegal fires, as well as recovery of stolen goods and household items.

These operations are conducted on a daily bases, and is a collaborated effort consisting of KSD law enforcement, KSD wards safety patrollers (District initiative), and SAPS.

School safety joint programme / EC liquor board & Social Crime Prevention (Bityi & District) Awareness and safety of scholars with focus on substance abuse and abstaining from drinking and misusing of alcohol. An ambassador's programme was started with the selection by EC Liquor board of students across schools (Khanyisa High & Holy Cross: Mthatha). About 24 learners will be ambassadors in these schools, functioning as peer support and counselling referrals. This partnership with EC Liquor Board is established with social crime prevention and District and similar programmes will be rolled out to Bityi school circuit areas, as well as KSD schools, and other LMs. These crime, social ills and substance abuse preventions programmes, are focused to schools identified as being problematic.

GBVF Support (DR (victim) from Mthatha estranged husband (perpetrator), opposing bail hearing Issues of socio-psych were rendered as various civil society groups and NGOs in women support to the Dr. who suffered abuse at the hands of her estranged husband. Civil society marches and sit ins planned around the Mthatha Magistrate (DV- Court). Civil society staged support in the courtroom, throughout dates of the 22nd – 30th. March 2023, lobbying for the opposing of bail for the estranged husband. Our support as community safety is towards victims of GBVF, with main focus on National Strategic Plan of GBVF 2018, Pillar / Outcome: 03, Safety, Protection and Justice.

Programme done 1 Nyandeni LM, Crime & Safety Awareness (April to June 2023), Buntingville, Ward 13, Buntingville Junior School. Pre-released stats from April 2023, from the National Ministry for Policing Services indicated there is an increase in GBVF cases,

a. Social Development Section

The *Constitution of the Republic of South Africa, Chapter 7, and Section 153* stipulates that, the developmental duties of the municipality as follow:

“A municipality must –

- a) Structure and manage its administration and budgeting and planning processes to give priority to basic needs of the community, and promote the social and economic development of the community and
- b) Participate in national and provincial development programs.”

Therefore, from the above preamble, the section seeks to protect and promote rights of vulnerable groups by coordinating the mainstreaming of their basic needs & interests whilst improving livelihoods of indigent families under distress.

i. Legislative Frameworks

- The Constitution of the Republic of South Africa (Act 108 of 1996)
- Local Government: Municipal Systems Act 2000 (32 of 2000)
- Older Person's Act 2006 (13 of 2006)
- Children's Act 2005 (38 of 2005)
- Prevention and Treatment of Drug Dependency Act, 1992
- District Crime Prevention Strategy
- Draft District Social Relief Policy
- Social Relief Fund Act 2003 (59 of 2003)
- South African Social Security Agency Act 2004 (9 of 2004)

ii. Source of Funding

The only fund that the section depends upon is Equitable Share.

iii. Projects/Programmes/Activities of the Section

- Moral Regeneration Life Skills Programs
- Early Childhood Development (ECD)
- Social Relief program(SRD)
- Child Protection Services

iv. 2022/23 Financial Year Achievements

- 10 ECD were supported with a Greening program (vegetables and fruit inputs) namely:-

1. INGQUZA HILL LM

Lithalethu preschool
Zamani preschool

2. PORT ST JOHNS LM

Masiphumelele preschool
Sinoxolo preschool

3. NYANDENI LM

Khanyisa preschool
Lower Rainy preschool

4. MHLONTLO LM

Thembehlehle preschool

Mzomtsha preschool

5. KING SABATA DALINDYEBO

Vukuzenzele preschool

Nokanyo preschool

- 4 Quarterly (one per quarter) ECD forum meetings were held.
- Child protection, 75 foster parents were trained in the five local municipalities (15 per local municipality)
- 20 youth of kwaMantshayi in King Sabata Dalindyebo LM were trained for Moral regeneration life skills program.

b. Municipal Health Services

Environmental Health/Municipal Health Services is about creating and maintaining sustainable environments, which promote good public health. Environmental Health Services include a package of Municipal Health Services as defined in the National Health Act 2003, (Act No 61 of 2003). It also refers to the theory and practice of ascertaining, correcting, controlling and preventing those factors in the environment that can potentially adversely affect the health of present and future generations.

i. Illegal dumps

Environmental Health Practitioner (EHP) encourages the waste generators to dispose their waste to the landfill site or disposal site, in accordance to the Norms and Standards and prescripts e.g. National Environmental Management Act: Waste Act 59 of 2008. Any indiscriminately disposal of waste is discouraged as it results to the degradation of the land and environment and/or vermin that cause contagious and infectious diseases.

The annual target set was 100% of identified and reported illegal dumps to local municipalities. Illegal dumping, Illegal dumping was identified in Ingquza at the entrance of the Lusikisiki Pound/skiti and in KSD LM on the N2 by Ncamedlana Farms, N2 Bypass on the excavated land by Mpindweni junction/off ramp.

ii. Communicable Diseases (Notifiable Medical Conditions)

A communicable disease is an illness that is transmitted through contact with disease-causing agents or microorganisms that cause an infection. Carriers of these microorganisms can include people, animals, food, surfaces, and air. There were investigated cases in Nyandeni LM, where 14 Learners had food poisoning after ingesting sour ball sweet, they were taken to St. Barnabas Hospital and there were no admissions nor deaths. Ingquza Hill LM dog bite case in Ngqunge family. The annual target set was 100% of notifiable medical conditions investigated within 24hrs of reporting. Though following of the patients is very difficult and a tedious exercise/process at most the unit has managed to investigate all the reported cases of infectious/communicable diseases within the prescribed period of reporting.

iii. Business Inspections

Inspections were conducted in low and high health risk business premises as part of inspections exercise. Focus was on food preparation premises (formal and informal), funeral Undertakers, and industries. Inspection's report, results of water and food samples were communicated to the respective business owners with clear recommendations. O.R. Tambo District Municipality has been authorized to enforce Food, Cosmetic and Disinfectant Act (FCD Act). That led to it achieving 100% on this target inclusive of food premises, environmental swabs and food samples.

iv. Certificate of Acceptability

Certificate of Acceptability - is issued to a business that meets the acceptable health standards or such premise that complies with the conditions stipulated in the regulation. The DM is expected to issue Certificates of Acceptability in all existing food preparation premises that do in all respects comply with the provisions of Regulation 638. For the financial year in question the Municipal Health Services section has issued Certificates of Acceptability only to food handling premises in compliance with the provision of the laid down regulation.

v. Water Quality Monitoring

The 1996 Constitution of the Republic of South Africa states that "everyone has the right of access to an environment that is not harmful to their health or wellbeing". The primary responsibility of providing clean water rests with the municipalities. To ensure that the quality of water supplied on the premises complies with the specifications of the SANS 241 for drinking water, with regards to

microbiological, chemical and physical quality. The following matter must have observed a constant supply of clean, safe potable water and should ideally have a pleasant appearance, taste, and odour. Environmental Health Practitioners regularly take water samples for bacteriological testing.

The annual target set 300 water samples taken and analysed by the National Health Laboratory Services the set target was achieved (100%). The water samples taken in the Municipal water in taps is found to be free of *Ecoli*. that is the bacteria that causes diarrhoea.

vi. Waste Quality Monitoring (Waste Disposal sites)

Section 24 of the Constitution of RSA, which provides that “everyone has a right to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations. National Norms and Standards for the environmental Health asset that the “health establishment (municipality) must ensure that waste is handled, stored, and disposed of safely in accordance with the law.” Environmental Health Practitioners in their day-to-day operations conduct inspection in all waste disposal sites and ensure that appropriate trash receptacles are located at the point of waste generation; and also ensure that better environment outcome is maintained; promote and protect human life, property and entire environment.

Environmental Health Practitioners further ensure that waste generators assess their waste in accordance with the Norms and Standards, prior disposal to the waste disposal site, however, this is not the case in our disposal sites as they do not meet the laid down health standards. Environmental Health Practitioner (EHP) encourages the waste generator to dispose their waste to the waste disposal site. Any indiscriminately disposal of waste is discouraged as it results to the degradation of the land and environment and/or spread of vector-borne diseases.

The annual performance target was set at 10 inspections of waste disposal sites and MHS section worked beyond its capacity and managed to achieve 100%.

vii. National Health Insurance (NHI)

National Health Insurance (NHI) - is a way of providing good health care services for all the citizens of the country (South Africans) through sharing of available financial resources for health care for all. It’s being introduced to bring about reform that will improve service provision, and

entails major changes in the service delivery structures, administration and management systems. In the process, O.R. Tambo District Municipality (ORTDM) was identified to pilot National Health Insurance (NHI). ORTDM established its National Health Insurance Forum (NHIF) in 2017. ORTDM in conjunction with the Department of Health are working tirelessly to ensure that NHICF convenes. The meeting was held in collaboration with the Disaster Management Forum as stakeholders are common in both forums.

viii. Commemoration of World Environmental Health Day

The O.R. Tambo District Municipality, Municipal Health Services under the Department of Community Services hosted World Environmental Health Day Build up in King Sabata Dalindyebo LM in Ngangelizwe, Jonguhlanga J.S.S. with the theme ‘Strengthening Environmental Health systems for the implementation of the sustainable development goals’, this event was done on the 15 September 2022.

3.16.9 Vector Control

- Vector control is monitored in business, and in all other premises inspected in the District and recommendations are made in vector control management and guidelines given, and that a service provider conduction a vector control programme in business must be registered with a relevant body or department as the set prescripts.

COMPONENT E: SPECIAL PROGRAMMES

Special programs are performed under the Office of the Executive Mayor which is mandated to promote the wellbeing of designated groups (youth, gender, children, senior citizens, and persons living with disabilities) and the general welfare of O.R Tambo communities. The department also focuses on the implementation of poverty relief, prioritizing the vulnerable , promotion of good governance and public participation by creating platforms for citizen participation and stakeholder engagement in the decision-making process of the municipality. It also strengthens stakeholder engagement by coordinating and engaging sectors that are instrumental in improving the livelihoods of communities in the district.

This department has a vacancy rate of 19%. The staff compliment as the end of June 2023 for the department is depicted in the table below:

Table 29: Employees – Executive Mayoral Services

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
167	136	31	19%

The following activities were conducted in the 2023 – 2024 financial year:

1. CHILDREN

Early Teenage Pregnancy Workshop took place at Jongintaba SSS, Mqhekezweni, ward 18 of King Sabatha Dalindyebo local municipality. The Municipality in partnership with Gcinabantu Hudgson Ngcukayithobi Foundation (GNF), Office of the Premier (OTP) and the Department of Education did an awareness campaign as to sensitize the young girls about abstinence help them not to have children at the early ages, finding them as young mothers before time. Seven schools attended the programmes, including Jongintaba SSS, EN Seku SSS, Chief N.Z Mtirara SSS, Kulanathi SSS, Menziwa SSS, Efata Special School, and Bambilanga SSS. Ninety-five (95) Sanitary towels pack for girls who are doing grade 12 received the packs. The district municipality did transportation of learners from nearby schools. **GBV Awareness at Mqhekezweni Location** was conducted at Mqhekezweni, ward 18 of King Sabatha Dalindyebo through mainstreaming with the office of the Premier and Ngcukayithobi Foundation at KSD LM. Issues of GBV mainly affecting women and children have plagued Mqhekezweni location. This resulted to high learner dropout and poor academic performance.

The municipality facilitated the **National Techno Girl Program** for children in and out of schools, an assessment of skills through mainstreaming with sister departments like department of education. During the month of August (Women's Month), four children went to Western Cape for a training that was conducted by Navy Army in Cape Town, where O.R. Tambo children

participated in skills on hospitality career in the chips, training of live ammunition in the ship. The training took 4 days and is going to continue during December holidays. See attached table for children who have attended the training from OR. Tambo District Municipality we also provide the support by transporting the children from their local municipalities to East London as to join other learners to Cape Town by Aircraft who are as follows:

Mavula Mbasa	Port STJohns LM (PSJ SSS)
Sibanda Awakhiwe	Port St Johns LM (PSJ SSS)
Nonzolo Vuyanathi Sinyanya	Ngquza Hill LM (Toli SSS)
Ngwane Athenkosi	Ngquza Hill LM(Toli)

On 20 July 2023, the Office of the Premier conducted **Day of African Child Workshop** in Mount Fletcher aiming at empowering children on their rights and values of being an African, as well as their cultures and cultural diversity. There was participation in the **National Children's Parliament** held between 12-15th of July 2023 in Bisho where two (2) Children from the O.R Tambo District were transported to attend and participate focusing on issues affecting children, including their skills development needs, GBV, bullyism in schools, discrimination based on race among children, rights, and protection for people with albinism. **Children Empowerment on Coding** for 300 learners from different schools around Qunu and Mthatha as means of instilling innovative skills. Skills on innovative were taught to learners and learners from Mthatha High won R5000 from the competition. The skill will assist learners to be able solve problems in an innovative space. Support to schools' program took place in two schools Dumezweni SPS and Majola Tech learners were supported with calculators.

2. GENDER

On the 11th and 12th of July the OR. Tambo Multi-Party Women Commission facilitated a Widows forum with SPU unit on coping mechanism after loss, life coach financial management, wills and budgeting. A Women Awareness programme was conducted on 23rd of July to capacitate youth on daily challenges and providing mechanisms to deal with trauma caused by GBVF. These further continued on 23 August 2023. A **GBVF Awareness Programs** was conducted in Lusikisiki College providing awareness on violence against women, children, youth and people living with disabilities. This was f on the 25 of July 2023. On the 29 September 2023 under **HIV/AIDS** Inkciyo abstinence workshop was conducted. HIV and Teenage pregnancy prevention programs were held in the following Mhlontlo schools , Ngqwala S.S.S , 29th April , Cameroon Ngudle S.S.S on 30t April 2024.

Miss and Mr Inkciyo was held on 14 June of 2024. Initiation awareness was held at Mhlontlo in Lutuka S.S.S, Reuben Ntuli S.S.S, Tsolo S.S.S, Dilizibantaba S.S.S, at Ingquza – Hill in the following areas, Nkunzimbini traditional Council, Buhlanyanga Traditional Authority and Lambasi Village. On skills development 300 women from Philani Project and Mthatha Women`s Manyano`s were trained on **weaving** at KSD local municipality. **Gender Equality Accountability Debate** was conducted on 24 December 2023.

GBVF Awareness a Kwa-Msikwa A/A , P.S.J on the 3rd of October 2023 the office in partnership with O.R.Tambo Multi-Party Women Caucus conducted GBV Awareness Campaign at Kwa Msikwa , P.S.J with the aim of raising awareness on GBVF. Following that was a **Cancer Awareness** with a theme “**Close the gap** “the OR. Tambo on 24 October 2023. The awareness and screening of cancer in both females and males took place at Tiki- Tiki to demystify the myth surrounding it. The **Ingquza – Hill Women Business Forum** was also launch. The O.R.Tambo district municipality in partnership with the Office of the Premier hosted the **16 Days of Activism against Children, Women and People with Disabilities** awareness campaign, which was

preceded by door to door as means of making an awareness on GBVF. The event took place at Ingquza - Hill local municipality. The district municipality in conducted GBVF at Mthide P.S.J on 15 May 2024. In ensuring that women benefit on economic transformation a women empowerment program at Ngqongweni A/A P.S.J on the 17th May 2024.

3. YOUTH

The municipality considers youth and empowerment of youth as a Concert was facilitated on 19 August 2023 in remembrance of Hon. Nelson Mandela. The municipality supported **Khiwa Youth Tournament Against Crime** on the 20 Sept. 2023 aiming at youth empowerment and that was followed by distribution of 50 school shoes. A start up support to the K.S.D youth projects was requested on the following:

- Physio thereapeutic -
- Poto Youth Agricultural Project
- Gymnasium equipment

1. DISABILITY

Lobbying for provision of free basic services to disabled people,the following events were conducted:

- 11 Foetale Alcohol Syndrome Disorder Awareness.
- Prayer Awareness on Women, Children, Elderly & People with Disabilities at Lusikisiki (15-09-2023) 15.
- Empowerment Awareness on Women - 23/08/2023 16.
- Awareness Campaign for Women at Savoy -11-12 /07/2023

An Albinism Awareness workshop was held at Mfinizweni Location in Flagstaff on 29 November 2023 followed by the **DRAM (Disability Rights Awareness Month)**. DRAM was held at Waterfall Hall in KSD Local Municipality on 7 December 2023. As we mark National Disability Rights Awareness Month from 3 November to 3rd December each year followed by **Disability Mental care and wellness awareness program**. An awareness program on Autism was conducted at

Dosi A/A KSD on 2 April 2024. In addition, a support with cleaning material and hygiene packs was done at Sinenjongo home for the disabled at Ngqeleni – Nyandeni.

2. ELDERLY

In support for elderly people, the following programmes were conducted:

- District Golden Games in partner with Social Development took place on 6 September 2023 at Rotary Stadium where the District Municipality supported with lunch for 250 people.
- Awareness Campaign on Gender Based Violence took place on the 08th September 2023 at Lumphondo Administrative Area- Gebhuza location and the district municipality supported with 100 blankets and 100 of 5 kg seeds for 100 beneficiaries that were affected

Elderly games were held on the 03rd November 2023 at Nelspruit – Mbombela stadium. Had an awareness program on Alzheimer & Dementia that was held at Mbange Hall (Ngqeleni) Nyandeni Municipalty , elderly group was supported with potato seedlings. On the 13 May 2024 the office led by the Executive Mayor held an awareness program on the restoration and protection of the Elderly Rights.

6. NATIONAL AND INTERNATIONAL ICONS – MANDELA MONTH

Mr. Somadoda Fikeni conducted a Memorial Lecture at Qunu on 17 July where he reflected that after so many years after Tata and other ANC veterans who freed the country. He indicated that maladministration, corruption, load-shedding and rampant corruption at state level have left many without hope.

He also stated that the vision Tata Nelson Mandela had for this country has yet to be upheld, for various reasons, people in South Africa do not celebrate this significant day as much as they did in the past. He added that this year marked the 10th anniversary of Madiba's passing in December 2013. To commemorate that, the OR. Tambo District Municipality together with the Nelson

Mandela Foundation and sector departments themed the 10-Year Remembrance call to action “The Legacy Lives on Through You”.

Nelson Mandela International Day was celebrated on 18 July 2023 in honour of the first democratically elected President of South Africa, the late Nelson Rholihlahla Mandela that will be preceded by the Memorial lecture in the life of Tata. Mandela Day at Qunu followed that. The **Winnie Madikizela-Mandela Memorial Lecture** on 30 September 2023, During the OR Tambo month the following activities were conducted;

RECIPIENT	DELIVERABLES	MUNICIPALITY
• Khanyisa and Bethany Homes	• Diapers	K.S.D
• Siyakhona Home	• 2.Clothing for 60 children	K.S.D
• Majali S.S.S	• 3 School shoes	P.S.J
• Choral Music	• 4 Awards	Ingquza - Hill

The Military Veterans were transported from the District Municipality to a Study Tour visiting to KwaZulu Natal, Durban from 23 to 24 February 2024

MAYORAL COMMITTEE MEETINGS AND SECTOR ENGAGEMENTS

Mayoral Committee Meetings held on the following dates:

Meeting Dates	Sector Engagements
<ul style="list-style-type: none"> • 25 July 2023, • 25 August 2023 • 21 September 2023 	<ul style="list-style-type: none"> • District AIDS Council - 23 August 2023 • Youth Policy Stakeholder Consultation • Support provided to COGTA Stakeholder engagement on GBVF programs • Support provided to COGTA Stakeholder engagement on National Youth Policy Implementation
<ul style="list-style-type: none"> • MAYCO meeting on 24 October 2023. MAYCO Workshop on 16 November 2023. • MAYCO meeting on 17 November 2023. 	<ul style="list-style-type: none"> • District Aids Forum. • Disability Forum • Elderly Forum • Safety and Security Engagement
<ul style="list-style-type: none"> • 24th January 2024 • 26th February 2024 	<ul style="list-style-type: none"> • Children Sector Forum meetings 30th Jan, 19th Jan, and 26th March 2024

Meeting Dates	Sector Engagements
<ul style="list-style-type: none"> • 19th March 2024 	<ul style="list-style-type: none"> • Elderly Sector 07 Feb 2024 Disability Sector on 13th Feb 2024 • Initiation Forum on the 24th January 2024 • 6 February 2024, district initiation forum • DIF technical task team meeting was held at technical boardroom at Myezo OR Tambo • DIF technical task team meeting was held at technical boardroom at Myezo OR Tambo • DIF evaluation meeting on the 27 February. • District Aids council meeting on 5 March 2024
<ul style="list-style-type: none"> • Virtual Mayco on the 24th April 2024 • Virtual Mayco on the 17th May • 21st June 2024 	<ul style="list-style-type: none"> 1. Social Cluster Meeting on the 30th April 2024 2. Sector Coordination on the 20th May 3. Prayer for election on the 22nd May 2024 4. District Older Persons Forum on the May 2024

5.CHILDREN

To ensure that the welfare of needy learners is being taken care off and to restore learner`s dignity, restore their confidence, encourage them to study and see a better future irrespective of their backgrounds and to motivate learners to focus to their studies without losing hope because of their vulnerability the district conducted back to school program at the following schools by giving 30 learners (15 girls and 15 boys) with school shoes , hygiene packs , pens and calculators . The following schools were recipients Mvume Springs P.S.J , Mpingana S.S.S at Ingquza-Hill , Gxaba S.S.S at Nyandeni and Thandanai S.S.S at Mhlontlo

COMPONENT G: SECURITY AND SAFETY

3.17 Disaster Risk Management

3.18.1 Legislative background

In line with international trends and our national objectives of efficient and effective management of local resources, O.R. Tambo disaster management policy underscores the importance of disaster risk reduction, integrated prevention of human fatalities, lifeline infrastructure, personal property, and the environment efficiently and effectively by tapping and improving in the following risk reduction capitals:

- Human,
- Economic,
- Political,
- Organisational,
- Financial,
- Natural, and
- Technological.

This is intended to ensure that the municipality using the District Development Model can contribute towards the realisation of the Millennium Development Goals, the National Development Plan and a disaster risk reduction based sustainable development. The district municipality through its disaster management policy framework using the human and political resource within its disaster management centre, advances an integrated disaster risk reduction and mitigation approach to its development initiatives, the development and application of integrated disaster preparedness measures aimed at ensuring efficient and effective disaster response, recovery, reconstruction and rehabilitation operations. The municipality seeks to realign itself towards implantation of programs, initiatives and projects that not only integrate disaster risk reduction but also mitigation and prevention measures.

The following pieces of legislation and policies have a bearing on the disaster management function:

- South African Constitution Act. 108 of 1996
- Disaster Management Act, 57 2002
- White Paper on Disaster Management
- National Disaster Management Framework

- National Disaster Management Guidelines
- National Disaster Management Regulations
- National Disaster Management Handbook
- Provincial Disaster Management Policy Framework
- O.R. Tambo Disaster Management Policy Framework
- DORA
- Municipal Systems Act
- Access to Information Act
- POPI Act
- Health Act
- Social Assistance Act, etc.

The primary responsibility for disaster management in South Africa rests with the government. In terms of section 41(l) (b) of the Constitution of the Republic of South Africa, all spheres of government are required to “secure the well-being of the people of the Republic”. Disaster management is listed as a functional area in Part A of Schedule 4 of the Constitution, meaning that both the national and provincial spheres of government are competent to develop and execute laws within this area and have powers and responsibilities in relation to disaster management. Disaster management has also been ‘assigned’ to local government through the promulgation of the Disaster Management Act, 2002 (Act no 57 of 2002).

The Disaster Management Act 57 of 2002 (as amended) is the primary legislation dealing with DM in the country. This Act provides for an integrated & coordinated disaster management policy that focuses on:

- Preventing or reducing the risk of disasters (Prevention);
- Mitigating the severity of disasters (Mitigation);
- Emergency preparedness;
- Rapid & effective response to disasters; and
- Post-disaster recovery and rehabilitation.

The Act also makes provision for the establishment and functioning of DM across all focal point spheres of government and access to disaster management volunteers; and matters incidental thereto.

3.18.2 Disaster Management function

In support of the core concepts of integration and uniformity the disaster management centre performs its duties in realisation of the four key performance areas (KPAs) supported by three performance enablers (PEs) as follows:

KPA 1: Integrated Institutional Capacity for DRM

KPA 2: Disaster Risk Assessment (DRA)

KPA 3: Disaster Risk Reduction

KPA 4: Disaster Response and Recovery

PE 1: Information Management and Communication

PE 2: Knowledge management

PE 3: Funding

These KPAs and KEs are interrelated and should be implemented following cooperative governance and project management principles.

3.18.3 2023/24 Planned Targets and Achievements

The disaster management centre had 3 targets to achieve during this financial year, these were targets for the year 2022/23

- 1) Percentage of destitute households supported due to disaster – achieved
- 2) Number of District Disaster Risk profiles revised -- Not achieved
- 3) Number of awareness programmes – achieved

3.19 Fire and Emergency Services

Fire and rescue services has a social mandate to save, property and preserve environment. Throughout history, fires have inflicted a heavy cost in human infrastructure, and damages to the environment in a manner capable of undermining socio-economic development. The risk of fire in South Africa is influenced by a variety of socio-economic factors notably the rising levels of urbanisation which often result in the informal settlement comprised of shacks built by highly combustible material and near each other in peri-urban which heighten the risk of fire in these areas. The danger posed by fire to human lives, infrastructure and the environment has been demonstrated by some of the major fire that humanity has experienced over the years. The service operates under four key performance areas which narrated as follows:

- **Fire Operations** involve rendering of rescue, administration and emergency functions. This includes all day-to-day operations of the unit and all its four satellite fire stations.
- **Fire Prevention** which focuses on the application of legislation on prevention, mitigation and reduction of fire risks. It includes evaluation and analysis of building plans, advisory services, and risk analysis and compliance inspections to buildings.
- **Training** subunit involves undertaking in house trainings, simulations, drills and exercises. It also encourages readiness of equipment and personnel to deal with and respond to reported fire or other incidents requiring role of the service.
- **Fire Public Information, public education & public relations (PIER)** focus on fire prevention through the engagement of communities, the private sector and other key role players. The subunit also actively participates and facilitate operation and establishment of FPAs (Fire Protection Association).

3.19.1 Legislative Background

- Constitution of SA,
- Fire Brigade Services Act 99 of 1987,
- SANS 10090 - Community Protection against Fire,
- SANS 0400 - Building Regulations
- SANS 10087- LPG Installation
- SANS 10089- Flammable Liquids Installation
- National Veld Forest Fire Act 101 of 1998

3.19.2 2022/23 Planned Targets and Achievements

1. Percentage of fire and emergency incidents responded to within 60 minutes for areas within a 50 kilometres radius = 100%
2. Percentage of fire and emergency incidents responded to within 02 hours for areas more than 50 kilometres radius = 95%

3.19.3 Unit managed to achieve the following activities for the period under review:

1. Percentage of fire and emergency incidents responded to within 60 minutes for areas within a 50 kilometres radius = 100%

2. Percentage of fire and emergency incidents responded to within 02 hours for areas more than 50 kilometres radius = 95%

COMPONENT H: SPORTS AND RECREATION

3.20 Sports and Recreation

The unit is responsible for the co-ordination and facilitation of the development of sport and recreation initiative and activities within the O.R Tambo district municipality. This is executed having cognisance of sport and recreation activities as an instrument for social cohesion, nation building, mass participation, recognition of the marginalised group(people living with disability, women, disadvantaged communities).The aim of the unit is to liaise with the relevant stake holders, various spheres of government, The unit is also responsible for the management of the budget allocated to the unit for delivering the quality services in co-ordinating the sport and recreation initiatives.

3.20.1 Legislative Framework

- The Constitution of South Africa, 1996
- National Sports Plan
- White Paper on Sport and Recreation
- National Framework on Sport and Recreation

3.20.2 Sports and Recreation Programmes

- Support to Sport Development, facilitation, and coordination of programmes ranging from Local, District, Provincial, National and International arenas. (Mayor's Cup, O.R Tambo Games programme)
- Staging capacity building initiatives for sport and recreation administrators within the District Municipality
- Rendering support to sport for the vulnerable groups (people living with disability, women and disadvantaged)
- Rendering support to elite sport initiatives for the provincial national and international arena
- Assist in the provision of sport and recreation equipment to various schools, clubs, individuals and federations and sport confederation.

- Supported and coordinated the community social initiatives through sport e.g. Human Right Day in partnership with Ngqeleni Athletics Club.

3.21 Arts, Culture and Heritage

Arts, Culture & Heritage is being recognised as fundamental to the social-cohesion and economic development of the country. The government's policy for local arts, culture and heritage need to be seen overarching context of building a just and equitable society where citizens are enabled to enjoy the social-cohesion and economic benefits that flow from access to and participation in culture.

The aim of the unit is to develop and preserve ORTDM arts, culture, and heritage to ensure social cohesion and nation-building. It strives to promote and sustain economic development through influencing partnerships (Public Private Partnership). Focus is also directed to the strengthening of the liberation Heritage Route.

3.21.1 Legislative Framework

- The Constitution of South Africa, 1996
- National Heritage Council Act (No. 11 of 1999)
- National Art Council Act 1997, (No. 56 of 1997)
- National Resources Act (No. 25 of 1999)
- Culture Promotion Act (No. 35 of 1983)
- National Library of South Africa Act (No. 92 of 1998)
- White Paper on Arts, Culture and Heritage, 1996
- National Film Strategy, 2014

3.21.2 Functions of the Unit

- The unit is responsible for the co-ordination, facilitation, assistance and support to the LMs, sectors, stakeholders and individuals. It also facilitates, implement the development of Artistic, Cultural, and preservation of Heritage within the district municipality
- To provide support to associations of artists and to individuals involved in artistic and cultural initiatives

- To promote cultural interaction among different cultural components within the district as recognition of cultural diversity.
- To promote cultural interaction among different cultural components within the district including film development
- To encourage the development of a dynamic arts and culture sector
- To preserve and foster cultural values both at individual and collective levels
- To ensure the preservation of the heritage Liberation Route

3.21.3 2023/2024 Financial Year Plans and Achievements

The unit managed to achieve the following activities for the financial year under review:

- Supported Ingquza Hill Massacre Commemoration
- Staged the film development workshop
- Preserving the S.S Mendi site by landscaping and paving the site
- Supported the Choral and Opera Music Federation of South Africa
- Supported Masivuyisane Cultural ensemble as a developing art initiative

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.22 Executive and Council

The Executive arm of the municipality is politically headed by the Executive Mayor and administratively by the municipal manager. The district municipality is a non-delegated municipality with the Municipal Manager serving as the accounting officer and advisor to the Executive Mayor. The Executive Mayor has the power to elect a Mayoral Committee, which serves as an executive committee of council, to advise the Executive Mayor on executive decisions. The Mayoral Committee is made up of political Members of the Mayoral Committee (MMCs) which are equivalent to the number of executive departments within the municipality. For the year under review, they were equal to the number of previous departments. The Executive Mayor reports to Council on all executive functions subsequent to Mayoral Committee meetings.

The Council is the legislative arm of the municipality which is headed by the Council Speaker. The legislative arm houses councillors which serve on different oversight committees. The

legislative arm has section 79 committees which are politically headed by chairpersons and these serve as oversight committees to administrative departments. The legislative committees report to and compile reports to council on their oversight function. The legislative arm also houses the Office of the Chief Whip, which impartially takes care of all interests of political parties serving in council.

3.22.1 Mayoral Committee Operations

The Municipality is governed in terms of an Executive Mayoral System. It has a functional Mayoral Committee in place, headed by the Executive Mayor, supported by the Deputy Executive Mayor and the members of the Mayoral Committee. The Mayoral Committee is appointed by the Executive Mayor in terms of Section 60 of the Municipal Structures Act 117 of 1998 and its role is to assist and advise the executive mayor on the day-to-day business of the municipality. The Mayoral Committee of the municipality consisting of councillors who serve as Mayoral Committee members for the following:

- Budget and Treasury office
- Human Settlements
- Planning Research and IGR
- Special Programs Unit
- Technical Services
- Corporate Services
- Water, and Sanitation
- Community Services
- Rural Economic Development & Planning

The Mayoral Committee meetings sit monthly and a special mayoral committee is convened when the need or matters of urgency arises. During the 2022/2023 financial year, twelve (12) Mayoral Committee meetings were held.

3.22.2 Sectoral Engagements and Support

Engagement and support to sectors are integral for the municipality to develop and understand stakeholders' development views, needs, interests, and expectations as well as assisting the municipality with strategic decision-making. The Executive Mayoral Office supports several sectors that are instrumental in the livelihood of communities and business interests.

With the ultimate responsibility for sectoral engagement and support vested in the Executive Mayoral Office, the Sectoral Engagement Section is responsible for the Coordination of community involvement in the affairs of the municipality and for providing support to sectors where necessary. Of note, the section has the following desks responsible for ensuring that coordination and support is provided:

- Traditional Leadership
- District Chaplaincy and Interfaith
- Business Fraternity
- Military veterans
- Sectoral steering committee meetings

In the year under review, the following engagements by the Office of the Executive Mayor were recorded and achieved.

In addition to the engagements, the Methodist Church, Palmerton in Ingquza Hill received empowerment support from the Municipality when it hosted a three their 3-day Synod Programme.

3.22.3 Mayoral Imbizo’s an IDP Roadshows

A total of five (5) Mayoral Imbizos were held in the 2023/2024 financial year in the form of IDP and Budget Roadshows which were held by various clusters across the district.

3.23 Financial Services

Financial services are performed under the Budget and Treasury Office which is headed by the Chief Financial Officer. The department is responsible for revenue collection, expenditure management, asset management and supply chain management. This department has a vacancy rate of 52%. Staff compliment as the end of June 2024 for this department is a depicted in the table below:

Table 30: Employees – Budget & Treasury Office

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
187	90	97	52%

3.23.1 Revenue Collection

With regards to municipal revenue, water supply remains a viable cost recovery mechanism and a primary source of revenue. Insufficient collection of revenue affects the growth of the municipal budget adversely hence the introduction of cost recovery measures. The aforementioned cost recovery measures will be enhanced by the review and development of financial policies that are to be tabled to Council for adoption.

The department has sought for alternative sustainable sources of revenue generation to boost the municipality's cost recovery mechanisms; to reduce reliance on grants; and improve budget growth.

3.23.2 Expenditure and Liability Management

Expenditure and Liability management is the responsibility of the accounting officer of the municipality, the Municipal Manager. Upon the instance where a municipality incurs unauthorized, irregular or fruitless and wasteful expenditure; the municipality must investigate the cause and hold a person responsible. According to section 32 of the Municipal Finance Management Act, the municipal council must elect/nominate a council committee to investigate the unauthorized, fruitless and wasteful expenditure.

OR Tambo currently sits at an inflated amount of unauthorized, irregular or fruitless and wasteful expenditure, which has been historically accumulated since time immemorial. The accumulation of this amount is the reason the 2017-2022 council delegated MPAC to investigate the deliberate or negligent authorization of a fruitless and wasteful expenditure.

The Committee presented a report to Council with the recommendations that some of the transactions should be condoned on the fact that there was value for money and the services were rendered. The committee then tabled the report to Council and the Council approved the condonement. In its approval the Council further requested the Committee to continue with further investigations of the remainder of the balance as well as the current irregular expenditure.

Irregular expenditure in the District is the result of the implementation of programmes and projects for water services and one of the major contributor is the agreement between the Municipality and Amatola Water Board which was crafted in line with the PFMA but does not comply with the MFMA. Moreover, the other major contributor is the composition of BAC which led to

disagreement with AG. Para 29 of SCM regulation regulates composition of committee but is silent on the quorum, AG regarded composition as quorum and any less members' sittings, tenders awarded or recommended are included in irregular expenditure. Management is working tirelessly to regularize the contract of Amatola Water whilst engagements with AG on the BAC composition matter are continuing.

3.24 Corporate Services

Human resources functions in the district are performed under Corporate Services Department and is mainly responsible for the recruitment of staff members to the district through recruitment and selection policy which is currently in place. This department is the second with a high vacancy rate of 85%. Staff compliment as the end of June 2024 for this department is a depicted in the table below:

Table 31: Employees – Corporate Services

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
431	65	366	85%

3.25 Legal Services

The municipality has an in-house legal service department with a support model from private attorneys. The private attorneys are contracted through the panel and assist the municipality to advise, defend, and providing opinions on litigations or any legal matter. The institution manages the litigations through the register which is reported to management, the audit committee, and the Council on a quarterly basis.

For the year under review, the municipality has been able to manage, control, and reduce its litigation whilst also embracing a compliance culture. This can be demonstrated by the quantum of the litigations and their categories. Over 25% of the cases (matters) have been resolved and the institution has been able to move toward contingency assets, meaning that it is recovering costs from the individuals who unnecessarily took the municipality to court. All these have been disclosed in the Annual Financial Statements. Key matters that have been resolved over the year

include the labour and plea for reinstatement by officials who were subjected to disciplinary processes for the misconduct. The legal service will continue to be strengthened in order to ensure that the assets of the municipality are safeguarded as required by the Municipal Finance Management Act 56 of 2003, Section 62.

3.26 Oversight for Service Delivery

Oversight for service delivery functions in the district are performed under Legislative Services Department. This department has a vacancy rate of 15%. Staff compliment as the end of June 2024 for this department is a depicted in the table below:

Table 32: Employees – Legislative Services

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
59	50	9	15%

The Legislative Services Department acts as the legislative arm of the municipality by being the home of the District Municipality Council. The Council is the highest decision-making body within the municipality and remains independent to the executive arm.

One of the instrumental role (s) the Legislative Department plays is that of municipal oversight in all service delivery initiatives implemented by the executive. Legislative Services Department took an extra mile at improving oversight and accountability by implementing the Municipal Oversight Model (MoM). The background relates to Council of O.R. Tambo District Municipality taking a resolution in September 2013 on the implementing the Separation of Powers. This came as a mandate from the ruling party to pilot the model in O.R. Tambo District Municipality. The Council of O.R. Tambo District Municipality, after adopting the concept of Separation of Powers in 2013, did not have a guiding document in playing its oversight role, hence the Sector Oversight Model (SOM) (used by legislatures) was customized by the municipality, with the assistance of technical experts, to suite the municipal environment. It was therefore referred to as Municipal Oversight Model (MOM). In 2015, the Council adopted the MOM.

After the adoption of Separation of Powers, the Council of O.R. Tambo achieved the following critical milestones that assisted towards the successful implementation of the Oversight Model:

- Restructuring of Section 79 Committees
- Amended Council Standing Orders
- Development of Terms of Reference for S79 Standing & Portfolio Committees
- Development and adoption of Committee System
- Development of Committees and Research Process Maps
- Development of Council Agenda Process Flow
- Development of Committee Analysis Tool
- Alignment of Committee Oversight Reports with Covac Framework.

For smooth implementation of the MOM, the Council had to restructure its Section 79 Committees in a way that will enhance effective oversight. A Portfolio Oversight Committee that is chaired by a non-executive councillor is oversight each municipal department. O.R. Tambo District Municipality has the following 8 Section 79 Portfolio Oversight Committees:

- Water and Sanitation Services : Chaired by Cllr Ngxamile
- Budget and Treasury and Internal Audit : Chaired by Cllr Vanda
- Corporate Services : Chaired by Cllr Zondani
- Community Services Portfolio : Chaired by Cllr Madolo
- IGR, Planning, Research & Policy Development : Chaired by Cllr Vava
- Human Settlement : Chaired by Cllr Ncapayi
- Rural Economic Developmental Planning : Chaired by Cllr Ntshuba
- Special Programs & Social Services : Chaired by Cllr Matanda

According to MOM, each Portfolio Oversight Committee must focus on the following imperatives in each financial year:

- IDP & Budget
- SDBIP
- AG's Report based on Annual Financial Statements
- Focused Intervention Study Report
- Annual Report

- 1st Quarter Report
- 2nd Quarter Report
- 3rd Quarter Report
- 4th Quarter Report

When interrogating each report, the committee chairperson has to follow these steps:

- Step 1: Speaker refers the report to COMMITTEES (Chair of Chairs)
- Step 2: Chairperson and Committee staff analyse the report in line with Municipal Oversight Model (MOM) Analysis Tool
- Step 3: Chairpersons Obtain briefing from Researchers / Committees Officers/Legal Advisor/ Public Participation Officer
- Step 4: Chairperson and Committee Staff Develop preliminary questions
- Step 5: Chairperson and Committee Adopt preliminary questions and send to the Member of the Executive
- Step 6: Chairperson and Committee Receive responses to preliminary questions
- Step 7: Chairperson analyses responses & call for a hearing
- Step 8: Chairperson Convenes a hearing for the Executive to account
- Step 9: Chairperson and Committee make findings, draft report, adopt the oversight report
- Step 10: Chairperson Reports back to Chair of Chairs, then to Speaker
- Step 11: The Chairperson presents the Oversight Report in a Council meeting

The above steps are time consuming and they need to be concluded within 6 weeks for each report.

For each Oversight report to qualify for council adoption, it has to be in line with Committee Oversight & Accountability (COVAC) Framework. This framework is too technical, but demands in-depth understanding and involvement of the Chairperson for effective oversight. In line with COVAC framework, the Chairperson analyses each report looking at the following areas:

- Outcomes (inclusive of the Political Priorities)
- Other National, Provincial, District political and strategic priorities
- Other Oversight Bodies (e.g., CH 9 / CH10 – AGSA etc.)
- Oversight on Technical Performance, Compliance and Quality
- Oversight on Strategic Achievements

- Oversight on Financial Performance (Budget expenditure) (and avoidance / reduction of fruitless and wasteful expenditure)
- Oversight on Meaningful Public Involvement
- Oversight on Resolutions Management (Council and Committee Resolutions)

The above oversight analysis has yielded to positive performance and Audit outcomes in the municipality when comparing the past 6 years. Before the Model was introduced, the Audit Opinion from 2011/12 to 2013/14 the Municipality received disclaimer opinion; meaning the Municipality was unable to provide evidence to substantiate what has been disclosed in the Annual Financial Statements and Annual Performance Report. The stagnation in the audit outcome was due to leadership instability, vacancies in top management, a culture of good governance and accountability not being embedded, and practices that promote clean administration not being entrenched within daily, weekly and monthly activities. The ineffectiveness of governance structures also called into question the reliability of the evidence obtained and the authenticity of the accounting records and documentation.

After the implementation of the Oversight Model, the Audit Opinion changed drastically. From 2014/15 to 2016/17 the Municipality received qualifications. In 2016/17 financial year, the municipality received a Qualified Audit Opinion from the AG with one qualification item. The qualification item was the Irregular Expenditure from prior years, going as far back 2012-2013, which was not investigated by Council.

The above analysis clearly shows that the Chairpersons of Section 79 Portfolio Committees played a very big role in improving municipal performance.

However, since the Chairpersons of Section 79 Portfolio Committees are not part-time, the quality of oversight work gets compromised and tends to be influenced by officials.

3.27 Monitoring, Reporting and Evaluation

Monitoring, Reporting and Evaluation unit is under the Office of the Municipal Manager which is led by the Director together with other functions such as Risk Management, Legal Services, Integrated Development Plan, Intergovernmental Relations, Communications and the management of the Municipal Managers office.

This department has a vacancy rate of 68%. Staff compliment as the end of June 2024 for this department is depicted in the table below:

Table 33: *Employees – Office of the Municipal Manager*

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
44	14	30	68%

3.27.1 Monitoring, Reporting and Evaluation

The Performance Management System (PMS) resides in the Strategic Management and Good Governance directorate. The Performance Management Policy/Framework that was developed and adopted by Council in June 2023 drives PMS in ORTDM. The policy framework provides an overarching framework for managing performance in the district and provides for inculcation of performance in the day-to-day operations. The municipality does not have a separate committee to deal with Performance Management, as resolved by Council there is a PMS specialist in the Audit Committee to perform oversight function. This structure and its work is further supplemented by the Municipal Oversight Model, wherein there are Council committees per department that provide oversight of the performance on a quarterly basis. All these play a significant role in improving reporting systems and in strengthening accountability and as such, there is an improvement in the culture of performance within the institution.

The district consistently developed its Service Delivery and Budget Implementation Plan (SDBIP) as legislated. SDBIP was reviewed as per Section 54 of the MSA provisions and approved by Council. The performance of the municipality is monitored quarterly, midyear and annually as legislated. Auditor General conducted an external audit for the 2022 -2023 financial year and significant improvement was noted as compared to the previous financial years. The municipality obtained an unqualified audit opinion. Section 54 and 56 managers signed Performance Agreements for the year 2023/24 and their performance is assessed.

2022 – 2023 Audit of predetermined Objectives

The Auditor General of South Africa tested whether the municipality’s performance planning and management process, IDP and SDBIP complied with the key legislative requirements. The audit was based on Key Performance Area 1: Basic Service Delivery & Infrastructure. The table below reflects outcomes of the audit per each audit criteria:

Audit Criteria	Comments	Findings
Consistency	Performance indicators and targets are consistent between planning and reporting documents.	No finding
Measurability	Performance indicators are well defined and verifiable, and targets are specific, measurable and time bound.	No finding
Relevance	Performance indicators relate logically and directly to an aspect of the entity's mandate and the realisation of strategic goals and objectives.	No finding
	From the entity's mandate, applicable legislation and strategic goals and objectives, all performance indicators are included in the approved plan.	No finding Completeness of indicators was identified. However, this did not impact on the outcome as this is still a phased in approach.
Presentation and disclosure	Performance information in the annual performance report is presented and disclosed in accordance with applicable legislation, frameworks, circulars and guidance.	Misstatements were identified and subsequently corrected

Overall, the municipality obtained unqualified opinion on the audit of pre-determined objectives.

3.28 Internal Audit Services

There is an in-house Internal Audit function that is independent and that reports directly to the Audit Committee with dotted line responsibilities to the Municipal Manager. Currently the Internal Audit function has 8 staff members and 43% vacancy rate.

Table 34: Employees – Internal Audit

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
14	8	6	43%

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It assists an organisation to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The situation in the district is as follows:

- Nyandeni, Ingquza Hill, King Sabata Dalindyebo and Mhlontlo Local Municipalities have functional internal audit functions, whereas Port St Johns Local Municipality, its Agency as well as Ntinga OR Development Agency are fully supported by the District Municipality, as the audits are performed by the District Internal Auditors;
- Audit committees in all the Local Municipalities are in place and functional;
- Ad-hoc support is provided to municipalities with functional internal audit units upon request i.e., Nyandeni LM, KSD LM and Inqquza Hill LM;
- All municipalities in the district have been audited by the Auditor General for the financial year;
- Furthermore, the District Municipality has since established a District Internal Audit Forum during the 2016/2017 financial year, and is of convening with the local municipalities twice a year for the purposes of information sharing.

Key challenges that have been identified in this area include the following:

- audit issues identified raised by AG are not fully addressed as per the management audit action plan.
- recommendations made by Internal Auditors not fully implemented;

3.28.1 Audit Committee

The district municipality has a functional Audit Committee. The committee has skills to address financial matters, risk management and audit matters, performance management issues and legal issues. The functions of the Audit Committee are performed within the parameters of the Council-approved Audit Committee Charter. The Charter was approved in August 2021. The Audit Committee sits quarterly and its reports are submitted to Council.

The following table (Table 68) summarises the status of audit committees in the DM and the five LMs in the District:

Table 35: Status of Audit Committees

Name Of the Organization	Audit Committee Status
Ntinga O.R. Tambo Development Agency	Committee is in place
Port St Johns Local Municipality	Committee is in place
King Sabata Dalindyebo Local Municipality	Committee is in place
Ingquza Hill Local Municipality	Committee is in place
Nyandeni Local Municipality	Committee is in place
Mhlontlo Local Municipality	Committee is in place

Table 69 below summarises the status of the internal audit function in the DM and the five LMs in the District:

Table 36: Status of Internal Audit Function

Name Of the Organisation	Internal Status
Ntinga O.R. Tambo Development Agency	Shared with District Municipality i.e., fully supported by the District Internal Audit unit
Port St Johns Local Municipality	Shared with the District Municipality i.e., fully supported by the District Internal Audit unit
Port St Johns Development Agency	Shared with the District Municipality i.e., fully supported by the District Internal Audit unit
King Sabata Dalindyebo Local Municipality	In-house function but supported by the District on an Ad-hoc basis and attendance of Audit Committee meetings

Name Of the Organisation	Internal Status
Ingquza Hill Local Municipality	In-house function but supported by the District on an Ad-hoc basis
Nyandeni Local Municipality	In-house function but supported by the District on an Ad-hoc basis and attendance of Audit Committee meetings
Mhlontlo Local Municipality	In-house function but supported by the District on an Ad-hoc basis and attendance of Audit Committee meetings

3.29 Communications

Municipalities must ensure that they have a Communications Unit that empowers and encourages citizens to participate in democracy and improve the lives of all. This should ensure coherence of messages, open and extended channels of communication between the municipality and the people towards a shared vision. The District Municipality has a Communications Unit.

A District Communicators Forum (DCF) has been established and is functional. Over the past year there has been maximum participation of local municipalities, sector department and government entities in the quarterly DCF meetings. This year the District has been used for benchmarking in provincial communication platforms to share best crisis management practices as well as best practices on the use of digital tools to communication widely. This growth has even translated to a more positive perception about the municipality and the services it renders. The district received two awards from the South African Local Government Association SALGA for the work done in social media updates as well as its engagements with the public on service delivery.

A Communication Strategy and Plan and the Communication Plan was approved by Council for the term of council.

The political and administrative leadership have been using the various platforms to actively communicate the programmes of the municipality.

- One of the flagship programmes of the district is the District Development Panel Discussion that was launched in August 2022 where the district Mayor joined by the local Executive Mayor and Mayors use all community radio stations in the district to update

members of the community about government programmes on a quarterly basis. Coordination of communication in the district has improved with the District Communicators Forum being the anchor for coordination. This financial year there has been improvement in the human capital, especially in the position of Head of Communications. All local municipalities with the exception of Ingquza Hill Local Municipality has appointed the Heads of Communication who are leading the communication system implementation in their respective areas.

The communication system of O.R. Tambo is maturing. However, there are still a number of noticeable challenges that need improvement. They are the following:

- non- centralised communications;
- communications units not sufficiently resourced in terms of Human Resources and finances
- inconsistency in updating information in the municipal websites;
- negative perceptions in the Media;
- inconsistency in attendance of the DCF by some municipalities;
- lack of Corporate Identity;
- varying and inconsistent communication (internal and external);
- internal communication is not done properly;
- communication with external institutions that is poorly managed/channelled;
- service delivery communication to LM and communities;

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

Table 37: Organisational Performance Scorecard

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT

KPA 2: LOCAL ECONOMIC DEVELOPMENT

KPA 3: FINANCIAL MANAGEMENT AND VIABILITY

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

CHAPTER 4 - ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 Employee Totals, Turnover and Vacancies

4.1.1 Total Number of Number of Municipal Employees per Department

Table 38: Total Employees

Employees 2023/24				
Description	Approved Posts	Employees	Vacancies (Pending Placement)	Vacancies
	No.	No.	No.	%
Infrastructure Water and Sanitation	874	873	1	0.1
Community Services	322	116	206	63
Rural, Economic and Development Planning	37	24	13	35
Budget & Treasury Office	213	170	48	22
Corporate Services	178	85	93	52
Strategic Planning & Governance	99	112	-13	-13
TOTAL	1745	1377	368	21

4.1.2 Turnover Rate

4.1.2.1 Turnover rate on top management positions

Table 39: Vacancy Rate at top management level

Vacancy Rate on Top Management Positions: 2023/24			
Designations	*Total Approved Posts No.	*Vacancies (Total time that vacancies exist using fulltime equivalents) No.	*Vacancies (as a proportion of total posts in each category) %
Municipal Manager	1	0	0.00
CFO	1	0	0.00
Director Infrastructure Water and Sanitation	1	0	
Director Community Services	1	0	0.00
Director Rural Economic Development and Planning	1	0	0.00
Director Corporate Services	1	0	
Director Strategic Planning and Governance	1	0	0.00
Total	07	0	0.00

4.1.2.2 Vacancy Rate on District Employees

Table 40: District Vacancy Rate

Vacancy Rate on all District Employees				
Total number of employees	Vacant positions	New Employees (2023/24)	Resignations in 2023/24	Turnover Rate
1446	364	102	17	1.2%
242 Contracted General Workers 208 EPWP Workers				

4.1.2.3 Staff Turnover per Category and Post Level

Table 41: Staff Turnover

Resignations/Terminations	
Senior Managers	00
Middle management	3
General staff	19
Total	24
Retirements	
Senior Managers	00
Middle management	03
General staff	20
Total Retirements	21
Deaths	
Senior Managers	0
Middle Managers	0
General staff	21
Total deaths	21

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2 Policies

Table 42: Municipal Policies

Policy	Status	Date Adopted by Council or Comment on failure to adopt
Attendance & Punctuality	New	12 October 2015
Recruitment & Selection Policy	Reviewed	30 June 2023
Relocation Policy	Reviewed	30 June 2023
Individual Performance Management Policy	New	30 June 2023
Organisational Development Policy	New	30 June 2023
Sexual Harassment Policy	Reviewed	30 June 2023
Incapacity Policy	New	30 June 2023
Alcohol & Substance Abuse Policy	New	30 June 2023
Bereavement Policy	New	30 June 2023
Study Assistance Policy	Reviewed	30 June 2023
Training & Development Policy	Reviewed	30 June 2023
Experiential Training Policy	Reviewed	30 June 2023
File Plan	New	30 June 2023
Placement Policy	New	30 June 2023

District Job Evaluation Terms of Reference	New	30 June 2023
Orientation & Induction Policy	Reviewed	03 Nov 2017
Employment Equity Policy	Reviewed	30 June 2023
Subsistence & Travelling policy	Reviewed	28 June 2019
Integrated Employee/Employer Wellness	Reviewed	28 June 2019
Retention policy	Reviewed	28 June 2019
Whistle Blowing policy	New	12 October 2015
Information & Communication Technology	Reviewed	27 June 2019
Security Management & Access Control policy	Reviewed	12 October 2015
Danger Allowance	New	30 October 2020
Cell phone policy	New	07 December 2023
Travelling Allowance Policy	new	07 December 2023
Computer & Data Allocation Policy	New	30 June 2023
Leave Management Policy	Reviewed	30 June 2023

4.3 Injuries, Sickness and Suspensions

Table 43: Injuries, Death, Pensions and Terminations

Category	Number Of Employees
Injuries	00
Death	15
Pension	25
Contract expired	01
Incapacity	00
Resignations	17
Dismissals	05

The table below illustrates the number and cost of injuries on duty incurred during the financial year:

Table 44: Cost of Injuries

Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	16	1	6%	3	60
Total	16	1	6%	3	60

The table below illustrates the number of days and cost of sick leave for the financial year under review:

Table 45: Cost of Sick Leaves

Salary band	Total sick leave	Employees using sick leave	Proportion of sick leave without medical certification	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	No.	%	No.	Days	R' 000
Unskilled skilled (TG 1-3)	00	00	00	00		
Semi-Skilled (TG 4-8)	1011	107	24	562		202 925, 31
Skilled Technical & Academically Qualified/Junior Management/Supervisors/foreman/superintendents (TG 9-13)	1432	166	97	443		868 470, 80
Professionally qualified & experienced specialist (TG 14-18)	367	39	21	81		180 979, 80
Senior management (TG 18-22)	0	0				
MM and S57	20	03	02	07		146, 209,38
Total						0

During the financial year, the district suspended nine employees and the details of the case are illustrated in the table below:

Table 46: Details of Cases for Suspended Employees

Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Intimidation, Threats, Gross Insolence, Gross Improprity, & Assault, Gross dereliction of duties, Bringing the name of municipality into disrepute, Gross insubordination	21/02/2021	A disciplinary enquiry is in process	Not yet finalised
Harassment, hurling insults, and derogatory remarks to a fellow employee, obstructing fellow employees from entering municipal premises for the purposes of executing their duties. Organizing, participating and leading an illegal or unprotected strike, contrary to the provisions of the standard of conduct clause 1.2.11 and Labour Relations Act 66 of 1995 and breach of municipal communication policy. Intimidation, Gross Insubordination, putting the name of municipality into disrepute	09/02/2021	The disciplinary matter is partially completed and awaiting for the final sanction from the appointed Presiding Officer.	Not yet finalised
Intimidation or / and threats to another fellow employee, harassment and further initiated, organised, led and	09/02/2021	The matter is scheduled to sit on the 15 th December 2021.	Not yet finalised

Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
participated in an unprotected / illegal industrial action			

The table below has the list of disciplinary cases that were handled during the financial year:

Table 47: Disciplinary Cases

Position	Department	Area	Nature Of Offence	Progress	Date Finalized	Finding	Sanction
Manager: IGR, IDP, International Relations & Municipal Support	Municipal Manager	Myezo	Harassment, hurling insults, and derogatory remarks to a fellow employee, obstructing fellow employees from entering municipal premises for the purposes of executing their duties. Organizing, participating and leading an illegal or unprotected strike, contrary to the provisions of the standard of conduct clause 1.2.11 and Labour Relations	The matter is partially completed and awaiting for the sanction.	14/12/20 21		Not yet issued.

Position	Department	Area	Nature Of Offence	Progress	Date Finalized	Finding	Sanction
			Act 66 of 1995 and breach of municipal communication policy. Intimidation, Gross Insubordination, putting the name of municipality into disrepute				
Senior Community Safety and Coastal Officer	Community Services	Myezo	Intimidation or / and threats to another fellow employee, harassment and further initiated, organized, led and participated in an unprotected / illegal industrial action	A disciplinary enquiry was previously held on the and invited panellist were present except for the alleged employee and her representative (even though a notice of enquiry was acknowledged by employee as received).	Not yet	N/A	N/A

Position	Department	Area	Nature Of Offence	Progress	Date Finalized	Finding	Sanction
Security Guard	Corporate Services	Government Printers	Intimidation, Threats, Gross Insolence, Gross Impropriety, & Assault, Gross dereliction of duties, Bringing the name of the municipality into disrepute and Gross insubordination.	The matter was held on the 16 th February 2022. Both employer and alleged employee led the evidence successfully. Parties will make a submission of closing arguments to Presiding Officer not later than end of business, Friday, 25 th February 2022.	16 th February 2022	Not yet issued.	N/A

4.4 Employee Wellness

The employee wellness program seeks to assist employees with dealing with emotional, psychological, health, financial and physical well-being to ensure that they are productive at work to ensure the mandate of the O.R Tambo District Municipality is executed. Under the employee wellness, we have the Occupational Health and Safety unit, which seek to ensure employees are free from risk and hazard in the workplace guided by OHS Act 58 of 1993 as amended.

4.4.1 Employee Wellness programs implemented 2021/2022 financial year

During the first quarter the unit conducted a financial education workshop at Nyandeni Satellite offices, the purpose of conducting the financial education workshop was to assist the employees to change their mind-set in term of handling money, budgeting and saving and to also allow them to make informed decisions with their financial resources.

On the 3rd and 4th quarter the unit conducted a wellness program on Emotional well-being and coping during the COVID-19 pandemic at Mhlontlo area and again at Port St Johns area for the water purification plants surrounding the area and KSD area. Following an assessment and discussion of the challenges that employees may be faced with during the COVID-19 pandemic the wellness unit decided to plan these programs to provide emotional support for the employees of O.R Tambo DM.

Employee Wellness programs implemented 2023/2024 financial year

- On the 1st quarter the unit conducted a women's day for all employees which seeks to empower employed by the municipality.
- On 2nd quarter the unit conducted a Wellness day and Men's Empowerment Sessions which also addressed employee's health holistically.
- On 3rd quarter the Employee Health and Wellness Section conducted a personal Development Session.
- On 4th quarter the Employee Health and Wellness Section conducted Healthy Lifestyle Initiative for all employees.

Expenditure Report Employee Health & Wellness Yr 23/24

PROGRAMME	QUARTER	AMOUNT
Women's Empowerment Session	Q1 23/24	R227 500,00
Spring Day	Q1 23/24	R23 000,00
Q1 Total		R250 500.00
Wellness Day Rotary	Q2 23/24	R156 000.00
Men's Empowerment Session	Q2 23/24	R304 822.00

Q2 Total		R460 822.00
Prayer & Personal Development Session	Q3 23/24	R105 900.00
Debriefing O.R Tambo	Q3 23/24	R29 800.00
Q3 Total		R135 700.00
Healthy Lifestyle Initiative	Q4 23/24	R116 700.00
Q3 Total		R116 700.00
TOTAL EXENDITURE		R963 722.00

4.4.2 Occupational Health and Safety programs implemented 2021/22 financial year

The OHS unit conducted medical surveillance and vaccination after receiving reports that there are employees who are exposed to biomedical agents they work with. An Occupational Medical Practitioner was appointed to investigate all reported cases on occupational illness and prevent illnesses by vaccinations. The following areas were vaccinated:

1. 20 employees were vaccinated at Mqanduli water purification plant.
2. 20 employees vaccinated at Coffee Bay treatment works
3. 20 employees vaccinated at Mthatha blockage
4. 20 employees Port St John's water purification plant
5. 55 employees Mhlontlo Area water Works employees

PROGRAM	AMOUNT	
Medical surveillance	R131,660,00	
Medical surveillance	R140 000.00	
Medical surveillance	R124,850,00	
COIDA	R36 000 000,00	
GRAND TOTAL		R36 396, 510

COMPONENT C: CAPACITATING MUNICIPAL WORKFORCE

4.5 Performance Rewards

The Municipality has started with the process of engaging internally for the purposes of cascading the Performance Management & Development System (PMDS). This has been informed by the proclamation of Local Government Municipal Systems Act: Municipal Staff Regulations of 20th September 2021 in chapter 4. A draft PMDS policy has been developed and will be part of the planned Municipal Policy Workshop to be conducted during the year 2022/23 financial year. The target was to pilot the programme to cascade PMDS and contracting to Middle Management of the Municipality.

4.6 Skills Development and Training

Training interventions are structured according to the:

- Study assistance programme (Formal qualifications)
- Skills programmes/ Short courses
- Learner ships &
- Experiential training programme (student trainees and Internships)

Table 48: Skills Programme/ Short Course Implemented – Employed Leaners (18.1)

Learning Programme	Duration of Training	Actual No. of Beneficiaries	COST	Name of Training Provider
CPMD	8 months	0	R 0.00	-
SAMTRAC	10	2	R 8 099.98	NOSA
PAYMENT OF MEMBERSHIP	0	84	R31 878.50 + R172 333,20 = R 204 421.70	IIASA,ACFE, IRMSA,SAMEA,SAIOSH,IIASA, IMPASA,EAPASA, SABPP,ECSA , CIGFARO, CIMA, TEI,IPM.,
Total		86	R 212 231 68	

Table 49: Study Assistance Implemented- Employed Learners (18.1)

No.	Institution	Learning Programme	Actual No. Enrolled	Department
1	Info Tech	ND Office Administration	2	BTO & SPG
2	Mancosa	Masters in public administration	1	Legislative Services
3	Mancosa	Bachelor of Public Administration	1	Corporate Services
3	UFH	Bachelor Public Admin	5	OEM
4	Mancosa	Bachelor of Public Admin	1	REDP
5	Mancosa	Bcom in project management	1	REDP
6	EThekwini College	Chemical Engineering	1	IWS
7	DUT	MPHIL in Management	1	Corporate Services
8	Unisa	Accounting. Informatics, LLB	5	BTO,REDP.CPS,LEGISLATIVE
TOTAL NO.			18	
Total Expenditure		R386 870.50		

Table 50: Learnership & Experiential Training (18.1 & 18.2)

No.	Name of Training Intervention	Stakeholder	Actual No. Trained	Type Of Training
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1	Students Trainees	Youth	31	Students for Experiential training
TOTAL			31	

CHAPTER 5 – FINANCIAL PERFORMANCE

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

5.1 Statement of Financial Performance

Table 51: Statement of Financial Performance

5.2 Grants

Overall unspent conditional grant amounted to R111,9 million. Rollover application submitted but rejected by the National Treasury.

5.3 Asset Management

For the year ended 30 June 2023, the municipality reported a total of R 8 billion (30 June 2022: (R 7,8 billion) of property plant and equipment. Property plant and equipment is broken down into immovable property, moveable property, infrastructure assets, intangible assets and heritage assets.

These assets are recorded in GRAP 17 compliant assets registers, and the registers comply with the approved assets management policy adopted by the municipality council. On a quarterly basis, the asset management unit submits reports to council in the form of asset registers. These asset registers are divided under moveable assets and infrastructure asset registers.

There are still challenges relating to maintenance and updating of the asset registers as evidenced by the findings of auditor general which were subsequently addressed through adjustments. Some of the challenges are but not limited to:

- Construction costs capitalized at VAT-exclusive from a Non-VAT vendor
- Overstatement of professional fees into the WIP additions.
- PPE Infrastructure WIP additions: completed projects incorrectly classified as WIP

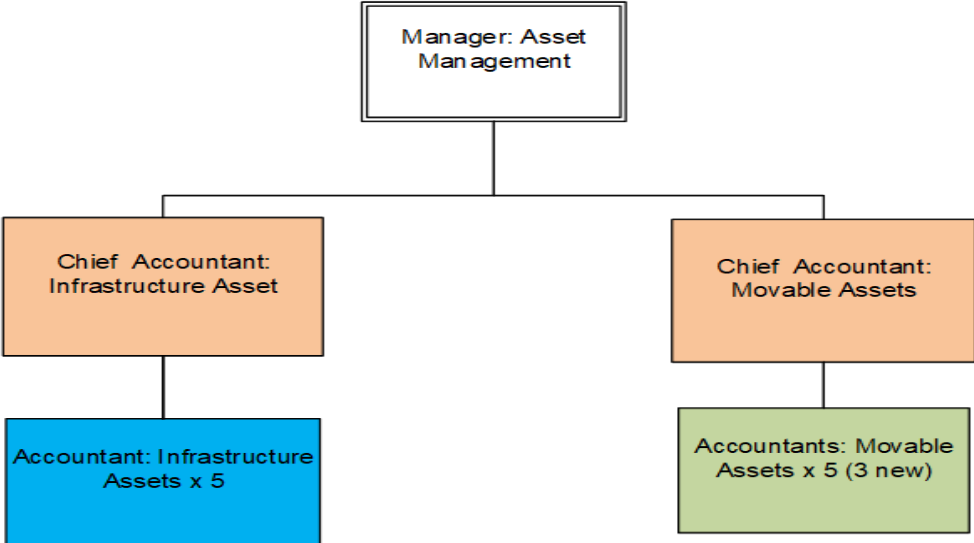
5.3.1 Key Elements from the Asset Management Policy

The O. R. Tambo District Municipality's asset management policy has the following key elements. These elements also incorporate the responsibilities of municipal officials as required by section 78 (1) (e) of the municipal finance management act.

- Recognition of capital assets: initial measurement
- Subsequent measurement of capital assets
- Recognition of inventory items
- Asset types
- Discontinued operations
- Minor assets
- Asset acquisition
- Creation of new infrastructure assets
- Donated assets
- Asset maintenance and useful life
- Residual value of assets
- Depreciation
- Maintenance of assets and asset registers
- Renewal of assets
- Replacement of assets
- Asset disposal
- Writing off of assets
- Physical control of assets
- Insurance of assets
- Safekeeping of assets

5.3.2 Organisational Structure of the Asset Management Unit

Figure 13: **Asset Management Structure**



5.3.3 Staff Delegation

Listed below is the work plan for Asset Management, Property Plant and Equipment
 Isolation of responsibilities and Segregations of duties for the current Asset Management staff is illustrated in the table below:

Table 52: Asset Management Staff Delegation

Roles and Responsibilities	Position
Manager	All functions
Chief Accountant	All functions
Land and Building	Accountant
Intangible assets and Leases	Accountant
Computers, Laptops and Insurance	Accountant
Furniture	Accountant
Motor Vehicles and its Insurance	Accountant

5.3.4 Issues under Development

- As from 01 July 2023, fleet management has moved to Corporate services
- The municipality is in the process of procuring an asset management as well as the asset verification system

- Integration of all asset registers into the financial management system Solar
- Review of the organisational structure
- Review of the policies and introduction of standard operating procedures
- Capacity building of the current staff in GRAP standards

5.3.5 Plans to Address the Development Issues

- Conversion of manual asset register into the system is in progress.
- Acquisition of an automated asset verification tool
- Advertisement of critical vacant positions
- Conduct workshops for reviewed assets management policies and procedure manuals.
- Capacitation of asset management staff will be done through training and workshops.

5.4 Financial Ratios based on Key Performance Ratios

5.4.1 Liquidity ratio

Figure 14: Liquidity Ration Analysis from 2020 - 2024

5.4.2 Cost coverage

Figure 15: Cost Coverage from 2020 - 2024

5.4.3 Total outstanding service debtors

Figure 16: Total outstanding service debtors from 2020 - 2024

5.4.4 Debt coverage

The OR Tambo DM does not have long-term borrows / loans, the only existing debt as at the end of the year relates to finance lease obligation.

5.4.5 Creditor's system efficiency

Figure 13: Creditors system efficiency from 2020 - 2024

5.4.6 Capital charges to operational expenditure

Figure 17: Capital charges to operating expenses from 2020 - 2024

5.4.7 Employee costs

Figure 18: Employee costs from 2020 - 2024

5.4.8 Repairs and maintenance

Figure 19: Repairs & Maintenance from 2020 - 2024

Repairs and maintenance expenditure has been below the norm of 8% for the past 5 years. The municipality is unable to meet the norm due to financial constraints.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.5 Capital Expenditure

Total expenditure amounted to R521.3 million (2022: R491.4 million) which is comprised of:

Table 53: Capital Expenditure

Asset Class	Amount
Furniture and fixtures	205 109
IT equipment	970 165
Infrastructure	7 509 828
Buildings	380 968
Infrastructure WIP	505 250 391
Leased Assets	5 392 299
Machinery and Equipment	1 613 690
	<u>521 322 450</u>

5.6 Sources of Finance

Table 54: Sources of Finance

- Service Charges (Water and Sewerage)
- Rental of Assets (Hall and Kei Fresh)
- Interest Earned on Outstanding Debtors and External Investments
- Income from Agency Services
- Grants
- Other revenue

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.7 Cash Flow

Cash and cash equivalent opening balance amounted to R 388.7 million, the net decrease in cash and cash equivalents during the year amounted to R 79.1 million and resulting in the closing balance on cash and cash equivalents of R467,8 million.

5.8 Borrowing and Investments

Other than the finance lease obligation amounting to R6 million (current portion: R3.4 million; Non-current R2.6), the district did not have any borrowings at year end. With regards to investments, the district made cash investments during the financial and earned interest amounting to R40.2 million. The balance of short-term investments at year end was R182 million invested in the following institutions:

Table 55: Investments

- | | |
|-----------------------|----------------|
| • First National Bank | R30.4 million |
| • Nedbank | R151.6 million |

5.9 Public Private Partnership

The district does not have any Public Private Partnerships.

COMPONENT D: OTHER FINANCIAL MATTERS

5.10 Supply Chain Management

The municipality has made a significant progress in developing and implementing the supply chain management policy and practices in compliance with the guidelines set out in the Supply Chain Management Regulations as well as the amended Preferential Procurement Regulations,

Whilst internal controls have also been strengthened by developing check list for compliance with SCM regulations in procurement there have been serious deficiencies in fully complying with the supply chain management regulations due to persistent staff vacancies and lack of systems to detect people who close family members who are conducting business with the municipality. This is evidenced by the finding of the auditor general in their audit report.

As part of its strategic improvement goal in reducing irregular expenditure, the municipality has adopted a strategy to reduced unauthorised, irregular, fruitless and wasteful expenditure.

Currently the general manager supply chain management unit has fully complied with the requirements of regulation 12 of the Minimum Regulations on Minimum Competency Levels.

5.11 Generally, Recognised Accounting Practice (GRAP) Compliance

GRAP it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

The Municipality is fully GRAP compliant. The current year accounting framework is consistent with the previous year. The requirements as per the Accounting Standards Board have been taken into consideration to the improved Standards of GRAP.

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

COMPONENT A: AUDITOR GENERAL OPINION OF FINANCIAL STATEMENTS

6.1 Auditor General Reports: Year (2023/24)

The Municipality has been issued with an Unqualified Audit Opinion by the Auditor General of South Africa for the 1st time in history of existence. This represents positive change and fundamental culture shift by the Municipality as this should in future translates towards the realization of the mandate, the values, vision and mission of organization.

Even though the Municipality has received an unqualified audit opinion, an emphasis of the matter paragraph was issued with the following items that need urgent management attention:

- Restatement of Corresponding Figures
- Debt Impairment
- Unspent Conditional Grants

Following the release of the consolidated audit report, management has developed a Municipal Audit Action Plan.

COMPONENT B: AUDITOR GENERAL OPINION – 2023/24

6.2 Auditor General Report Year: (2023/24)

6.3 Management Audit Action Plan 2023/2024

Table 56: Management Audit Action Plan (MAAP)

APPENDICES

APPENDIX A – COUNCILLORS: COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

1. List of Council Members

No	Surname & Initial	Designation	Other
1	Capa N.Y.	SPEAKER	
2	Ngqondwana M.D.	EXECUTIVE MAYOR	
3	Ngqongwa N.	CHIEF WHIP	
4	Sokanyile T.	DEPUTY EXECUTIVE MAYOR	
5	Ndabeni M.	MMC: INFRASTRUCTURE: WATER AND SANITATION SERVICES	
6	Mdledle N.U.	MMC: BTO	
7	Mtshazo S.H.	MMC: CORPORATE SERVICES	
8	Gcingca N.	MMC: COMMUNITY SERVICES	
9	Mbede M.	MMC: REDP	
10	Sabisa T.N.	MMC: HUMAN SETTLEMENT	
11	Mtuku N.B.	MMC: SPECIAL PROGRAMMES & SOCIAL SERVICES	
12	Tshoto G.	MMC: IGR, PLANNING, RESEARCH & POLICY DEVELOPMENT	
13	Giyose M.R	MMC: TECHNICAL SERVICES	
14	Dambuza M.B.	CHAIR OF CHAIRS	
15	Gabada P.V.	RULES COMMITTEE CHAIRPERSON	
16	Jacob U.	CHAIRPERSON: ETHICS & MEMBERS INTEREST	
17	Dywili N.	CHAIRPERSON: MPAC	
18	Tokwana C.S.	CHAIRPERSON: PETITIONS AND PUBLIC PARTICIPATION	
19	Cwecwe N.	CHAIRPERSON: MULTIPARTY WOMEN'S CAUCUS	
20	Socikwa Y.	OCMOL CHAIRPERSON	
21	Ngxamile N.P.	CHAIRPERSON: WATER AND SANITATION SERVICES PORTFOLIO COMMITTEE	
22	Vanda N.L.	CHAIRPERSON: BTO PORTFOLIO COMMITTEE	
23	Zondani V.B.	CHAIRPERSON: CORPORATE SERVICES PORTFOLIO COMMITTEE	

No	Surname & Initial	Designation	Other
24	Dyule N.W.	CHAIRPERSON: COMMUNITY SERVICES PORTFOLIO COMMITTEE	
25	Ntshuba V.W	CHAIRPERSON: REDP PORTFOLIO COMMITTEE	
26	Njisane S.	CHAIRPERSON: IGR, PLANNING, RESEARCH AND POLICY DEVELOPMENT PORTFOLIO COMMITTEE	
27	Ncapayi V.	CHAIRPERSON: HUMAN SETTLEMENT	
28	Matanda N.P.	CHAIRPERSON: SPECIAL PROGRAMS AND SOCIAL SERVICES	
29	Tshikitshwa T.	CHAIRPERSON: TECHNICAL SERVICES PORTFOLIO COMMITTEE	
30	Badli T.	CLLR	
31	Bodoza B.	CLLR	
32	Bunzana M.	CLLR	
33	Dlani X.H.	CLLR	
34	Dudumayo B.R.	CLLR	
35	Fukula M.A.	CLLR	
36	Gcilitshana L.	CLLR	
37	Jam – Jam M.A.	CLLR	
38	Knock R.	CLLR	
39	Libazi M.	CLLR	
40	Mabhedumana B.	CLLR	
41	Makaba M.	CLLR	
42	Mapolisa Z.	CLLR	
43	Maseko M.	CLLR	
44	Matubatuba N.	CLLR	
45	Mbunjana N.	CLLR	
46	Mgquba A.	CLLR	
47	Mhlaba S.	CLLR	
48	Molakalaka L.C.	CLLR	
49	Ncolosi S.N.	CLLR	
50	Ndzumo T.	CLLR	
51	Ngxekana M.	CLLR	
52	Njovane S.	CLLR	
53	Nondaka Z.	CLLR	
54	Nonkonyana N.	CLLR	

No	Surname & Initial	Designation	Other
55	Mabasa S.	CLLR	Replaced by Cllr Ntsodo
56	Sekese A.	CLLR	
57	Sidlova	CLLR	
58	Somzana N.	CLLR	
59	Zozi Z.	CLLR	Replaced Cllr Madolo
60	Chief Mtirara M.	TRADITIONAL LEADER	
61	Chief Ndamase M.	TRADITIONAL LEADER	
62	Chief Dalasile V.	TRADITIONAL LEADER	

APPENDICE B – COMMITTEE AND COMMITTEE PURPOSES

COUNCIL

SPEAKER

CHIEF WHIP

WHIPS

ANC

EFF

UDM

ATM

DA

INDEPENDENT

AIC

TRADITIONAL LEADERS

CHAIR OF CHAIRS

S79 STANDING

S79 PORTFOLIO

CHAIRPERSONS

WATER & SANITATION

RULES

TECHNICAL SERVICES

PROGRAMMING

HUMAN SETTLEMENT

MPAC

COMMUNITY SERVICES

PETITIONS & PUBLIC PARTICIPATION

CORPORATE SERVICES

MULTIPARTY WOMEN'S CAUCUS

BUDGET & TREASURY OFFICE

OVERSIGHT COMMITTEE FOR THE MAYOR'S OFFICE & LEGISLATIVE SERVICES (OCMOL)

RURAL ECOCOMIC DEVELOPMENT & PLANNING (REDP)

IGR, PLANNING, RESEARCH & POLICY DEVELOPMENT

ETHICS

SPECIAL PROGRAMS & SOCIAL SERVICES

AUDIT COMMITTEE

SECTION 79 STANDING COMMITTEE	CHAIRPERSON	SECTION 79 OVERSIGHT PORTFOLIO COMMITTEES	CHAIRPERSON
1. Rules Committee	Cllr N.Y. Capa	1. Special Programmes and Social Services	Cllr. N. Matanda
2. Programming Committee		2. IGR, Planning, Research and Policy Development	Cllr. K. Vava
3. Chairperson's Committee	Cllr. M.B. Dambuza	3. Human Settlements	Cllr. N. Ncapayi
4. Municipal Public Accounts Committee (MPAC)	Cllr. N. Dywili	4. Community Services	Vacant
5. Ethics and Members Interest Committee	Cllr. U. Jacob	5. Corporate Services	Cllr. Zondani
6. Multiparty Women's Caucus	Cllr. N. Cwecwe	6. Water and Sanitation Services	Cllr. N.P. Ngxamile
7. Petitions and Public Participation Committee	Cllr. C.S. Tokwana	7. Budget and Treasury Office	Cllr. N. L. Vanda
8. Oversight Committee for Mayor's Office and Legislature(OCMOL)	Vacant	8. Rural and Economic Development & Planning	Cllr. V.W. Ntshuba
		9. Technical Services	Cllr. T. Tshikitshwa

SCOPE OF THE TERMS OF REFERENCE (PURPOSE) FOR S79 STANDING COMMITTEES

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
1. Rules Committee	<ol style="list-style-type: none"> 1. To promote the realisation of the vision, strategic objectives and priorities of O.R. Tambo District Municipality. 2. To assist the Council in developing and administering Standing Rules for Council meetings for its efficient functioning of the committees of Council. 3. To develop, advise and monitor the implementation of Council's policy with regard to Civic Functions and presentations. 3. To diligently perform its power and functions in terms of these terms of references. 4. To promote adherence to appropriate dress code for all council and committee meetings.

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
2. Programming Committee	<ol style="list-style-type: none"> 1. To oversee and regulate the programming of Council's agenda and proceedings. 2. To recommend a Programme of debates. 3. To diligently perform its power and functions in terms of these terms of references.
3. Chairperson's Committee	<ol style="list-style-type: none"> 1. To oversee and regulate the functioning of the Section 79 Standing Committees and Portfolio Committees activities\ programmes, and reporting. 2. To strengthen the oversight role and accountability played by council committees. 3. To diligently perform its power and functions in terms of these terms of references.
4. Municipal Public Accounts Committee (MPAC)	<p>3.1 ROLE OF THE MPAC</p> <p>The Committee is accountable to Council and is operating as an overseer and makes recommendations to the Council for its consideration and final approval. The Committee does not assume the functions of management, which remain the responsibility of the Accounting Officer, Heads of Departments, officials and other members of senior management. The role of the Committee is to assist the Council to ensure that:</p> <ol style="list-style-type: none"> 3.1.1 The municipality fulfils its constitutional mandate of service delivery to the community and achieves the set objectives; 3.1.2 The municipality is managed in an efficient, effective and ethical, corruption and fraud free manner; and 3.1.3 The municipal resources are utilised in an economic manner. <p>3.2 AUTHORITY OF THE MPAC</p> <p>The MPAC Committee has the authority as per the SALGA recommendations:</p> <ol style="list-style-type: none"> 3.2.1 To call the Executive and/or any Councillor to report on any matter reported in terms of finances to ensure that every cent is accounted for. 3.2.2 To oversee all programmes of the municipality and to investigate value for money on projects – overseeing the planning and implementation of projects against expenditure. 3.2.3 To request, access information and monitor such based on suspicion of imprudent financial management.

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	<p>3.2.4 to instruct the Executive and any other committee members, management and other employees to be present at a given meeting to hear and answer for themselves and for possible interview and input regarding items of the agenda.</p> <p>3.2.5 To direct any matter for investigation through the relevant investigation Departments, Office of the Auditor General and law enforcement agencies within its terms of reference.</p> <p>3.2.6 To have unrestricted access through the Office of the Accounting Officer to employees of Council, information relating to all personnel, books of account, records, assets and liabilities of the Council and to any other sources of relevant information that may be required from the Council for the purpose of carrying out its duties and responsibilities.</p> <p>3.2.7 To seek any information (and have access) it requires from any MMC/Councillor. All MMCs and Councillors are directed to co-operate with any request made by the Committee.</p> <p>3.2.8 MPAC shall have direct access to internal and external auditors and may direct investigations in any matter when necessary.</p> <p>3.2.9 The Committee should have permanent referral as they become available, of –</p> <ul style="list-style-type: none"> (a) all accounts and financial statements of the municipality; (b) all reports of the Auditor-General; (c) all reports of the Audit Committee; (d) Information on compliance (see section 128 and 133 of the MFMA); (e) Information in respect of any disciplinary actions taken in terms of the Municipal Finance Management Act (MFMA); (f) Information in respect of transgressions in terms of the MFMA. <p>3.2.10 The Committee also has the right to summon any person to give evidence before it, or to require any person or institution to report to it. In the interest of accountability, the Committee may call individuals who were responsible at the time of the events, even though they may since have resigned from the municipality.</p> <p>3.2.11 Receive technical support from the Internal Audit office.</p>

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	<p>3.2.12 The committee must hold public hearings and instruct other committee members, management and other employees to be present at a given meeting to hear and answer for themselves and for possible interview and input regarding items of the agenda.</p> <p>3.2.13. The committee must monitor the extent to which its recommendations and those of the AG are carried out.</p> <p>3.2.14 The committee must invite and receive submissions from the public.</p> <p>3.2.15 The committee must undertake fieldwork (i.e. oversight visits within the municipality) to get first-hand information on any municipal matters.</p> <p>3.2.16 The committee must consider recommendations and reports from the Audit Committee.</p> <p>3.2.17 MPAC may consider any financial reports or financial statements jointly with the Audit Committee.</p> <p>3.2.18 MPAC must consider the oversight reports of the portfolio committees with regard to quarterly performance, budget expenditure and focused intervention study.</p> <p>3.2.19 The committee must ensure that the municipality complies with the provisions of the King IV Report.</p> <p>3.2.20 MPAC requires the executive to attend its meetings where required, and will not be able to engage the municipal manager (accounting officer) and senior management in the absence of the executive or political office bearers, as this will encroach on the role of the executive who has the responsibility for oversight over the administration of the municipality.</p> <p>The MPAC is not authorised to:</p> <ul style="list-style-type: none"> (a) Discuss matters that are still under investigation or <i>sub-judice</i>, but can in-committee receive progress reports on matters under investigation. (b) Report to Council on allegations not investigated. (c) Call any person outside Council (e.g. contractor, service provider, etc.) to account for the monies of the municipality and municipal entities where such outside person is implicated in the forensic investigation report.
5. Ethics	and (1) To promote adherence to the Code of Conduct for councilors.

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
Members Interest Committee	<p>(2) To develop, advise and monitor the implementation of Council's policy with regard to councilor's welfare and benefits.</p> <p>(3) To diligently perform its power and functions in terms of these terms of references.</p> <p>(4) To promote adherence to council standing orders.</p> <p>(5) To promote adherence to appropriate dress code for all council and committee meetings.</p>
6. Multiparty Women's Caucus	<p>1. To act as an advisory, influencing and consultative body by representing the interests and concerns of women members in Council and making submissions to the Council.</p> <p>2. To engage on empowerment issues with women in political structures outside Council.</p>
7. Petitions and Public Participation Committee	<p>1.to encourage active involvement of communities and community organisations in the affairs of the municipality;</p> <p>2.to increase the effectiveness of Public Participation in the affairs of the municipality;</p> <p>3.to ensure the consideration, monitoring and tracking of petitions lodged to the municipality;</p> <p>4.to ensure that timeous feedback is given to Petitioners;</p> <p>5.to ensure adherence to Community Complaints and Petitions Handling Policy; Public Participation Policy; and Public Participation Strategy;</p>
8. OCMOL	<p>The Committee's work is based on four important goals, namely:</p> <ul style="list-style-type: none"> ➤ Ensure that the Office of the Executive Mayor (OEM) and Legislature are governed with effective oversight, transparent and accountable governance; ➤ To roll out effective community participation mechanisms to ensure involvement of O.R. Tambo District Municipality residents in the business of the Municipality with specific emphasis on the OEM and oversee whether the Legislature effectively and efficiently discharges its key obligation of Public Participation; ➤ To entrench multi-party democracy in the business of Council; ➤ To ensure that the two offices adhere to relevant legal frameworks or provisions for optimal service delivery <p>COMMITTEE STRATEGIC OBJECTIVES</p>

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	<p>The OCMOL Standing Committee recognized that the Strategic Objectives needed to speak to the following key areas:</p> <ul style="list-style-type: none"> • Promote Good Governance • Improve Transparency • Ensure Accountability • Enhance Efficiency and Effectiveness <p>The work of the Committee is also driven by three main Strategic Objectives (SO) along with accompanying imperatives. The strategic objectives are as follows:</p> <p>(a) To conduct oversight and scrutiny of the Executive and Administration to assist in the attainment of the municipality's strategic agenda.</p> <ul style="list-style-type: none"> ➤ The imperatives entail the scrutiny of the IDP and Strategic Plans, SDBIP Quarterly reports, Budget, Annual Report as well as conducting Focused Intervention Studies / Oversight Visits. <ul style="list-style-type: none"> ➤ Scrutiny Process: research analysis of SDBIP, deliberating on the Departments' presentation through Oversight Committee questions to the Department and compiling a Committee report to Council. <p>(b) Involve the public in overseeing the work of the OEM and Legislature, by securing public input as a means to verify performance and on the IDP / budget and Annual Report.</p> <ul style="list-style-type: none"> ➤ The imperatives entail inviting relevant stakeholders (NGO's, individuals) to Committee meetings. <ul style="list-style-type: none"> ➤ Process: inviting communities to contribute to Committee's IDP/ Budget and Annual Report deliberations, involving targeted stakeholders e.g. NGOs, Chapter 9 & 10 institutions by identifying relevant issues for Chapter 9 & 10 institutions' participation and considering community inputs in compilation of Committee reports to Council. <p>(c) Committee oversees whether the Legislature effectively and efficiently discharges its key obligation of Public Participation (Overseeing the Overseer).</p> <ul style="list-style-type: none"> ➤ The imperative entails securing presentations and reports by Secretary on the institution's public participation activities

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	<ul style="list-style-type: none"> ➤ Process: Scrutiny and analysis of reports, engaging the Public on the finding of the contents of the reports, creating a Committee report to Council <p>(d) Enhance the capacity of the Committee to be able to execute its roles and responsibilities efficiently and effectively.</p> <ul style="list-style-type: none"> ➤ The imperative entails initiating research projects on review of policies and bylaws. <ul style="list-style-type: none"> ➤ Process: identifying by-laws to be reviewed; conducting socio-economic impact and legal study on the bylaw or policy; engagement with Departments on identified by-laws; compiling a Committee report.

SCOPE OF THE TERMS OF REFERENCE (PURPOSE) FOR S79 PORTFOLIO COMMITTEES

SECTION 79 PORTFOLIO COMMITTEES NAME	PURPOSE
1. Water and Sanitation Services 2. Technical Services Portfolio Committee 3. Human Settlement and Disaster Management Portfolio Committee 4. Corporate Services 5. Community Services 6. Budget & Treasury Office (BTO) and Internal Audit 7. Planning, Research and Intergovernmental Relations 8. Special Programs and Social Services Portfolio Committee 9. REDP	<p>(1) The Committee maintains oversight on the Member of the Mayoral Committee (MMC), and the department in fulfilling their responsibilities, including the implementation of policies, By-laws, regulations and other applicable legislation.</p> <p>(2) To fulfil its oversight responsibility, the Committee must scrutinize and oversee the extent to which the department is fulfilling its Constitutional obligations in respect of –</p> <ul style="list-style-type: none"> (i) the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5, and any other matter assigned to it by national or provincial legislation; and (ii) the promotion and fulfilment of all the rights enshrined in Chapter 2 - the Bill of Rights, sub-sections 7 – 39; <p>(3) To scrutinize the reports of the department, for submission to Council pursuant to the requirements of, but not limited to, the Structures, Systems and Finance Acts</p>

SECTION 79 PORTFOLIO COMMITTEES NAME	PURPOSE
	<p>respectively and to report to Council with recommendations;</p> <p>(4) To scrutinize the reports of institutions established by Chapter 9 of the Constitution, in particular, the reports of the Auditor-General to the extent that reflections on the department are made by the Auditor-General.</p> <p>(5) To establish mechanisms that will enable the Committee to undertake Focused Intervention studies and Oversight visits;</p> <p>(6) To facilitate the participation of the public in the oversight processes of the Committee; and</p> <p>(7) To ensure the scrutiny and review of the efficacy of policies and By-laws made, as a means of ensuring accountable and responsive local government.</p>

COUNCIL & COMMITTEE MEETINGS ATTENDANCE

COUNCIL MEETINGS ATTENDANCE

No	Surname & Initial	Designation	% Attendance for 13 Council Meet
1	Capa N.Y.	SPEAKER	85
2	Ngqondwana M.D.	EXECUTIVE MAYOR	69
3	Ngqongwa N.	CHIEF WHIP	85
4	Sokanyile T.	DEPUTY EXECUTIVE MAYOR	69
5	Ngudle M.P.	MMC: INFRASTRUCTURE: WATER AND SANITATION SERVICES	54
6	Giyose M.R.	MMC: BTO	92
7	Mdledle N.U.	MMC: CORPORATE SERVICES	100
8	Gcingca N.	MMC: COMMUNITY SERVICES	92
9	Ndabeni M.	MMC: REDP	85
10	Sabisa T.N.	MMC: HUMAN SETTLEMENT	69
11	Mtuku N.B.	MMC: SPECIAL PROGRAMMES & SOCIAL SERVICES	92
12	Ngozi W.	MMC: TECHNICAL SERVICES	23
13	Dambuza M.B.	CHAIR OF CHAIRS	77

No	Surname & Initial	Designation	% Attendance for 13 Council Meet
14	Jacob U.	CHAIRPERSON : ETHICS & MEMBERS INTEREST	100
15	Dywili N.	CHAIRPERSON: MPAC	85
16	Tokwana C.S.	CHAIRPERSON : PETITIONS AND PUBLIC PARTICIPATION	85
17	Cwecwe N.	CHAIRPERSON: MULTIPARTY WOMEN'S CAUCUS	100
18	Vanda N.L.	CHAIRPERSON: BTO PORTFOLIO COMMITTEE	85
19	Ntshuba V.W	CHAIRPERSON: REDP PORTFOLIO COMMITTEE	85
20	Ngxamile N.P.	CHAIRPERSON: WATER AND SANITATION SERVICES PORTFOLIO COMMITTEE	92
21	Vava K.	CHAIRPERSON: IGR, PLANNING, RESEARCH AND POLICY DEVELOPMENT PORTFOLIO COMMITTEE	77
22	Zondani V.B.	CHAIRPERSON: CORPORATE SERVICES PORTFOLIO COMMITTEE	100
23	Ncapayi V.	CHAIRPERSON: HUMAN SETTLEMENT	62
24	Matanda N.P.	CHAIRPERSON: SPECIAL PROGRAMS AND SOCIAL SERVICES	77
25	Tshikitshwa T.	CHAIRPERSON: TECHNICAL SERVICES PORTFOLIO COMMITTEE	100
26	Badli T.	CLLR	92
27	Bodoza B.	CLLR	85
28	Bunzana M.	CLLR	69
29	Dlani X.H.	CLLR	77
30	Dudumayo B.R.	CLLR	77
31	Fukula M.A.	CLLR	85

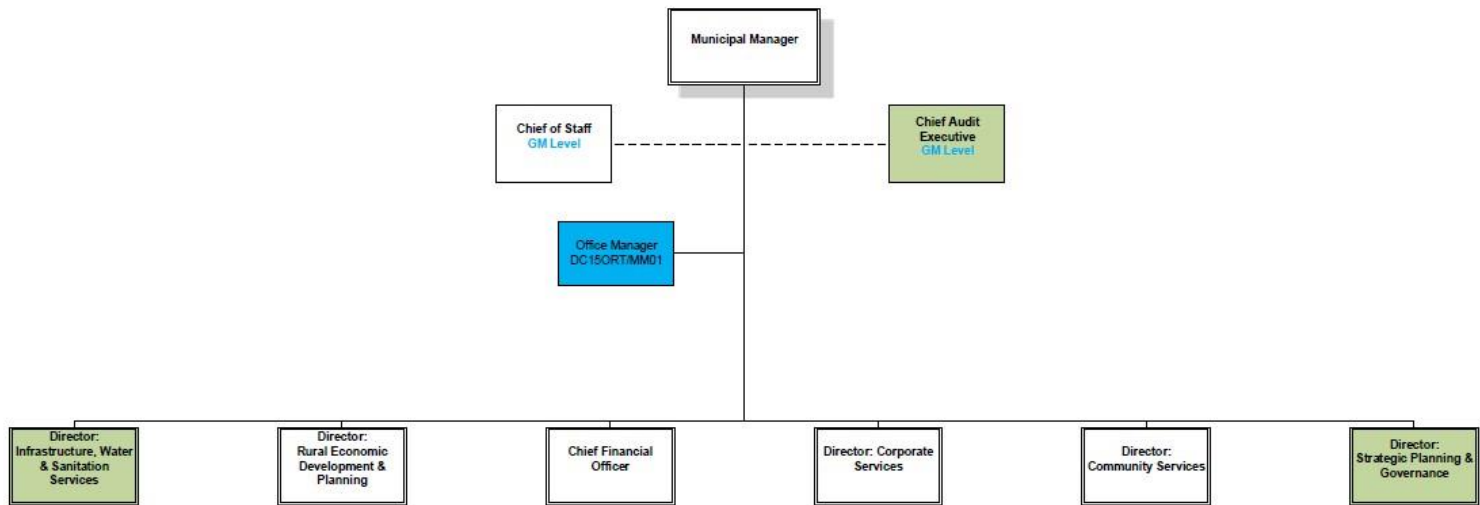
No	Surname & Initial	Designation	% Attendance for 13 Council Meet
32	Gabada P.V.	CLLR	85
33	Gcilitshana L.	CLLR	100
34	Jam – Jam M.A.	CLLR	85
35	Knock R.	CLLR	92
36	Libazi M.	CLLR	77
37	Mabhedumana B.	CLLR	69
38	Makaba M.	CLLR	77
39	Mapolisa Z.	CLLR	54
40	Maseko M.	CLLR	54
41	Matubatuba N.	CLLR	77
42	Mbunjana N.	CLLR	100
43	Mgquba A.	CLLR	92
44	Mhlaba S.	CLLR	92
45	Molakalaka L.C.	CLLR	92
46	Ncolosi S.N.	CLLR	92
47	Ndzumo T.	CLLR	92
48	Ngxekana M.	CLLR	85
49	Njisane S.	CLLR	100
50	Njovane S.	CLLR	92
51	Nondaka Z.	CLLR	38
52	Nonkonyana N.	CLLR	92

No	Surname & Initial	Designation	% Attendance for 13 Council Meet
53	Ntsodo Z.E.	CLLR	85
54	Sekese A.	CLLR	62
55	Sidlova	CLLR	69
56	Socikwa Y.	CLLR	54
57	Somzana N.	CLLR	85
58	Tshoto G.	CLLR	100
59	VACANT		
60	Ndamase N.N.	TRADITIONAL LEADER	69
61	Dalasile V.	TRADITIONAL LEADER	54
62	Mtirara B.P.	TRADITIONAL LEADER	62

APPENDIX C- THIRD TIER ADMINISTRATIVE STRUCTURE



O.R. TAMBO DISTRICT MUNICIPALITY APPROVED MACRO STRUCTURE





O.R. TAMBO
DISTRICT MUNICIPALITY

New Proposed Position

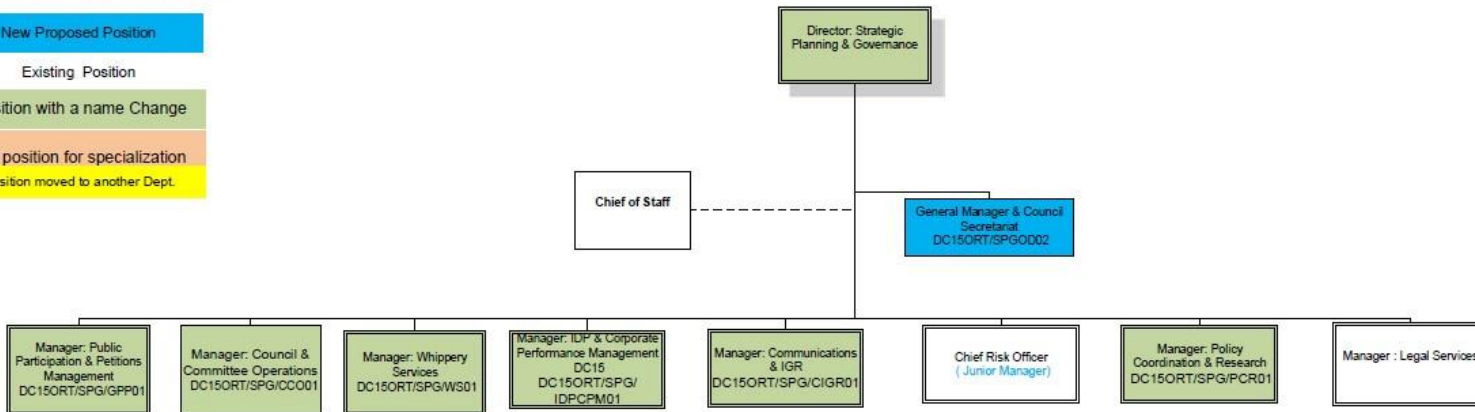
Existing Position

Position with a name Change

Spit of position for specialization

Position moved to another Dept.

DIRECTORATE: STRATEGIC PLANING & GOVERNANCE





O.R. TAMBO
DISTRICT MUNICIPALITY

New Proposed Position

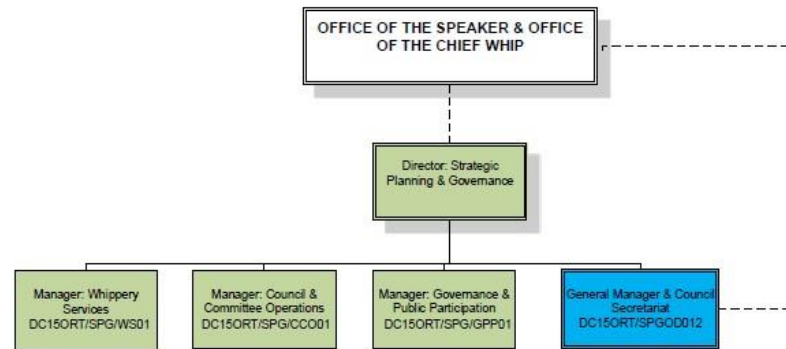
Existing Position

Position with a name Change

Split of position for specialization

Position moved to another Dept.

DIRECTORATE: STRATEGIC PLANING & GOVERNANCE

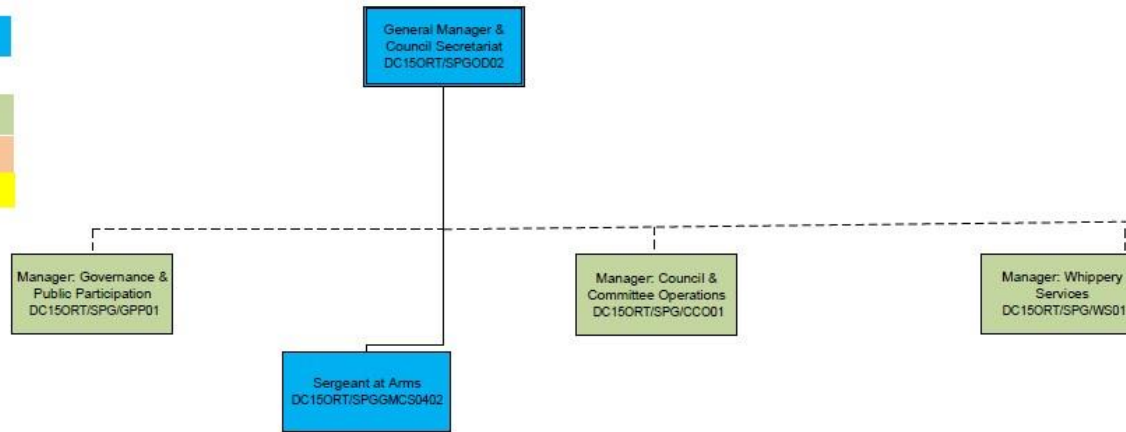




O.R. TAMBO
DISTRICT MUNICIPALITY



OFFICE OF THE SPEAKER & CHIEF WHIP SUPPORT





EXECUTIVE SUPPORT

New Proposed Position =

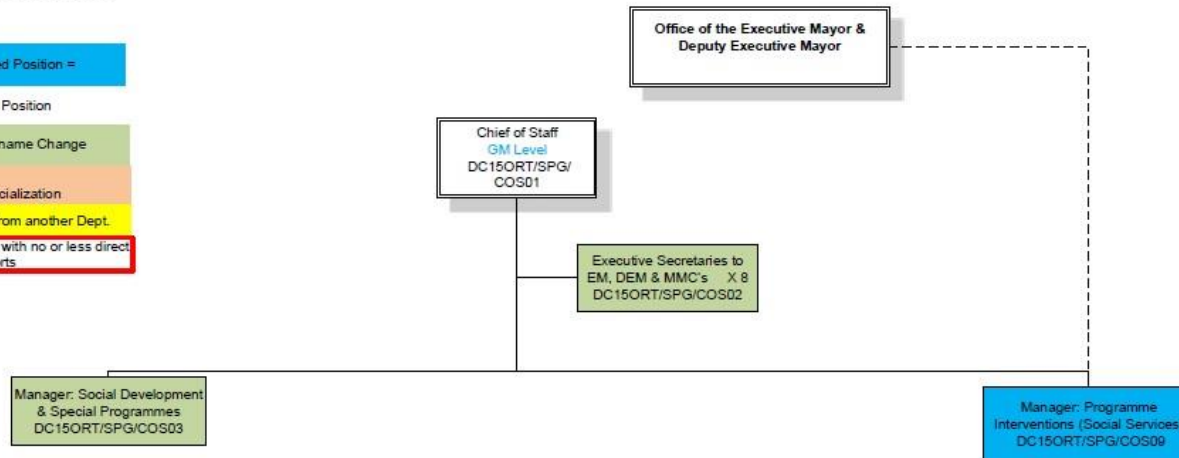
Existing Position

Position with a name Change

Spit of position for specialization

Position moved to/from another Dept.

Boarderline-Managers with no or less direct reports





O.R. TAMBO
DISTRICT MUNICIPALITY

New Proposed Position

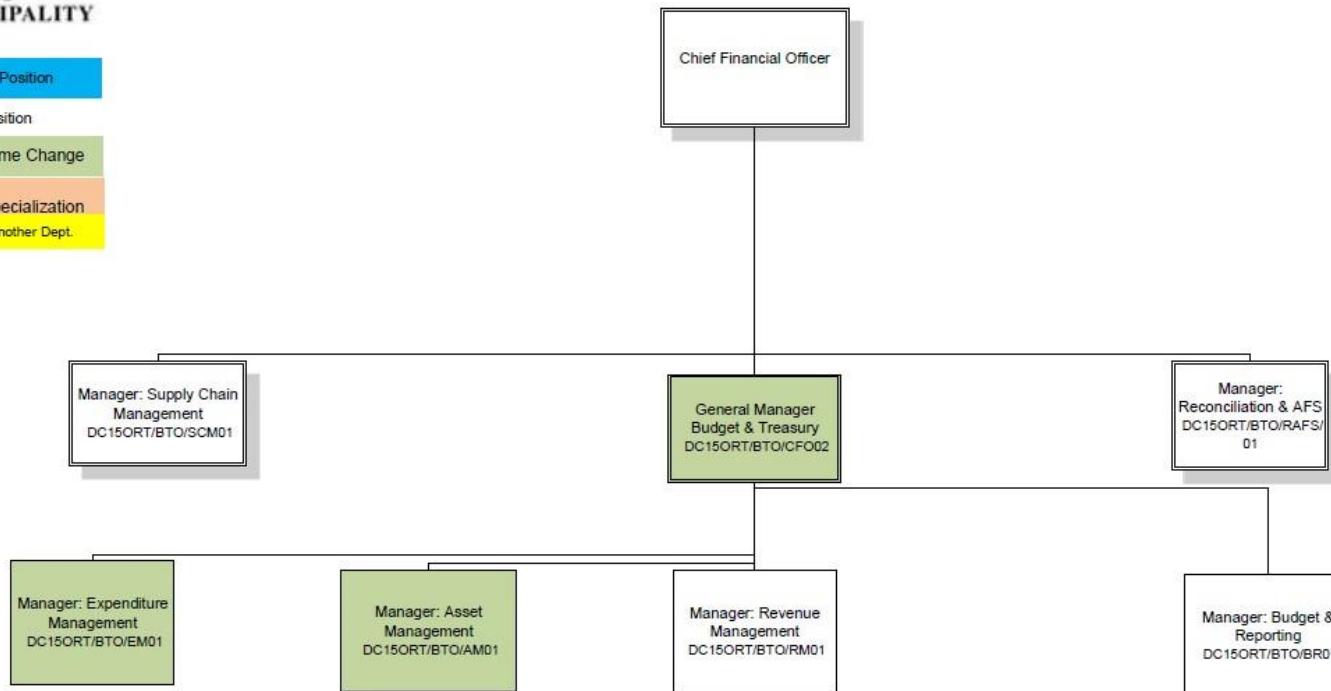
Existing Position

Position with a name Change

Spit of position for specialization

Position moved to another Dept.

DIRECTORATE: BUDGET & TEASURY OFFICE





O.R. TAMBO
DISTRICT MUNICIPALITY

New Proposed Position

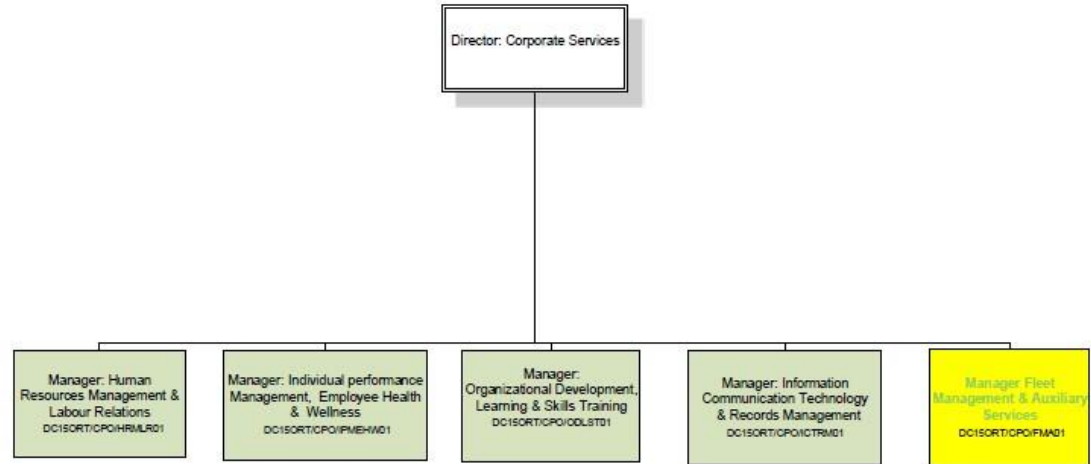
Existing Position

Position with a name Change

Split of position for specialization

Position moved to/from another Dept.

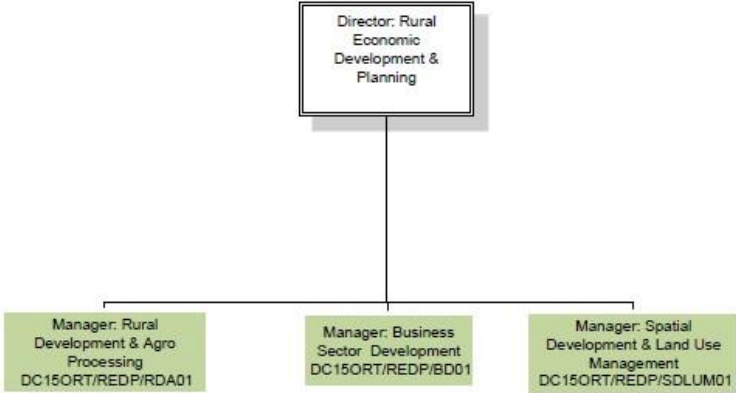
DIRECTORATE: CORPORATE SERVICES





DIRECTORATE: ECONOMIC PLANNING & DEVELOPMENT

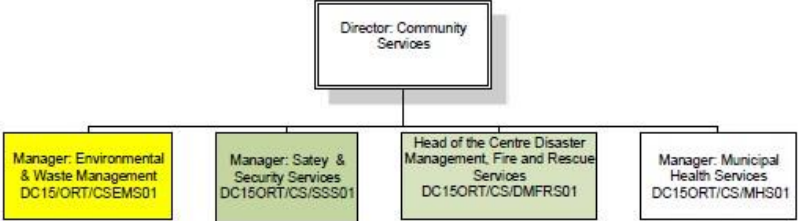
- New Proposed Position
- Existing Position
- Position with a name Change
- Split of position for specialization
- Position moved to/from another Dept.





DIRECTORATE: COMMUNITY SERVICES

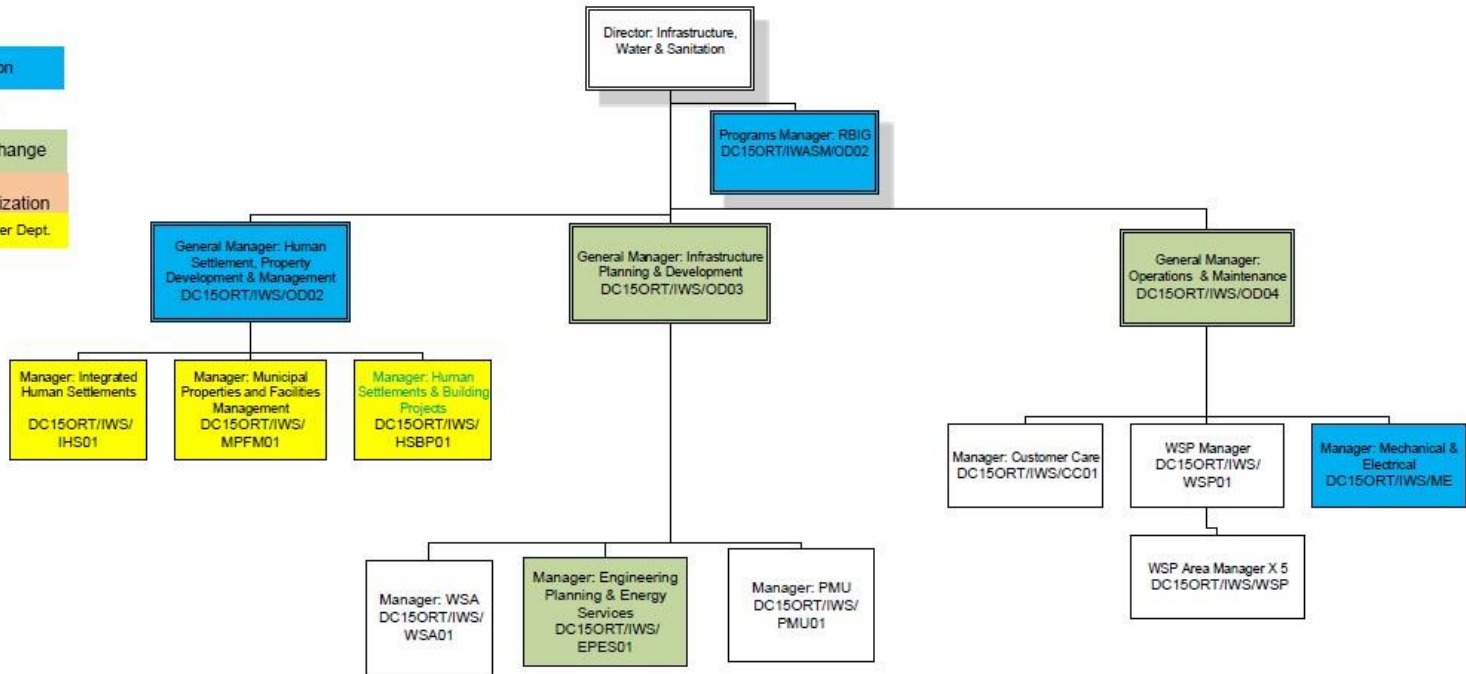
- New Proposed Position
- Existing Position
- Position with a name Change
- Split of position for specialization
- Position moved from/ to another Dept.





DIRECTORATE: INFRASTRUCTURE, WATER & SANITATION

- New Proposed Position
- Existing Position
- Position with a name Change
- Split of position for specialization
- Position moved to/from another Dept.



APPENDIX D – FUNCTIONS OF MUNICIPALITY/ ENTITY

	O.R. Tambo
Water	Yes
Sanitation	Yes
Municipal Health	Yes
Electricity Reticulation	No
Air pollution	-
Building regulation	-
Child care facilities	-
Fire fighting	Yes
Local Tourism	Yes
Municipal Airports	Yes
Municipal Planning	Yes
Public Transport	Yes
Pontoons and ferries	-
Disaster Management	Yes
Storm water	-
Trading regulation	-
Beaches and amusement facilities	-
Billboards and advertisements	-
Cemeteries, parlours and crematoria	-
Cleansing	-
Traffic packing	-
Street lighting	-
Street trading	-
Refuse removal dumps and solid waste disposal	-
Public places	-

APPENDIX E & F WARD REPORTING & INFORMATION

PORT ST JOHNS LOCAL MUNICIPALITY

No. of Wards	No. of wards with Ward Schedules	No. of Ward Committee Meetings Organized	% Attendance by Ward Committees	% Attendance by CDWs	Door-to-Door Campaigns Conducted	Community Meetings Organized	No. of wards submitted Monthly Reports to the Office of the Speaker	No. of wards with Updated Ward Profile
Quarter 01								
20	19	19	172 of 190 = 90	20 of 20	N/A	19	19	19
20	19	19	178 of 190=93	14 of 20	N/A	16	19	20
20	20	20	190 of 200 =95	14 of 20	N/A	11	20	20
Quarter 02								
20	20	20	184 of 200= 92	16 of 20	N/A	16	20	20
20	20	20	179 of 200 = 90	17 of 20	N/A	17	20	20
20	20	20	162 of 200 = 96	15 of 20	N/A	15	20	20
Quarter 03								
20	20	20	180 Of 200 = 90	15 of 20	13	27	20	20
20	20	20	175 of 200 = 88	14 of 20	48	43	20	20
20	20	20	162 of 200 =81	16 of 20	73	N/A	20	20
Quarter 04								
20	20	20	163 of 200 = 82	08 of 20	23	19	20	20
20	20	20	192 of 200 =96	12 of 20	20	19	20	20
20	20	20	194 of 200 =97	15 of 20	19	131s	20	20

Matters Raised to Council

The matter of ward centres was tabled to the Council as an urgent matter.

Resolutions to Issues Raised to Council

The matter was reported to the District Municipality. They promised to assist with the building of temporary ward centres.

Comments:

The functionality of the Ward Committee: They are doing well in terms of sittings but in some areas like door-door and community meetings they are not doing well.

The provision of the policy that established the Ward Committees is adhered to by the Ward Committees. It speaks of good relation for the purpose of good governance.

It must be noted that the Ward Committees because they are a structure of government, it transpires that more can be done to build strong relations between Ward Committees and their government departments.

It also appears that there is no good reception between them and certain departments. There is a need for quick intervention to be done to strengthen the relationship by the local municipality.

Challenges:

The work of the Ward Committees does not have central co-ordination at the ward level. This in turn hinders their administrative work.

The Ward Committee secretaries are not elected based on quality of skill but through the political understanding. With this being said, there is a lack of quality on their report writing system and formulation.

This further escalate to their filling and bookkeeping and as it is stipulated in the guide which is the guiding tool in their working relations between the ward committees and CDWs, in certain wards CDWs are not doing well as they seldom attend ward committee meeting. Non-adherence of ward councillors to the tool that guides them on their operations is also a great problem

Service delivery

- General Port St Johns hammered by uneven access roads
- Scarcity of water in many wards
- Many areas with water don't provide water to the people
- No RDP Houses in many wards of Port St Johns
- In PSJ, the recent installed Solar system doesn't work as it experiences a lot of challenges

Recommendations:

1. Ward clerks/administrators must be employed.
2. Statutory documents (MFA, MSA, etc.) are highly recommended that they be delivered as soon as possible.
3. Establishment of Ward offices are highly in great demand in order to strengthen the co-ordination and proper recording of the administrative work of ward committees.

4. CDWs need to be encouraged and sensitized about their role as they are the civil servants of our government.
5. All councillors must be advised to work according to the tool that has been adopted
6. Paving of pathways and re-graveling
7. Maintenance of existing access roads
8. Drilling of boreholes and protection of springs as temporal measures.
9. Balancing of water tank 10 wards each
10. Non-attendance to disaster incidence in terms of implementation or assistance

MHLONTLO LOCAL MUNICIPALITY

No. of Wards	No. of wards with Ward Schedules	No. of Ward Committee Meetings Organized	% Attendance by Ward Committee Members	% Attendance by CDWs	Door-to-Door Campaigns Conducted	Community Meetings Organized	No. of wards submitted Monthly Reports to the Office of the Speaker	No. of wards with Updated Ward Profile
Quarter 01								
26	26	20	160 of 260= 61 %	15 of 23= 65%	None	-	20	26
		17	160 of 260= 61%	06of 23 = 26 %	None	-	17	
		16	127 of 260= 49%	10of 23 = 43 %	None	-	16	
Quarter 02								
26	26	08	70 of 260 = 27 %	08of 23 = 37 %	None	-	08	26
		08	48of 260 = 18%	06of 23= 26%	None	-	08	
		10	17 of 260 = 6 %	08of 26 = 37 %	None	-	10	
Quarter 03								
26	26	20	150 of 260= 58%	12 of 23= 52 %	None	-	20	26
		17	120 of 260= 46%	07 of 23= 30 %	None	-	17	
		14	150 of 260= 58%	18 of 23= 78%	None	-	14	
Quarter 04								
26	26	20	160 of 260= 61 %	15 of 23= 65%	None	-	20	26
		17	160 of 260= 61%	06of 23 = 26 %	None	-	17	
		16	127 of 260= 49%	10of 23 = 43 %	None	-	16	

Quarter one

Narrative report

As July is first month of Municipal Financial year, all Ward Councillors were reminded about Ward Committee meeting schedules, Ward Profile.

Recommendations

Follow-up at all times, as this none submitting of Schedules affect monitoring system of the Speakers Office

Quarter two

Narrative report

The ward committee sittings are improving in this quarter.

Quarter three

Narrative Report

- No community meetings were held in this quarter
- Ward Profile have been submitted by all wards

Recommendations

- Encourage ward councillors to submit schedules for the sitting of ward committee meeting
- Encourage ward councillors to submit ward committee meeting reports to the Speaker's Office
- Encourage and promote the conduction of Door-to-door campaigns

Stakeholders

The traditional leaders in Council who also represent various traditional Councils also ensure clear accountability and adherence to legislation as well as communicating the interests of the community members.

There are also Moral Regeneration Movement structures which are the amalgamated of various stakeholders across the district to assist government in reviving the values, morals and condemn social ills in the society. Their effort is to ensure that there is a conducive environment for government to implement the intended objectives with no hindrances.

KING SABATA DALINDYEBO LOCAL MUNICIPALITY

No. of Wards	No. of wards with Ward Schedules	No. of Ward Committee Meetings Organized	% Attendance by Ward Committee Members	% Attendance by CDWs	Door-to-Door Campaigns Conducted	Community Meetings Organized	No. of wards submitted Monthly Reports to the Office of the Speaker	Updated Ward Profile
Quarter 01								
37	37	37	355 of 364= 98%	25 of 37= 68%	None	37	37	None
		37	356 of 364= 98%	27of37 = 73%	None	37	37	
		37	349of 354= 96%	29of 37 = 78%	None	37	37	
Quarter 02								
37	37	37	350 of 364 =96%	27of 37 = 73%	None	37	37	19
		37	351 of 364 =96%	26of 37= 70%	None	37	37	
		37	344 of 364 =95%	26 of37 = 70%	None	37	37	
Quarter 03								
37	37	345 of 357= 97%	33 of 34= 97%	None	37	37	34	
	37	345 of 358= 96%	24 of 33= 72%	None	37	37		
	37	348 of 364= 96%	24 of 33= 72%	None	37	37		
Quarter 04								
37	37	346 of 350= 99%	21 of 33= 64%	None	37	37	34	
	37	350 of 358= 98%	24 of 33= 72%	None	37	37	34	
	37	347 of 359= 97%	22 of 33= 67.5	None	37	37	34	

Reports

- Infrastructure: Water Related issues
- Ward 6: it was reported that in ward there are water meters that are not repaired leading to water loss;
 - There are continuous water outages
 - There is sewage spillage at Park Homes
 - There is a request for toilets at kwaMpuku informal settlement.
- Ward 11 it was reported that there is a concern about a leaking water reservoir at Marhambeni, the water that is leaking is causing damages to nearby houses
- Ward 01 it was reported that –
 - the constant problem is sewage spillages;
 - Water pipes burst are also a recurring problem as most of the pipes especially at Kwezi due to old pipe lines
 - Toilets at both Nonkobe and Silverton are being erected at the projects are in progress
 - Water project at Orange Groove is also in progress
- Ward 07 it was reported that;
 - At house number 04 Mswakeli street at Mbuqe park there is a water leakage that is destroying a household fence and has been reported to the District Municipality
 - There is sewage spillage at both Boundary street and Tudor Ndamase streets
- There is sewage spillage at Madeira street next to Inkspot
- There is always water spillage behind plaza at place called Cement
- Mabovula street there are houses that are without water
- It was reported also that the response time of O.R Tambo District on water and sewage spillages is not timeous,
- It should be noted that when these reports are being made some of them are already being attended to by the District Municipality
- Other notable issues raised on infrastructure are mainly the competence of the local Municipality like street lights, inaccessible streets, crime, Waste dumping and RDP houses

NYANDENI LOCAL MUNICIPALITY

No. of Wards	No. of wards with Ward Schedules	No. of Ward Committee Meetings Organized	% Attendance by Ward Committee Members	% Attendance by CDWs	Door-to-Door Campaigns Conducted	Issues raised to Council	Community Meetings Organized	No. of wards submitted Monthly Reports to the Office of the Speaker	No. of wards with Updated Ward Profile
Quarter 1									
32	32	32	317 of 320= 99%	22 of 26 =84%	Nil	Nil	35 of 293	32	32
		32	312 of 320 = 97%	17 of 26 = 65%	Nil	Nil	44 of 293	32	
		32	315 of 320 = 98%	21 of 26 = 80%	Nil	Nil	29 of 293	32	
Quarter 2									
32	32	32	317 of 320= 99%	22 of 26 =84%	Nil	Nil	35 of 293	32	32
		32	312 of 320 = 97%	17 of 26 = 65%	Nil	Nil	44 of 293	32	
		32	315 of 320 = 98%	21 of 26 = 80%	Nil	Nil	29 of 293	32	
Quarter 3									
32	32	32	317 of 320= 99%	22 of 26 =84%	Nil	Nil	35 of 293	32	32
		32	312 of 320 = 97%	17 of 26 = 65%	Nil	Nil	44 of 293	32	
		32	315 of 320 = 98%	21 of 26 = 80%	Nil	Nil	29 of 293	32	
Quarter 4									

No. of Wards	No. of wards with Ward Schedules	No. of Ward Committee Meetings Organized	% Attendance by Ward Committee Members	% Attendance by CDWs	Door-to-Door Campaigns Conducted	Issues raised to Council	Community Meetings Organized	No. of wards submitted Monthly Reports to the Office of the Speaker	No. of wards with Update d Ward Profile
32	32	32	317 of 320= 99%	22 of 26 =84%	Nil	Nil	35 of 293	32	32
		32	312 of 320 = 97%	17 of 26 = 65%	Nil	Nil	44 of 293	32	
		32	315 of 320 = 98%	21 of 26 = 80%	Nil	Nil	29 of 293	32	

Comments:

1. Improvements of attendance of CDWs
2. Three wards have vacancies of CDWs14, 32, & 08
3. There are no issues that are raised in the Council from ward level.

Challenges:

- Encourage CDWs to attend the ward committee sittings
- Most of wards does not conduct ward Community meetings.
- encourage all wards to conduct door to door to their wards

INGQUZA HILL LOCAL MUNICIPALITY

Ingquza Hill Local Municipality	No. of Wards	No. of wards with Ward Schedules	No. of Ward Committee Meetings Organized	% Attendance by Ward Committee Members	% Attendance by CDWs	Door-to-Door Campaigns Conducted	Community Meetings Organized	No. of wards submitted Monthly Reports to the Office of the Speaker	No. of wards with Updated Ward Profile
Quarter 1	32	32	32	264 of 320 = 82%	13 of 23=56%	Nil	Nil	32	Nil
			32	269 of 320 = 84%	15 of 23=65%	Nil	Nil	32	
			32	263 of 320 = 81%	15 of 23=65%	NIL	Nil	32	
Quarter 2	32	32	32	272 of 320 = 85%	16 of 23=69%	Nil	Nil	32	Nil
			29	215 of 320 = 67%	14 of 23= 60%	Nil	Nil	29	
			27	195 of 320 = 60%	12 of 23= 52%	Nil	Nil	27	
Quarter 3	32	32	29	213 of 320=66%	13 of 23 = 56%	Nil	Nil	29	Nil
			30	223 of 320 =69%	17 of 23 = 73%	Nil	Nil	30	
			28	206 of 320=64%	19 of 23 = 82%	Nil	Nil	28	
Quarter 4	32	32	17	141 of 320= 44%	9 of 23 = 39%	32	32	17	Nil
	32	32	10	84 of 320 = 26%	6 of 23 = 26%	32	32	10	
	32	32	16	131 of 320 = 40%	6 of 23 = 26%	32	32	16	

Challenges

- There are new households that are in need of electricity and toilets
- The access roads are in a very bad condition
- There are many toilets that are full so much that they are not usable
- There is a high rate of gender based violence
- There is a very high rate of unemployment
- The crime rate is very high
- There are areas that have no access to clean water
- There are areas that are far from the clinics and the mobile clinic do visit those areas but not consistently even 3 months pass without going to those villages and there are villages that don't have the mobile clinic service at all
- There are households who have houses that are in a very bad condition that they can fall at any day
- There are five Pre Schools that are not funded at ward 11
- There are homeless people that have not yet been attended to
- Nzaka and Maqanyeni bridges are not in good condition
- Mxhokozweni village still has a mud school
- Playing grounds are not in good condition both for soccer and netball
- There are temporary shelters that are not in good condition they are leaking when raining
- There is a mother who got disabled and in a wheel chair after she had been built the toilet for normal people and now she cannot access the toilet, she is requesting the toilet that is suitable for her condition
- There are kids whom their mother refused to take her kids to Home Affairs for the application of Birth Certificates.

APPENDIX G – REPORT OF THE MUNICIPAL AUDIT COMMITTEE

APPENDIX H - LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

The municipality had no long-term contracts or Public Private Partnership contract during the current financial year.

APPENDIX I - SERVICE PROVIDER PERFORMANCE SCHEDULE

SCALE OF SATISFACTION

4 = Good or outstanding contractor (Meet all the standards)

3 = Satisfactory or acceptable (minor mistakes but no serious)

2 = poor (needs increased monitoring) (SP/Contractor informed verbally) - must keep record of that verbal warning to date. time etc.

1 = unsatisfactory (SP/Contractor informed in writing)

APPENDIX J - DISCLOSURE OF FINANCIAL INTERESTS
DECLARATION OF INTEREST REGISTER FOR MEMBERS OF O.R. TAMBO DISTRICT
MUNICIPAL COUNCIL

INITIAL & SURNAME	DATE OF DECLARATION	DECLARATION OF INTERESTS
1. Cllr Sabisa T.	17 August 2023	Nothing to declare
2. Cllr Gcingca N.	13 July 2023	Nothing to declare
3. Cllr Dywili N.	13 July 2023	Nothing to declare
4. Cllr Gcilitchana L	10 July 2023	Nothing to declare
5. Cllr Mtuku N.	10 July 2023	Nothing to declare
6. Cllr Matubatuba N.	17 July 2023	Nothing to declare
7. Cllr Dambuza M.B.	17 July 2023	Nothing to declare
8. Cllr Knock R.	17 July 2023	Nothing to declare
9. Cllr Ncapayi N.	10 July 2023	Nothing to declare
10. Cllr Mdledle N.	04 July 2023	Nothing to declare
11. Cllr Ntshuba V.W.	13 July 2023	Nothing to declare
12. Cllr Sokanyile T.	23 July 2023	Nothing to declare
13. Cllr Tokwana C.S.	04 July 2023	Nothing to declare
14. Cllr Zondani V.B.	12 July 2023	Nothing to declare
15. Cllr Gabada P.	17 July 2023	Nothing to declare
16. Cllr Mhlaba S.	17 August 2023	Nothing to declare
17. Cllr Ndabeni M.	17 August 2023	Nothing to declare
18. Cllr Cwecwe N.	31 January 2024	Property Hombe A/A - Lusikisiki
19. Cllr Mabasa S.	06 February 2024	Property Malizole Slovo , Ngolo - Mthatha
20. Cllr Mapolisa Z.	29 August 2023	Nothing to declare
21. Cllr Mbunjana N	04 July 2023	Nothing to declare
22. Cllr Makaba M	17 August 2023	Nothing to declare
23. Nkosi Dalasile V.	17 August 2023	Nothing to declare
24. Cllr Libazi M.	29 August 2023	Nothing to declare
25. Cllr Dyule N.W.	25 October 2023	<ul style="list-style-type: none"> • Luhlombo Trading Enterprise • Oyingcwele Multi-Purpose Primary Co operative
26. Cllr Ngqondwana M.D.	12 July 2023	Nothing to declare
27. Cllr Mbhede B.	26 October 2023	<ul style="list-style-type: none"> • Partnership Producing Aluminium Windows and Doors – not registered depending on the profit made
28. Cllr Molakalaka L.C.	04 July 2023	Nothing to declare
29. Cllr Badli T.	25 August 2023	Nothing to declare
30. Cllr Bodoza B.	17 August 2023	Nothing to declare
31. Cllr Bunzana M.	17 August 2023	Nothing to declare
32. Cllr Dlani X.H.	24 July 2023	Nothing to declare
33. Cllr Giyose R.M.	11 July 2023	Nothing to declare
34. Cllr Jacob U.	16 August 2023	Nothing to declare

INITIAL & SURNAME	DATE OF DECLARATION	DECLARATION OF INTERESTS
35. Cllr Jam – Jam M.	04 July 2023	Nothing to declare
36. Cllr Matanda N.	23 August 2023	Nothing to declare
37. Cllr Maseko M.	17 August 2023	Nothing to declare
38. Cllr Mqguba A.	11 July 2023	Nothing to declare
39. Nkosi Mtirara B.P.	17 August 2023	Nothing to declare
40. Cllr Ncolosi S.	05 July 2023	Nothing to declare
41. Cllr Ndzumo T.	11 August 2023	Nothing to declare
42. Cllr Sekese A.	04 July 2023	Nothing to declare
43. Cllr Ngqongwa N.	15 July 2023	<ul style="list-style-type: none"> • 29 – Stock exchange dependant shares – R16850 – Vunani Securities • Sawimih – Shares – R500 • Lelethu energy group – SA30-empowerment group – depending on markets • Monthly payment child - R2500 (monthly) • Monthly payment child – R2000 (monthly) • House Southernwood 1200 M2 • Plot Rural Mthatha 50 x 50 m2 • Dwelling Ngcobo 1000 x 1000 m2 • Cllrs Pension fund – Private • House Cape Town – 1000 m2 • Apartment Cape Town – 800 m2
44. Cllr Nonkonyana N.	29 August 2023	Nothing to declare
45. Cllr Nondaka Z.	29 August 2023	Nothing to declare
46. Cllr Ntsodo Z.E.	25 August 2023	<ul style="list-style-type: none"> • Chairperson – Simunye Cooperative • Chairperson –Ezweni Multi-Purpose Enterprise
47. Cllr Njisane S.	11 July 2023	Nothing to declare
48. Cllr Njovane S.	04 July 2023	Nothing to declare
49. Cllr Socikwa Y.V.	23 August 2023	Nothing to declare
50. Cllr Sidlova N.G.	23 August 2023	Nothing to declare
51. Cllr Somzana N.	17 August 2023	Nothing to declare
52. Cllr Tshotho G.	04 July 2023	Nothing to declare
53. Cllr Tshikitshwa T.	25 July 2023	Nothing to declare
54. Cllr Vava K.	04 July 2023	Nothing to declare
55. Cllr Vanda N.	23 August 2023	Nothing to declare
56. Cllr Zozi Z	21 August 2023	Nothing to declare

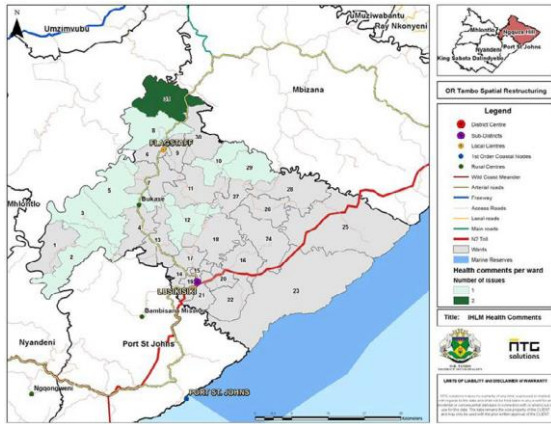
APPENDIX K- REVENUE COLLECTION PERFORMANCE (BY VOTE AND SOURCE)

APPENDIX L- CONDITIONAL GRANTS RECEIVED (EXCLUDING MIG)

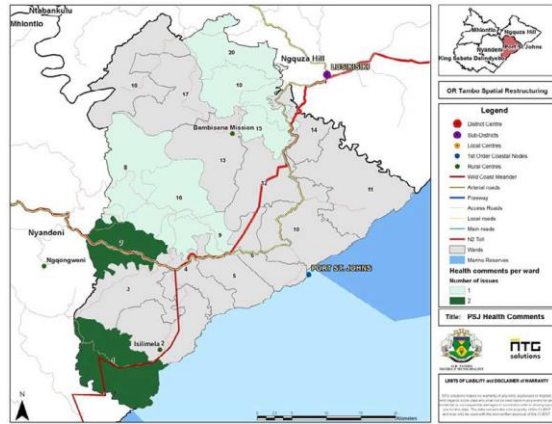
APPENDIX M, N & O - CAPITAL EXPENDITURE: NEW & UPGRADE RENEWAL PROGRAMMES: INCLUDING MIG & NEW

Health

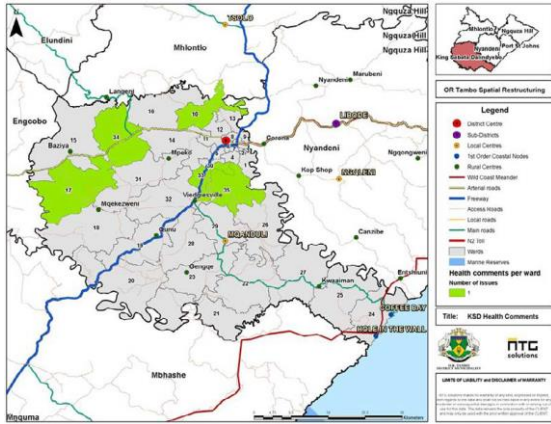
Inguza Hill LM



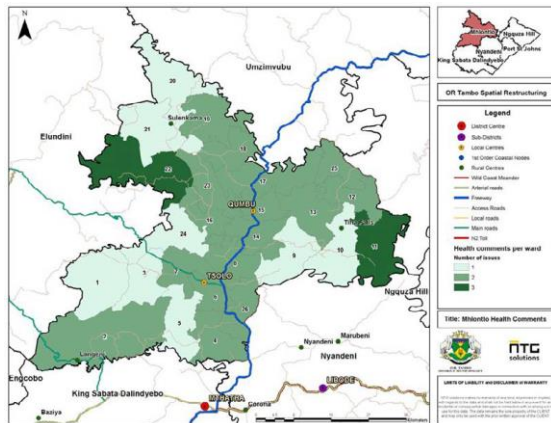
Port St Johns LM



King Sabata Dalindyebo LM



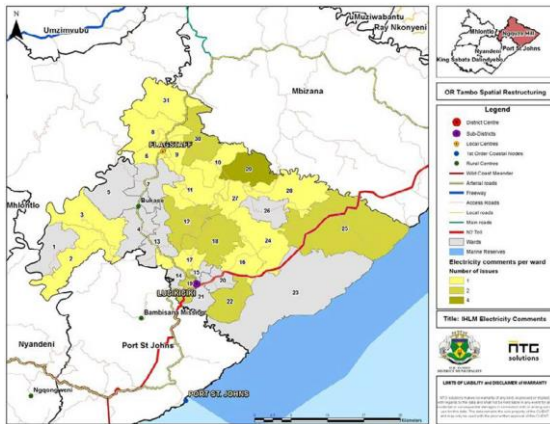
Mhlonlto LM



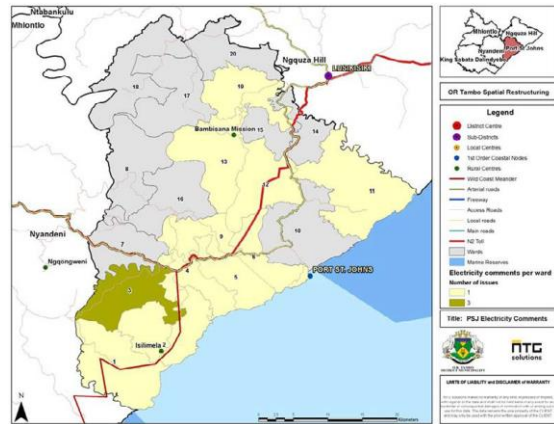
APPENDIX Q - SERVICE BACKLOG EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

Electricity

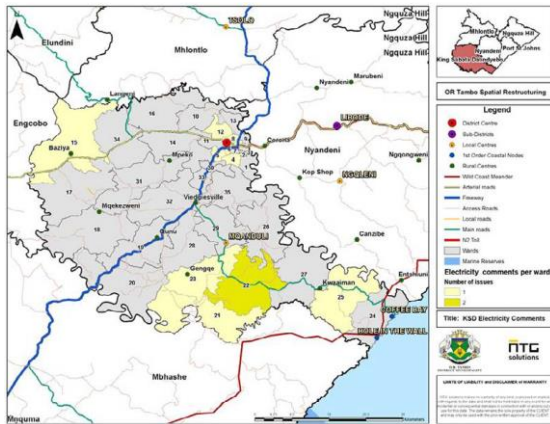
Ingquza Hill LM



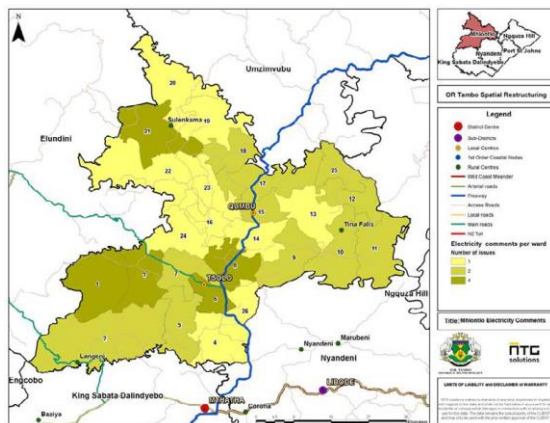
Port St Johns LM



King Sabata Dalindyebo



Mhlontlo LM



APPENDIX R- DECLARATIONS OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

The municipality did not make any loans out or provide grants to any organisations during the current financial year.

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

All Section 71 reports were submitted with 10 working days of the month as required by section s71 of the MFMA

VOLUME II

VOLUME II: ANNUAL FINANCIAL STATEMENTS