O.R. TAMBO
DISTRICT MUNICIPALITY

O.R. TAMBO DISTRICT MUNICIPALITY

DRAFT 2024/25 ANNUAL REPORT

TABLE OF CONTENTS

VOLUME I 1
CHAPTER 1 – MAYOR'S FOREWORD AND EXECUTIVE SUMMARY 2
COMPONENT A: MAYOR'S FOREWORD .....
COMPONENT B: EXECUTIVE SUMMARY 3
1.1 ..... Municipal Manager's Foreword 3
1.2 ..... Municipal Overview 4
1.2.1 Municipal Functions 4
1.2.2 Population Overview 5
1.2.3 Household Infrastructure 6
1.3 ..... Service Delivery Overview 8
1.4 ..... Financial Health Overview 10
1.5 ..... Organisational Development Overview 10
1.6 ..... Auditor General Report 12
1.6.1 Steps Taken to Correct the Situation (Improve Audit Outcomes) 12
1.7 ..... Statutory Annual Report Process 13
CHAPTER 2 – GOVERNANCE 14
COMPONENT A: GOVERNANCE STRUCTURE 14
2.1 Political Governance 14
2.2 Administrative Governance 17
COMPONENT B: INTERGOVENRMENTAL RELATIONS 18
2.3 Intergovernmental Relations 18
COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION 19
2.4 Public Meetings 19
2.5 IDP Participation and Alignment 21
COMPONENT D: CORPORATE GOVERNANCE 22
2.6 Risk Management 22
2.7 Anti-corruption and Fraud 23
2.8 Ethics & Integrity Management 24
2.9 Supply Chain Management 25
2.10 By-laws 28

2.11 Website 29
2.12 Public Satisfaction with the Municipal Services 30
2.13 All Municipal Oversight Committees 30
2.14 Petitions & Public Participation Committee 31
2.15 Information Communication & Technology 39
CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I) 42
COMPONENT A: BASIC SERVICES 42
3.1 Water Provision 42
3.2 Wastewater (Sanitation) Provision 44
3.3 Household by type of electricity 45
3.4 Environmental Management and Waste Management 47
3.5 Human Settlements 48
3.6 Free Basic Services and Indigent Support 52
COMPONENT B: ROAD TRANSPORT 54
3.7 Roads 54
3.8 Transport 55
3.9 Buildings Facilities 55
3.10 Wastewater (Storm water Drainage) 55
COMPONENT C: PLANNING AND DEVELOPMENT 55
3.11 Spatial Planning 56
3.12 Local Economic Development 64
COMPONENT D: COMMUNITY & SOCIAL SERVICES 72
3.13 Municipal Health Services 73
COMPONENT E: SPECIAL PROGRAMMES 76
3.14 Executive Mayoral Services 76
3.15 Social Cohesion Programmes 83
COMPONENT F: SECURITY AND SAFETY 83
3.16 Disaster Risk Management 83
3.17 Fire and Emergency Services 86
3.18 Community Safety and Security 87
COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES 91
3.19 Executive and Council 91
3.20 Financial Services 93
3.21 Corporate Services 94
3.22 Legal Services 94
3.23 Oversight for Service Delivery 95

3.24 Monitoring, Reporting and Evaluation 98
3.25 Internal Audit Services 100
3.26 Communications 102
COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD 103
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT 104
KPA 2: LOCAL ECONOMIC DEVELOPMENT 104
KPA 3: FINANCIAL MANAGEMENT AND VIABILITY 104
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION 104
KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 104
CHAPTER 4 - ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II) 105
COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL 105
4.1 Employee Totals, Turnover and Vacancies 105
COMPONENT B: ..... MANAGING THE MUNICIPAL WORKFORCE 107
4.2 Policies 107
4.3 Injuries, Sickness and Suspensions 108
4.4 Employee Wellness 113
4.5 Occupational Health and Safety programs implemented 2023/24 financial year 115
COMPONENT C: ..... CAPACITATING MUNICIPAL WORKFORCE 116
4.6 Performance Rewards 116
4.7 Skills Development and Training 116
COMPONENT D: .....MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE 118
4.8 Employee Expenditure 118
CHAPTER 5 – FINANCIAL PERFORFORMANCE 119
COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE 119
5.1 Statement of Financial Performance 119
5.2 Grants 119
5.3 Asset Management 119
5.4 Financial Ratios based on Key Performance Ratios 122
COMPONENT B: SPENDING AGAINST CAPITAL BUDGET 124
5.5 Capital Expenditure 124
5.6 Sources of Finance 124
COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS 125

5.7 Cash Flow 125
5.8 Borrowing and Investments 125
5.9 Public Private Partnership 125
COMPONENT D: OTHER FINANCIAL MATTERS 125
5.10 Supply Chain Management 126
5.11 Generally, Recognised Accounting Practice (GRAP) Compliance 126
CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS 127
COMPONENT A: AUDITOR GENERAL OPINION OF FINANCIAL STATEMENTS 127
6.1 Auditor General Reports: Year (2024/25) 127
COMPONENT B: AUDITOR GENERAL OPINION – 2024/25 128
6.2 Auditor General Report Year: (2024/25) 128
6.3 Management Audit Action Plan 2024/2025 129
APPENDICES 130
APPENDIX A – COUNCILLORS: COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE 130
APPENDICE B – COMMITTEE AND COMMITTEE PURPOSES 133
APPENDIX C- THIRD TIER ADMINISTRATIVE STRUCTURE 144
APPENDIX D – FUNCTIONS OF MUNICIPALITY/ ENTITY 154
APPENDIX E & F WARD REPORTING & INFORMATION 155
APPENDIX G – REPORT OF THE MUNICIPAL AUDIT COMMITTEE 166
APPENDIX H - LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS 167
APPENDIX I - SERVICE PROVIDER PERFORMANCE SCHEDULE 168
APPENDIX J - DISCLOSURE OF FINANCIAL INTERESTS 169
APPENDIX K- REVENUE COLLECTION PERFORMANCE (BY VOTE AND SOURCE) 171
APPENDIX L- CONDITIONAL GRANTS RECEIVED (EXCLUDING MIG) 172
APPENDIX M, N & O - CAPITAL EXPENDITURE: NEW & UPGRADE RENEWAL PROGRAMMES: INCLUDING MIG & NEW 173
APPENDIX P - SERVICE CONNECTION BACKLOG AT SCHOOLS AND CLINICS 174
APPENDIX Q - SERVICE BACKLOG EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION 176
APPENDIX R- DECLARATIONS OF LOANS AND GRANTS MADE BY THE MUNICIPALITY 177
APPENDIX S- DECLARATION OF RETURNS NOT MADE IN DUE TIME MFMA S71 178
VOLUME II 311

VOLUME II: ANNUAL FINANCIAL STATEMENTS 350

LIST OF TABLES

Table 1: **Municipal Powers and Functions** 4
Table 2 ***: Total Number of Households, Average Household Size*** 6
Table 3 : **households by dwelling unit type by municipality** 7
Table 4**: Annual Report Process** 13
Table 5**: O.R. Tambo District Municipality Composition of Council (2021//26 Council Term)** 15
Table 6: ***O.R. Tambo District Municipality Local Municipal Councillors*** 15
Table 7**: Senior Management** 17
Table 8: **Community outreaches held** 19
Table 9: ***SCM SWOT Analysis*** 26
Table 10: **By-Laws** 28
Table 11: **Municipal Website Contents** 29
Table 12: **Number of Ward Committee Members per LM** 31
Table 13**: Assessment Tool on Functionality of Ward Committees** 32
Table 14: **Allocation of Community Development Workers (CDWs) per Municipality** 37
Table 15: ***Section 79 Standing Committees*** 37
Table 16**: Section 79 Portfolio Committees** 37
Table 17: S79 Committee Allocations 38
Table 18: **Employees - Water & Sanitation** 42
Table 19: **Projects Implemented in 2023/24** 42
Table 20: **Households by Type of Water Access - O.R. Tambo District Municipality** 43
Table 21 **: Water Backlog** 44
Table 22: **Sanitation level of service per local municipality** 45
Table 23: **Completed housing units per LM** 49
Table 24: **Strategies in Place, improvement areas and interventions to challenges identified.** 50
Table 25: **Strategies, Projects, Outputs and Impact** 51
Table 26: **Employees - REDP** 56
Table 27: **Municipal Planning Tribunals** 63
Table 28: **Employees – Community Services** 73
Table 29:**Mayoral Committee Meetings and Sector Engagements** 82
Table 30: **Employees – Budget & Treasury Office** 93
Table 31: **Employees – Corporate Services** 94
Table 32: **Employees – Strategic Planning & Governance** 99
Table 33: **Status of Audit Committees** 101
Table 34: **Status of Internal Audit Function** 101
Table 35: **Organisational Performance Scorecard** 103
Table 36**: Total Employees** 105
Table 37: **Vacancy Rate at top management level** 105
Table 38**: District Vacancy Rate** 106
Table 39: **Staff Turnover** 107
Table 40**: Municipal Policies** 107
Table 41**: Injuries, Death, Pensions and Terminations** 108
Table 42: **Cost of Injuries** 109
Table 43: **Cost of Sick Leaves** 109
Table 44: **Details of Cases for Suspended Employees** 110
Table 45: **Disciplinary Cases** 111

Table 46: **2023/24 Expenditure Report Employee Health & Wellness** .... **Error! Bookmark not defined.**
Table 47: Skills Programme/ Short Course Implemented – Employed Leaners (18.1)117
*Table 48**: Study Assistance Implemented- Employed Learners (18.1)*** .. **Error! Bookmark not defined.**
*Table 49**: Learnership & Experiential Training (18.1 & 18.2)*** 117
Table 50: **Statement of Financial Performance**..... 119
Table 51: **Asset Management Staff Delegation**..... 121
Table 52: **Capital Expenditure**..... 124
Table 53: **Cash Flow** 125
*Table 54: **Investments*** 125
Table 55: **Management Audit Action Plan (MAAP)** 129

LIST OF FIGURES

Figure 1: **District Population** 5
Figure 2 ***: Household by dwelling unit type – O.R. Tambo District, Eastern Cape, National, 2022*** 6
Figure 3 ***: Formal dwelling backlog*** 7
Figure 4: **Institutional Performance** 8
Figure 5: **Institutional Performance per KPA** 9
Figure 6: **Institutional Performance per Department** 9
Figure 7: **Institutional Performance for the past 3 years** 10
Figure 8**: Council Structure** 16
*Figure 9****: Households by type of water access - O.R. Tambo, Eastern Cape and National Total, 2022 [Percentage]*** 43
Figure 10: ***Households with piped water*** 44
*Figure 11****: Households by type of electrical connection - O.R. Tambo, Eastern Cape and National Total*** 46
*Figure 12****: Household access to electricity for lighting by Local Municipality in O.R. Tambo District.*** 46
Figure 13 : ***Electricity Backlog*** 47
Figure 14: **Asset Management Structure** 120
Figure 15: **Liquidity Ration Analysis from 2020 - 2024** 122
Figure 16: **Cost Coverage from 2020 - 2024** 122
Figure 17: **Total outstanding service debtors from 2020 - 2024** 123
Figure 18: **Creditors system efficiency from 2020 - 2024** 123
Figure 19: **Capital charges to operating expenses from 2020 - 2024** 123
Figure 20: **Employee costs from 2020 - 2024** 123
Figure 21: **Repairs & Maintenance from 2020 - 2024** 124

VOLUME I

CHAPTER 1 – MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S FOREWORD

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COUNCILLOR M.D. NGQONDWANA

EXECUTIVE MAYOR

COMPONENT B: EXECUTIVE SUMMARY

This report presents the O.R. Tambo District Municipality's annual report for the 2024/25 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 2024/2025 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 2024 to 30 June 2025. 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

MR B. P. MASE

MUNICIPAL MANAGER

1.2 Municipal Overview

1.2.1 Municipal Functions

Table 1: ***Municipal Powers and Functions***

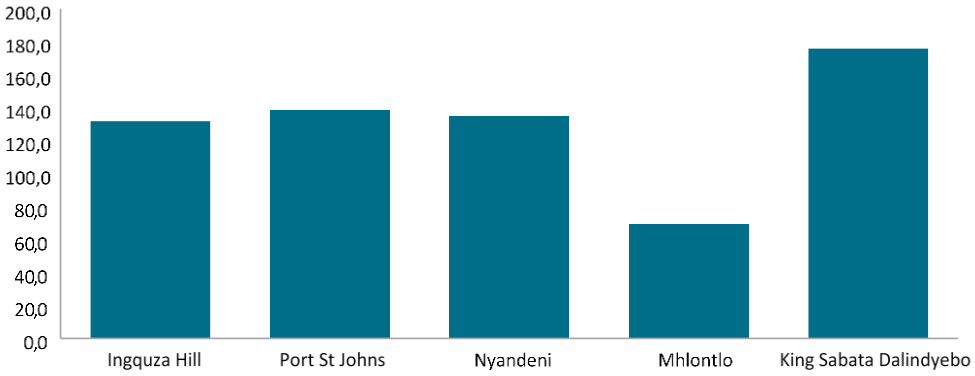
	O.R. Tambo	KSD	Nyandeni	Ingquza Hill	Mhlontlo	PSJ
Water	Yes	No	No	No	No	No
Sanitation	Yes	No	No	No	No	No
Municipal Health	Yes	No	No	No	No	No
Electricity Reticulation	No	Yes	Yes	Yes	Yes	Yes
Air pollution	-	Yes	Yes	Yes	Yes	Yes
Building regulation	-	Yes	Yes	Yes	Yes	Yes
Childcare facilities	-	Yes	Yes	Yes	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.

Figure 1: ***District Population***



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)

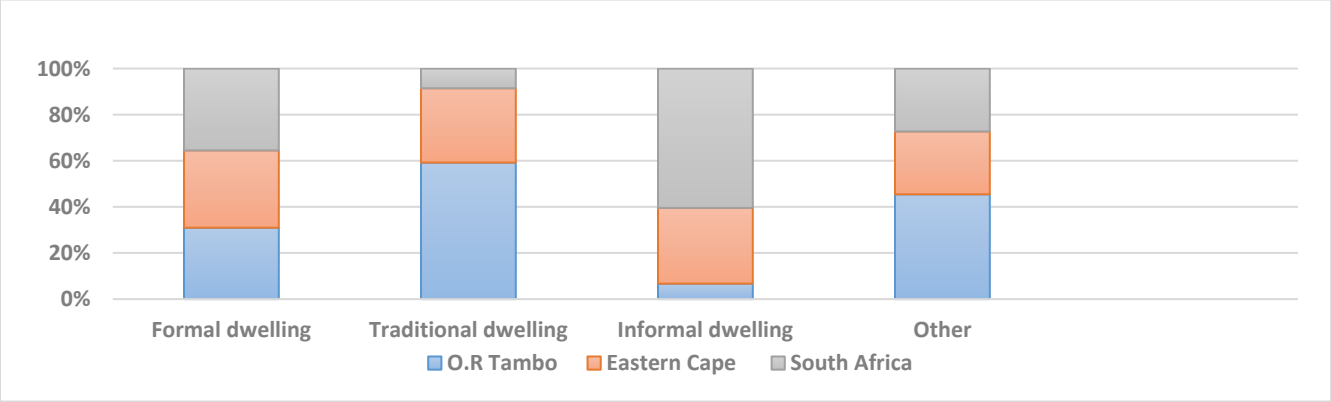
With 114 580, King Sabata Dalindyebo local Municipality contributes a large share of the total number of households in the district, followed by Ingquza Hill Local municipality with 64 051, and Nyandeni Local Municipality with a total number of 60 281 households. Port st Johns local municipality recorded 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 2 : ***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.

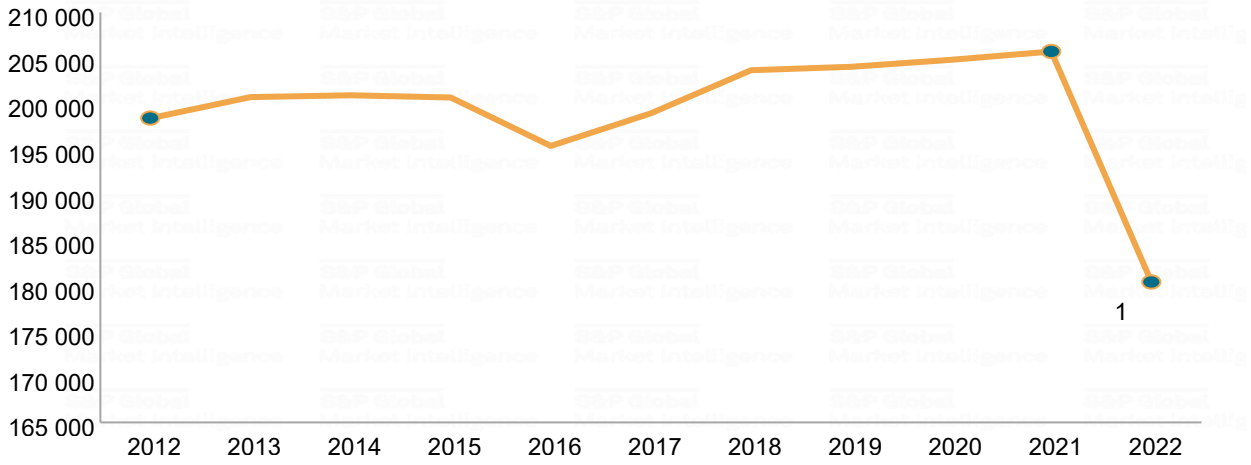
Table 3 : **households by dwelling unit type by municipality**

	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 3 ***: 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 95 targets set for the institution across all the Key Performance Areas, of which 78 are reported to be achieved with 17 not achieved. This brings the overall institutional performance to **82%** for the financial year under review.

Figure 4: ***Institutional Performance***

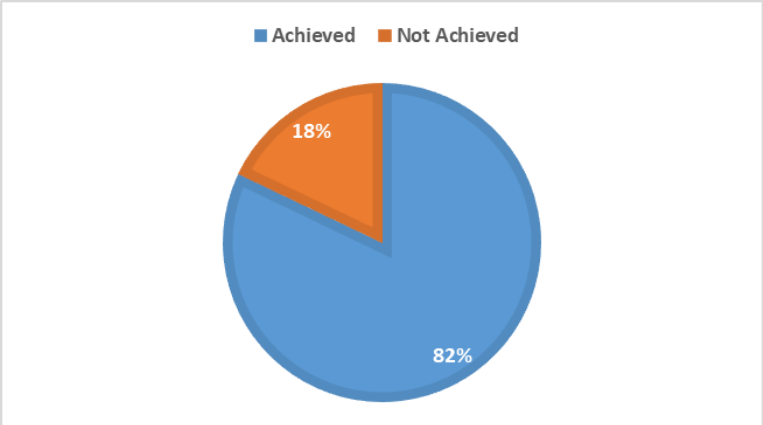


Figure 5: ***Institutional Performance per KPA***

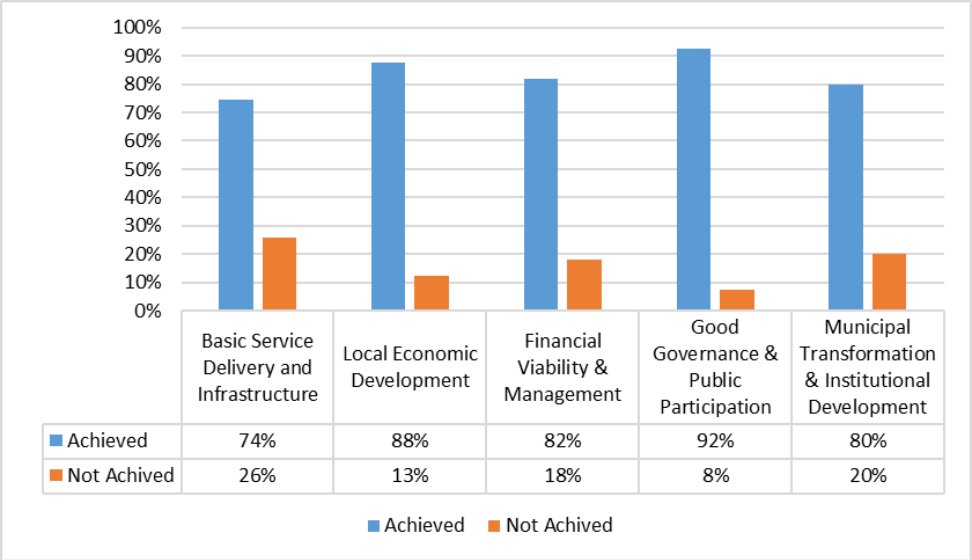
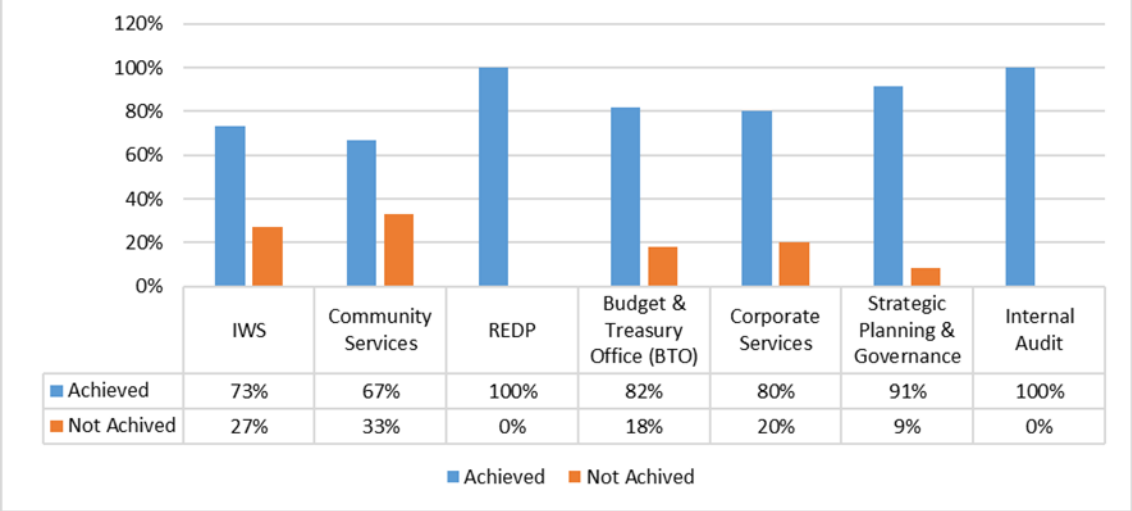
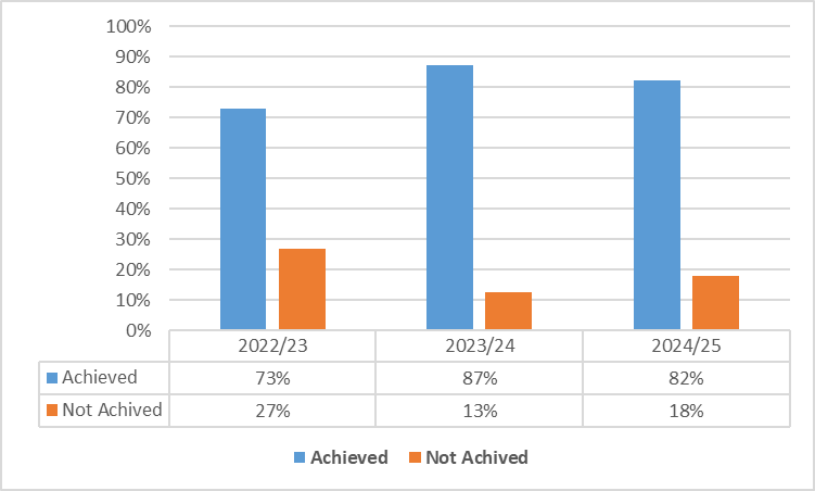


Figure 6: ***Institutional Performance per Department***



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. However, the district performance has declined compared to the performance of the previous financial year which was promising from the performance of the past two financial years. The district has further failed to reach the 90% achievement that was aimed by the political leadership for financial year.

Figure 7: ***Institutional Performance for the past 3 years***



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 1:1,52 is lower than the norm of 2:1 as prescribed by MFMA circular 71. The cash cost coverage ratio was 4 months at the end of the financial year and this is above the required norm of 1 – 3 months. The cost coverage ratio of four months means that the municipality has enough funds to cover its operational costs for a period of at least four months.

It is also important to note that the municipality managed to spend all the conditional grants allocated for 2023/24 financial year.

1.5 Organisational Development Overview

The Corporate Services Department has ensured compliance in the implementation of the Local Government: Municipal Staff Regulations promulgated by the Minister of Cooperative Governance and Traditional Affairs in September 2021, which is now embed to the organisational Structure from Senior to lower-level management. As the district we are proud to mention that the organisational structure has been reviewed and approved by the council on the 07th December 2023, the management and the leadership of O.R Tambo District Municipality has taken a conscious decision by reviewing the organisational structure in line with Local Government: Municipal staff regulations and the Institutional Development Plan adopted by the

municipality and there is no doubt that the new structure will impact positively to the vision and operations of the municipality. The district will ensure that implementation of its organisational structure is in line with the provisions of the Local Government: municipal staff regulations as well as the number of corporate services policies, which were developed/reviewed.

The district has continued to be stable in terms of its Senior Management/Section 54 and 56 Managers. All senior management vacancies have been filled where there was a vacancy during the year an acting appointment was affected immediately by the council. There are 1446 employees in total, with 50 labour turnover and 329 vacancies. The municipality maintained its prioritisation of service delivery departments for recruitment purposes.

Human resources Development has re-focused its priorities on training to consider four major areas being: Water, Wastewater & Reticulation Level 2 to 3; Firefighting and rescue services; Information, Communication and Technology; as well as Councillor capacity building programmes. This scope of prioritisation is linked to ensuring that the municipality excels in its functions.

The district has also strengthened the functioning of internal committees such as Skills Development & Employment Equity Committee as well as the District Job Evaluation Committee. The district is also contributing effectively even to the Provincial Forums in representation of the district mandates in each field of work.

The department has reviewed the Individual Performance Management Policy that will guide the implementation as envisaged in Chapter 2 and 3 of the Local Government: Municipal Staff Regulations. The municipality has started to roll out individual performance management system as it is cascaded down to all employees

To improve labour peace in the institution, the Local Labour Forum has been strengthened by the formulation of LLF sub-committees; these committees are Conditions of Services, Skills development, Employment Equity and Restructuring. The district has capacitated the Local Labour Forum with additional members of management to serve in the forum. This continues to be an integral part of the engagement and negotiations between organised labour and employer to discuss strategic matters of the municipality including policy direction.

1.6 Auditor General Report

The Auditor General of South Africa 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 for the first time since its establishment.

Section 131(1) of the MFMA states that “A municipality must address any issues raised by the Auditor-General in an audit report. The mayor of a municipality must ensure compliance by the municipality with this subsection”.

The Municipality developed and adopted a Management Audit Action Plan which is guiding the municipal activities in implementing the recommendations of the Auditor General.

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

- The Municipality developed Management Audit Action Plan having implemented only 85% of the actions and 15% partially addressed.
- 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 4th quarter report for previous year	
4.	Submit draft year 2024 - 2025 Annual Report	August
5.	Municipal entities submit draft annual reports to MM	
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 - November
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	January - March
13	Audited Annual Report is made public, and representation is invited	
14	Oversight committee assesses Annual Report	
15	Council adopts oversight report	March - April
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 - March

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. Ngqongwa was appointed as the Speaker of the Council
2. Cllr M. D. Ngqondwana was appointed as the Executive Mayor,
3. Cllr T. Sabisa as the Deputy Executive Mayor,
4. Cllr N. Mlombile-Cingo was appointed as the Whip of Council.

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 2024/25 the council held successfully 12 Council meetings that consist of seven (7) Special Council Meetings, one (1) urgent council meeting and four (4) Ordinary Council meetings 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	22	18	23
EFF	06	04	02	03
UDM	05	03	02	01
ATM	03	02	01	-
DA	02	01	01	01
INDEPENDENT	02	02	-	-
AIC	01	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	01	02
Ingquza Hill	7	02	05
Mhlontlo	5	03	02

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

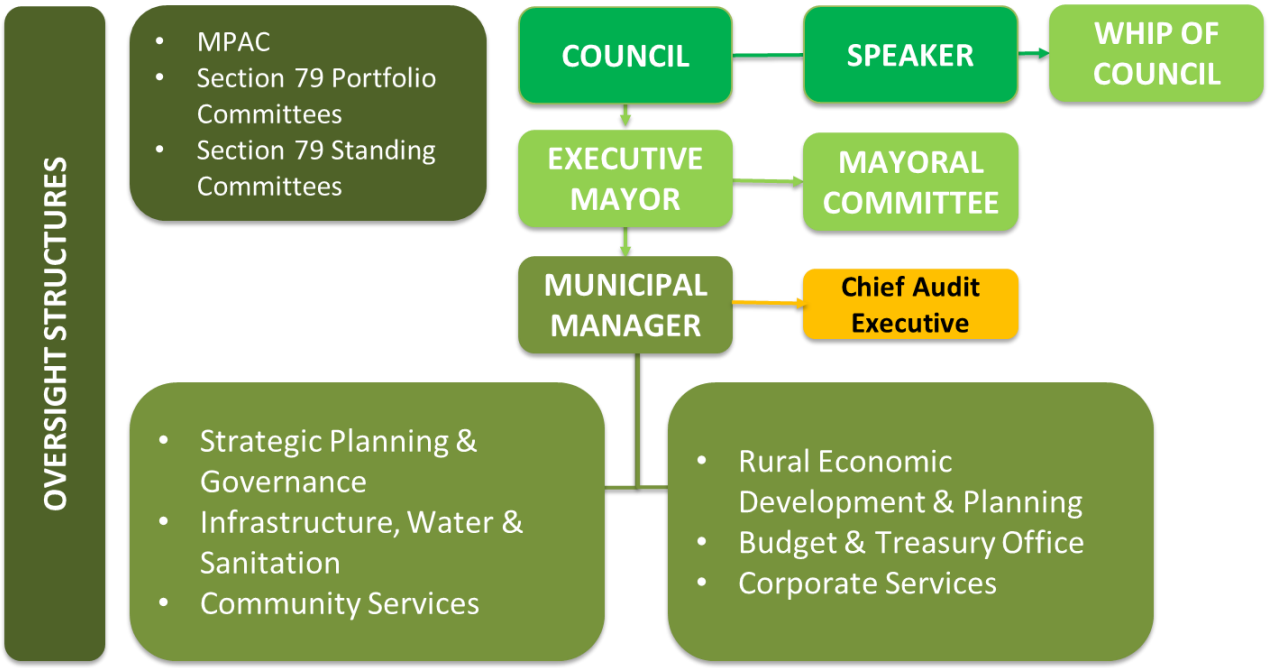
In the 2024/25 financial year, six replacements were made with two replacements in quarter 1 of resignations made at the end of 2023/24 of Cllr Capa replaced by Cllr Mlombile-Cingo and Cllr Bodoza replaced by Cllr Mbangatha. In quarter 2 one replacement of Cllr Sokanyile by Cllr Mzamane. In quarter 3 two replacements were made for Cllr Sekese by Cllr Mgolombane and Cllr Mabasa by Cllr Kotana. In quarter 4 one replacement was made of Cllr Mapolisa by Cllr Makhetha.

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 id demonstrated in Figure 6 below:

2.1.4 Political Governance

Figure 8: ***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 3 Traditional Leaders who were deployed in June 2022 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, all positions of section 56 and 54 managers are 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:

*Table 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

COMPONENT B: INTERGOVENRMENTAL 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 MUNICMEC 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 require 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.

Table 8: **Community outreaches held**

Programs	Wards	Dates
Outreach on Public Participation	Mhlontlo LM, Ward 22, Gungqwana	10 August 2023
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,	16th March 2024
Traditional leaders' Summit	Nyandeni LM, Ward 10, Dan's Lodge	3rd and 4th 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

In line with the requirements of Section 25 of Local Government: Municipal Systems Act, 32 of 2000, municipalities are required to develop a strategic plan to be implemented over a period of five years, in line with each term of Council. That strategic plan is referred to as the Integrated Development Plan (IDP).

As per the requirements mentioned above; the municipality developed and approved an IDP for the 2022-2027, which was approved in May 2022 for the current term of Council. According to Section 34 of the MSA, the municipal council is required to review IDP annually to ensure that the plan remains relevant to the needs of the municipal community.

The municipality developed and adopted a framework for the review of 2025 - 2026 IDP, containing information and guidance on how the processes would be conducted as well as an identification of stakeholders and their role in the review process. The IDP was later approved by Council in May 2025.

The District Municipality coordinates meetings with Development Planners in the district to facilitate issues of compliance, mitigation measures in case of challenged municipalities, improve participation by stakeholders in the IDP affairs and to jointly ensure credibility of IDP(s).

As guided by Chapter 4 of the MSA, a series of meetings are held in the form of Representative Forums, Mayoral Outreach and sector engagements. In these meetings, stakeholders are afforded an opportunity to participate in the review phases of the IDP. Participation of stakeholders including sector departments has improved. Department of Cooperative Governance and Traditional Affairs (CoGTA) partake in IDP review process to facilitate joint planning. Further to that the MEC for CoGTA monitor the processes followed in the review process in terms of S29 of the Municipal Systems Act, and the IDP rates HIGH which shows credibility standards in terms of compliance with the Act and other laws regulating supervision of local government.

COMPONENT D: CORPORATE GOVERNANCE

2.6 Risk Management

The Municipal Finance Management Act section 62 (I) (c) requires a municipality to have and maintain an effective, efficient, and transparent system of risk management.
Risk management is the process of identifying, assessing, and responding to potential events or conditions that could negatively affect an organization in achieving its objectives .The O.R Tambo District Municipality subscribes to the principles of good governance and is committed to carry out its activities in an effective and efficient manner through ensuring that risks which may impact on service delivery are minimized, and opportunities are explored.

To ensure effective risk management, the Municipality established a functional Risk Management Unit to assist the Accounting Officer in embedding a risk management culture to the institution, and this has led to significant improvements in the risk management maturity and the management of risk is embedded into planning, performance, daily operations and most importantly in decision-making.

2.6.1 Risk Maturity

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.

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 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 the district.

The Municipality established risk management champions committee which is a sub-committee to the Risk Management Committee and Chaired by the Chief Risk Officer which sits monthly in order to embed the risk management culture into the lower levels of the municipality.

The O.R. Tambo District Municipality conducts risk assessments at least once a year to ensure that the municipality's risks are managed systematically and continuously. The strategic risk register excludes other risks such as operational risk, project risk and fraud risks as the Municipality developed separate risk registers for such risks.

The following 9 strategic risks were identified in the 2024/2025 financial year.

1. Inability to effectively and efficiently recruit & retain competent Human Capital
2. Inadequate municipal ICT infrastructure, systems and governance framework
3. Inability to maximise the existing revenue streams to meet the set revenue targets
4. Non-compliance with financial Legislations and practices
5. Failure to create an enabling environment to improve the well-being of communities and economic development
6. Failure to respond to the community
7. Inability to instil good governance
8. Failure to deliver reliable, affordable and sustainable services and ensure improvement in infrastructure development and maintenance

Inadequate support and empowerment to communities with regards to environmental, healthcare, disaster, and community safety programs

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. ***The Municipality concentrates its efforts in preventing fraud and corruption and remains committed to zero tolerance towards fraud and corruption***.

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

During the year under review the municipality initiated the processes for the development of its fraud hotline and an independent service provider was appointed to manage, monitor and report fraudulent matters reported to the hotline to enhance the incident reporting of suspected fraud and corruption via the District Hotline. Further to the reflected processes, the municipality had also executed the following: -

- A fraud prevention plan has been developed.
- Fraud awareness sessions were 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 the Ethics Management Implementation plan.

2.9 Supply Chain Management

During the year under review, the shortage of staff continued to be a challenge in the supply chain management unit and has led to serious overload to the existing staff. This is due to the review of the organisational structure and the development of the job description forms and job evaluation process that is taking long to conclude. In an effort to curb these challenges, the department appointed five contract workers for a period of a year to temporarily fill positions that are at a lower level to ensure that there is segregation of duties.

Implementation of procurement plans

Procurement plans and service delivery budget and implementation plans are not properly 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 and Supplier Performance

There is a slight improvement in the contracts management as all contracts are centralised to the supply chain management unit. As part of the management action plan, management will ensure that all contract registers are fully populated and linked to ensure that they reflect the correct status of all contracts that the municipality has.

Supplier performance continues to be an issue for the municipality as not all reports are produced for each contract that is still active. Some of the contracts were awarded a long time ago and are still active but reasons for non-completion are not well documented to assist in blacklisting suppliers who are poor performers. Management has developed a supplier performance template to be used by the end user departments that is to be submitted with each and every payment certificate.

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:

- The irregular expenditure has been reduced as the Municipal Public Accounts Committee did approve some write-off after thoroughly investigating and concluded that there was value for money in the expenditure spent.
- All deviations are approved after having been processed by the budget and treasury office and approved by the accounting officer.
- Appointment of service providers through the use of transversal contracts with the National Treasury.
- Timeous sitting of bid committees
- Standard operating procedures for SCM have been developed and approved
- Development of a procedure manual on use and rotation of all term contracts
- Training of SCM staff, bid committees, MPAC and the DC board.
- Appointment of service providers by means of term contracts.
- Development of a procedure manual to ensure reduction in reduction of irregular expenditure

Table 9: ***SCM SWOT Analysis***

Strengths	**Weaknesses**
• SCM Policy reviewed in line with latest legislation and best practices and adopted by Council on the 30 May 2023 • CSD Regulations implemented fully. • Review and update of existing procurement templates, which have standardized the	• Partial implementation of the SCM Policy. • Disjointed committee system • 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

procurement process for quotations and tenders. • There is a procurement plan for capital projects which is the Project Implementation Plan	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). • Slow process of filling of vacant posts within the SCM Section • Deficiencies in document management with regards to control and safekeeping of bid documents and SCM documents. • 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. • Partial compliance to all SCM circulars
Opportunities	**Threats**
• 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.	• 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 filling rooms and in collaboration with registry department for the provision of document filling.

- 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.
- Strengthening of the 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 ad-hoc 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.
- 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
- Fully 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.

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 10: ***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 11: ***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	27/03/2024
• 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
• 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 2023/24 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	N/A

Municipal Website: Content and Currency of Material		
Documents Published on the Municipal Website	**Yes/No**	**Publishing Date**
• 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

2.13.1 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.

2.13.2 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 12: ***Number of Ward Committee Members per LM***

The ward Committee Structures had been established in all five (05) Local Municipalities within the ORTDM. The model used in the establishment was Geographic and Hybrid, and it depended on the guidelines adopted by each municipal Council.

Municipality	Number of Wards	Number of Ward Committees Structures	Date of Establishment	Model used
Ingquza Hill LM	32	320	24 February 2022	Geographic

Municipality	Number of Wards	Number of Ward Committees Structures	Date of Establishment	Model used
King Sabatha Dalindyebo LM	37	370	12 January 2022	Hybrid/ Geographic and Sectoral
Mhlontlo LM	26	260	30 November 2021	Geographic
Nyandeni LM	32	320	15 February 2022	Geographic
Port St Johns LM	20	200	28 January 2022	Geographic
Total		1 470		

Monitoring Tool on Functionality of Ward Committees

The Municipality monitors the functionality of ward committees within the district by using the Ward Committee Monitoring Tool and is 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 13: ***Assessment Tool on Functionality of Ward Committees***

NB: Refer to the table below for full details on ratings.

TERM	DESCRIPTION	RATING
Highly effective 120%-133%	Performance far exceeds the standard expected	4
Fully effective 100%-119%	Performance fully meets the standard expected	3
Partially effective 67%-99%	Performance meets some of the standards expected	2
Not effective Less than or equal to 66%	Performance does not meet the expected standard	1

NAME OF MUNICIPALITY: Ingquza Local Municipality							
				RATINGS			
	YES	NO	REASON	1	2	3	4
Are Ward committee meetings sitting?	Y		N/A				x
Are Ward meetings also convened?	Y		N/A				x
Are plans and reports with community service delivery priorities tabled in the Council?	Y		N/A				x
Are feedback community meetings conducted	Y		N/A				x
Are door to door campaigns conducted? / Are Households visits conducted	Y		N/A				X
Are complaints raised, processed and registered by ward committees?	Y		N/A				x
Are Government publications distributed?	Y		N/A				x
Number of updated Ward Profiles.	32		N/A				x
Are wards supported in the development and implementation of Ward Operational Plans?	Y		N/A			x	

NAME OF MUNICIPALITY: MHLONTLO LOCAL MUNICIPALITY							
				RATINGS			
	YES	NO	REASON	1	2	3	4
Are Ward committee meetings sitting?	Yes				X		
Are Ward meetings also convened?	Yes				X		
Are plans and reports with community service delivery priorities tabled in the Council?	Yes						X

NAME OF MUNICIPALITY: MHLONTLO LOCAL MUNICIPALITY							
				RATINGS			
	YES	NO	REASON	1	2	3	4
Are feedback community meetings conducted?	Yes					X	
Are door to door campaigns conducted?/ Are Households visits conducted	Yes			X			
Are complaints raised, processed and registered by ward committees?	Yes						X
Are Government publications distributed?	Yes					X	
Number of updated Ward Profiles.	26						
Are wards supported in the development and implementation of Ward Operational Plans?	Yes					X	

NAME OF MUNICIPALITY: KING SABATA DALINDYEBO LOCAL MUNICIPALITY							
				RATINGS			
	YES	NO	REASON	1	2	3	4
Are Ward committee meetings sitting?	Y						X
Are Ward meetings also convened?	Y						X
Are plans and reports with community service delivery priorities tabled in the Council?	Y						X
Are feedback community meetings conducted?	Y						X
Are door to door campaigns conducted?/ Are Households visits conducted	Y						X
Are complaints raised, processed and registered by ward committees?	Y						X
Are Government publications distributed?	Y						X
Number of updated Ward Profiles.	37						X

NAME OF MUNICIPALITY: KING SABATA DALINDYEBO LOCAL MUNICIPALITY							
				RATINGS			
	YES	NO	REASON	1	2	3	4
Are wards supported in the development and implementation of Ward Operational Plans?	Y						X

NAME OF MUNICIPALITY: PORT ST JOHN'S LOCAL MUNICIPALITY							
				RATINGS			
	YES	NO	REASON	1	2	3	4
Are Ward committee meetings sitting?	Yes				X		
Are Ward meetings also convened?	Yes				X		
Are plans and reports with community service delivery priorities tabled in the Council?	Yes						X
Are feedback community meetings conducted?	Yes					X	
Are door to door campaigns conducted? / Are Households visits conducted	Yes			X			
Are complaints raised, processed and registered by ward committees?	Yes						X
Are Government publications distributed?	Yes					X	
Number of updated Ward Profiles.	20						
Are wards supported in the development and implementation of Ward Operational Plans?	Yes					X	

NAME OF MUNICIPALITY: NYANDENI LOCAL MUNICIPALITY							
				RATINGS			
	YES	NO	REASON	1	2	3	4
Are Ward committee meetings sitting?	Yes						X
Are Ward meetings also convened?	Yes						X
Are plans and reports with community service delivery priorities tabled in the Council?	Yes						X
Are feedback community meetings conducted?	Yes		There is feedback but not all the time.		X		
Are door to door campaigns conducted? / Are Households visits conducted	Yes					X	
Are complaints raised, processed and registered by ward committees?	Yes						X
Are Government publications distributed?	Yes						X
Number of updated Ward Profiles.	15		Not all wards have updated their profiles		X		
Are wards supported in the development and implementation of Ward Operational Plans?	Yes					X	

Community Development Workers

Community Development Workers had been employed by the Department of Cooperative Governance and Traditional Affairs to help individuals, families and Communities to bring social change, and improve the quality of their lives. There serve as a link between the communities and provide information on support services and support. Across the ORTDM, in Local Municipalities there are Community Development Workers who are allocated to various wards. The Monitoring

is done by the COGTA and the ORDM.

Table 14: ***Allocation of Community Development Workers (CDWs) per Municipality***

Municipality	Number of Wards	Number of Community Development Workers	Dates of sitting and Reporting
Ingquza Hill LM	32	23	20th of every month
King Sabatha Dalindyebo LM	37	33	15th of every month
Mhlontlo LM	26	23	20th of every month
Nyandeni LM	32	24	20th of every month
Port St Johns LM	20	20	23rd of every month
Total	**1 470**		

Table 15: ***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 16****: 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

Section 79 Portfolio Committees Name	Names of Departments Oversighted	Chairperson
Budget & Treasury Office (BTO)	BTO	Cllr N.L. Vanda
Intergovernmental Relations, Planning, Research and Policy Development	Office of the Municipal Manager	Cllr K. Vava
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 17: 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									

2.15 Information Communication & Technology

The ICT section at O.R. Tambo DM manages the systems, infrastructure, and digital tools used to manage information, support communication, and enhance service delivery. The infrastructure manages operations, delivers services, and engages with citizens. It encompasses hardware, software, networks, data systems, and digital platforms that support governance and development.

2.15.1 Key Role of ICT in Achieving the Strategic Objectives of the Municipality

ICT plays a strategic and enabling role in assisting the municipality to meet its strategic goals by:

- Automation of processes to improve service delivery and communication with rural and remote communities.
- Digitalising records to enhance governance and transparency.
- Use of systems with data analytics to have data-driven decision-making.
- Integration and automation of financial management and revenue collection.
- Providing continuity solutions and early warning systems in responding to disaster management and resilience.
- Internal efficiency and workforce productivity through automated employee management, remote work tools, and training.
- Social media, digital inclusion for citizen engagement and participation.

2.15.2 ICT Governance

- ICT Governance Framework
- ICT Governance Charter
- ICT Strategy 2024-2027
- Records Management Policy
- ICT Security Management Policy
- ICT Patch Management Policy
- ICT Firewall Configuration and Implementation Policy
- ICT Incident Management Policy
- ICT Disaster Recovery Plan
- Change Management Policy
- ICT Backup and Recovery Policy
- ICT Access Control and User Access Management Policy

2.15.3 ICT Committees & Municipal Committees

- The ICT Steering Committee was established with quarterly meetings and an independent Chairperson.
- The ICT District Forum was piloted to be formally established with a TOR.

2.15.4 ICT Application Architecture

- Three-year Microsoft enterprise agreement directly with Microsoft.
- Hosted email solution for continuity of communication services.
- Financial Management System.
- Organisational Performance Management System, Individual Management System, and Risk Management System.
- O.R. Tambo DM website with e-recruitment.
- Firewall, antivirus with support and maintenance.
- HR and Payroll System
- Electronic Content and Records Management System

2.15.5 ICT Infrastructure Architecture

- Upgraded Network Infrastructure in the Municipal building and installed Wi-Fi in some municipal buildings.
- Upgraded Server Infrastructure.
- Server Room Installed with solar backup power for power failover.
- Upgraded Server Room to comply with data centre standards.
- Assessment of Records (Registry & Archives) Data centre conducted.
- Appointed a service provider to upgrade VPN, MPLS / SDWAN and VoIP to improve network and internet availability throughout municipal offices and plants.

2.15.6 ICT Service Management

- Tools of trade for municipal employees and councillors supplied.
- The ICT Service Desk is utilised to manage services requested from ICT by the employees and councillors.
- Disaster Recovery Project appointment was done to increase the availability of ICT Services.
- Supply and Delivery of Printing Services throughout the municipality.

2.15.7 New Policies identified to be developed in 2025/2026

- Digital Transformation Strategy
- ICT Risk Management Framework
- ICT Server Room Physical & Environmental Control Policy
- ICT Service Charter
- Digital Signature Policy
- Disaster Recovery Strategy/Plan
- ICT Acceptable Use and Asset Disposal Policy
- Project Management Framework
- Telephone Management Policy – Either is included in the Cell phone allowance policy covering the 3G card/data card's part.

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 Infrastructure, Water and Sanitation. This department has a vacancy rate of 1%. Staff compliment as the end of June 2024 for this department is a depicted in the table below:

Table 18: ***Employees - Water & Sanitation***

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
874	873	1	1%

Over the financial year 2023-2024, the municipality had implemented projects funded by three national grants as follows:

Table 19: ***Projects Implemented in 2023/24***

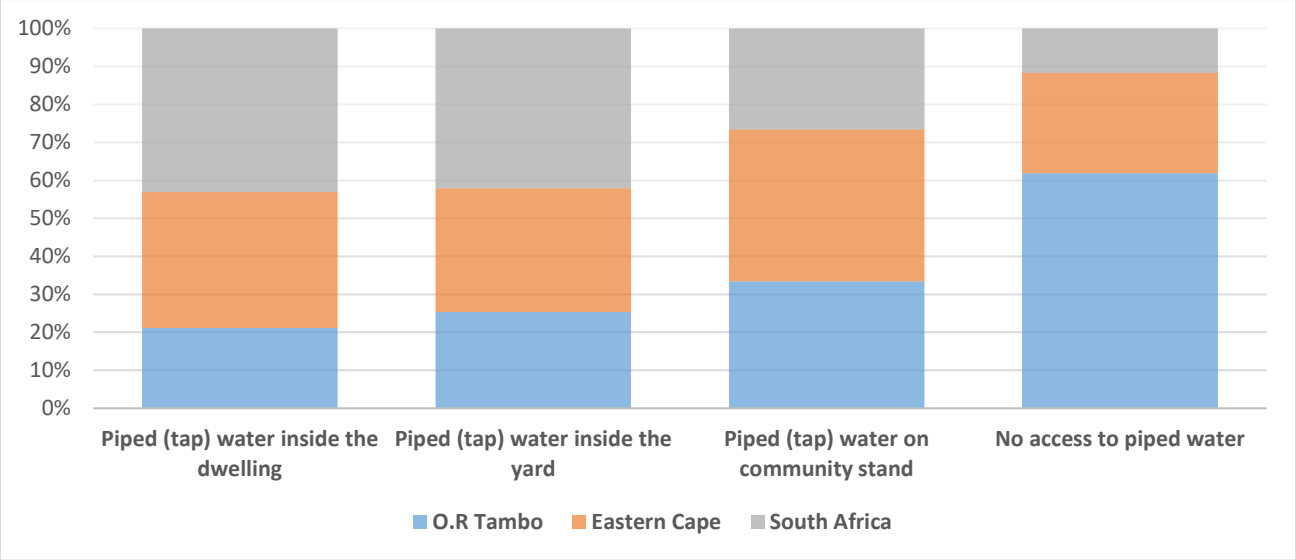
Grant	Amount	No of projects / Contracts		
		Planning	Construction	Completed
MIG	R 713 547 688,00	21	44	29
RBIG	R 120 700 000,00	0	7	0
WSIG	R 72 000 000,00	2	9	9

Eighty-Three (83) projects were implemented over the financial year through the three conditional grants. Out of these projects, 29 projects were completed and were able to connect 1569 households with portable water and 12 212 households were connected with sanitation (VIP).

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 37 mega litres of water was catered and delivered to communities across the district. The figure below illustrates level of access of water for the district households:

*Figure 9: **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 20: **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.

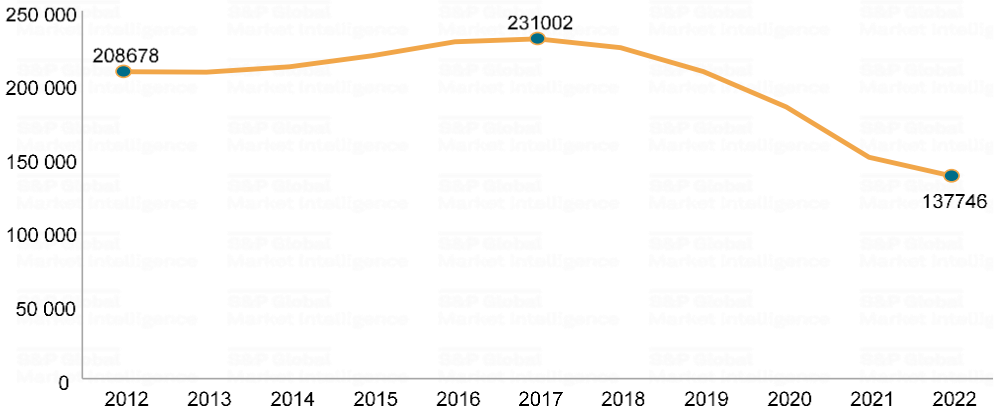
*Table 21 : **Water Backlog***

	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 has the highest proportion 143 768 (45,9%) of households with no access to piped water.

*Figure 10: **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 12 212 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 1802 toilets during the year under review.

The major achievement in waterborne sanitation is the commissioning of the Tsolo Wastewater Treatment with completion of the two sewer projects in Tsolo town and surroundings and Crossbow. The standard of service for these areas have improved from use of pit latrines and septic tanks to flushing system. Qumbu WWTW is under construction.
Two contracts in Flagstaff for construction of sewer reticulation in Thabo Mbeki and completion of phase 2 at the Waste Water Treatment Works are in progress while the three contracts under Lusikisiki sewers phase 2 are under commissioning.

Table 22: ***Sanitation level of service per local municipality***

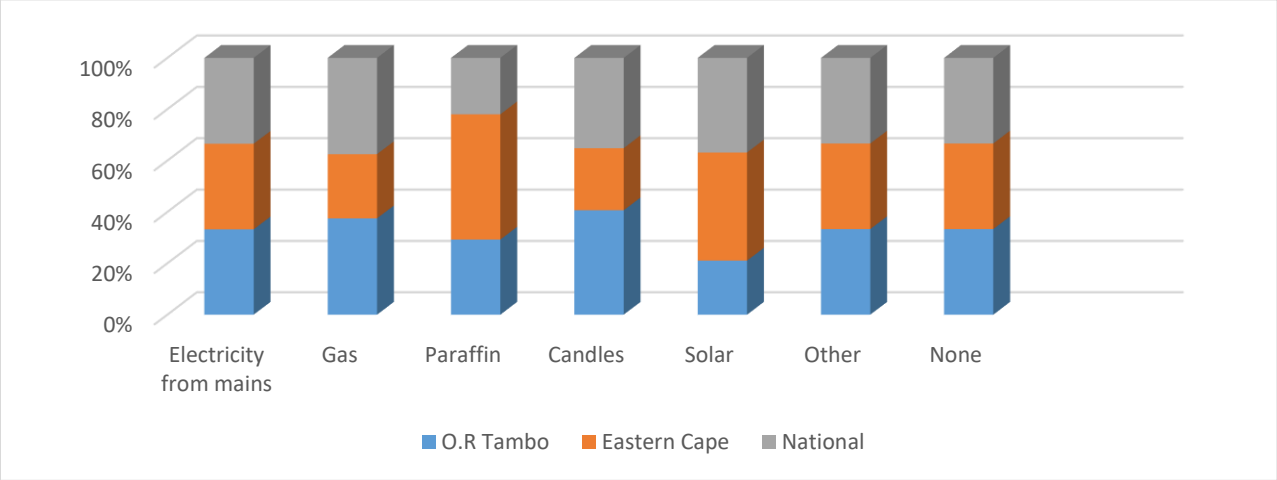
Local Municipality	Above & at Minimum Service Level		Below Minimum Service Level			Total
	Flush Toilet	Ventilated Improved Pit (VIP)	Pit Toilet	Informal Systems	No Toilet	
King Sabata Dalindyebo (KSD)	34 000	64 045	16 600	606	6 660	1 22 000
Ingquza Hill	6 870	44 400	11 200	1 100	2 800	53 200
Port St 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.

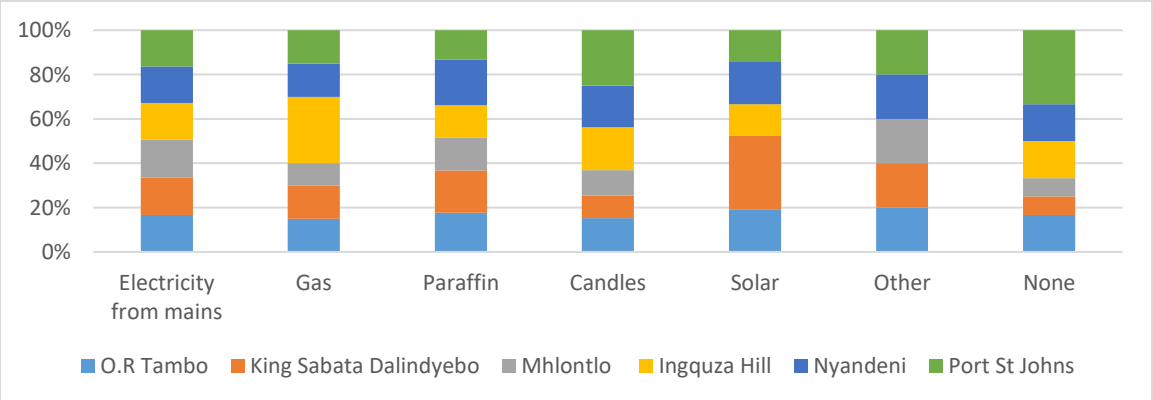
*Figure 11: **Households by type of electrical connection - O.R. Tambo, Eastern Cape and National Total***



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.

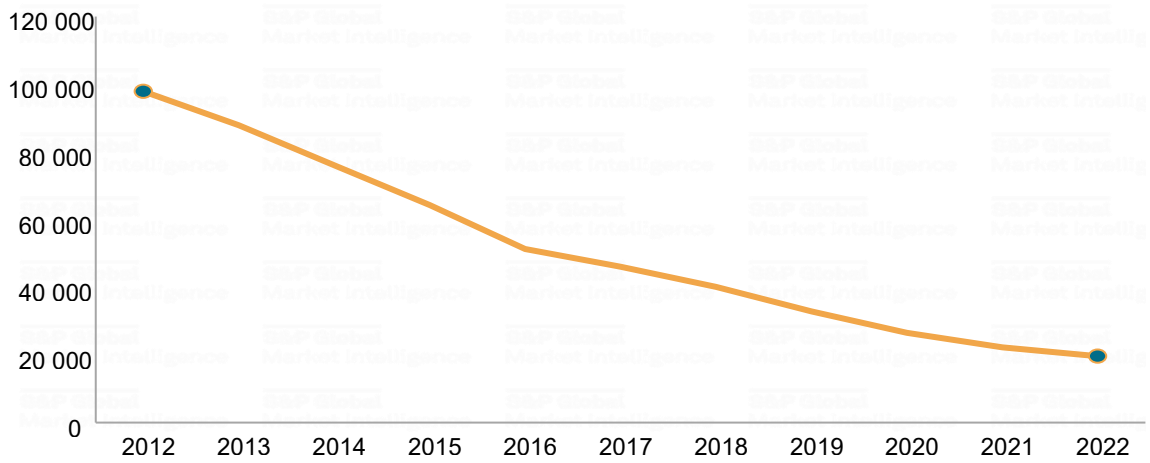
*Figure 12: **Household access to electricity for lighting by Local Municipality in O.R. Tambo District.***



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 13 : ***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 and gazetting 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 2024/2025 Greenest Municipality competition to and compete provincial and National. Nyandeni Local Municipality has completed as number 1 in the 2024/25 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 Human Settlements

The O.R. 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

3.5.1 Houses Built on Human Settlements Development Grant

The Department of IWS: Human Settlements has completed Three Hundred and Forty-One (341) housing units within the OR Tambo Region for the 2023/2024 financial year, the completed housing units have been built in the following local municipalities hereunder:

Table 23: ***Completed housing units per LM***

Local Municipality	No of Units completed
Ingquza Local Municipality	161
Port St Johns Local Municipality	129
Mhlontlo Local Municipality	51

3.5.2 Internal Social Relief Houses

The district has assisted with social relief houses two vulnerable households, for one beneficiary from Ingquza Hill Local Municipality and one from Port St. Johns Municipality.

3.5.3 Training of Youth and PDI contractors

A total of Thirty-two (32) emerging contractors/ local builders were trained consisting of youth and women. The training was held in King Sabata Dalindyebo Local Municipality ward 33, Qweqwe Village. The training was 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.

3.5.4 District Human Settlements Strategy

The District Municipality has adopted a District Human Settlements Strategy that sets the Municipal Strategy on integrated Human Settlements and will serve as a Housing Chapter into the IDP document.

3.5.5 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.

3.5.6 Human Settlements forum

The Department is resuscitating a human Settlements forum that plays an information sharing, oversight, accountability and monitoring of human settlements development. The composition of the forum includes but not limited to all Human Settlements portfolio heads and officials from all LMs and the Department of Human Settlements.

Table 24: ***Strategies in Place, improvement areas and interventions to challenges identified.***

strategies	Improvement areas	Interventions
• To facilitate speedy procurement of goods and services	• Record keeping • Meet set timeframes • Constant follow up on requisitions	• Introduce correspondence delivery register. • Monitor budget expenditure • Alignment with district records system
• Improve work conditions for staff	• Conducive office space and tools of trade	• Provisioning of offices with office equipment
• Emergency procurement plan	• Emergency procurement arrangements	• Facilitate development of dedicated emergency procurement plan
• Building material term contact	• Improve time frames in providing housing for social relief housing projects	• Material will be procured from several service providers and delivery on site for construction of houses

Table 25: ***Strategies, Projects, Outputs and Impact***

Strategies	Projects	Output	Impact
Houses Build on Human Settlements Development Grant	HSDG 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	Housing Needs Register project (Credible list of potential beneficiaries),	Human Settlements Strategy, Housing Needs, Informal	Strategic Direction, Planning and funding allocation,

Strategies	Projects	Output	Impact
Research and planning	Human Settlements Strategy, Champion ISUP, Benchmarking of Alternative building technologies, Township Establishment, and Housing Sector Plan	Settlements upgraded,	viable and Liveable Human Settlements
Human Settlements Consumer Education	Consumer education workshops	Workshops and Training	Well informed communities, smooth running of projects,

3.6 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. The qualifying income level for a household as described in this Policy will be less or equivalent to two state pension grant per year. Indigents for the purposes of the policy are exhaustively defined to include members of child-headed households.

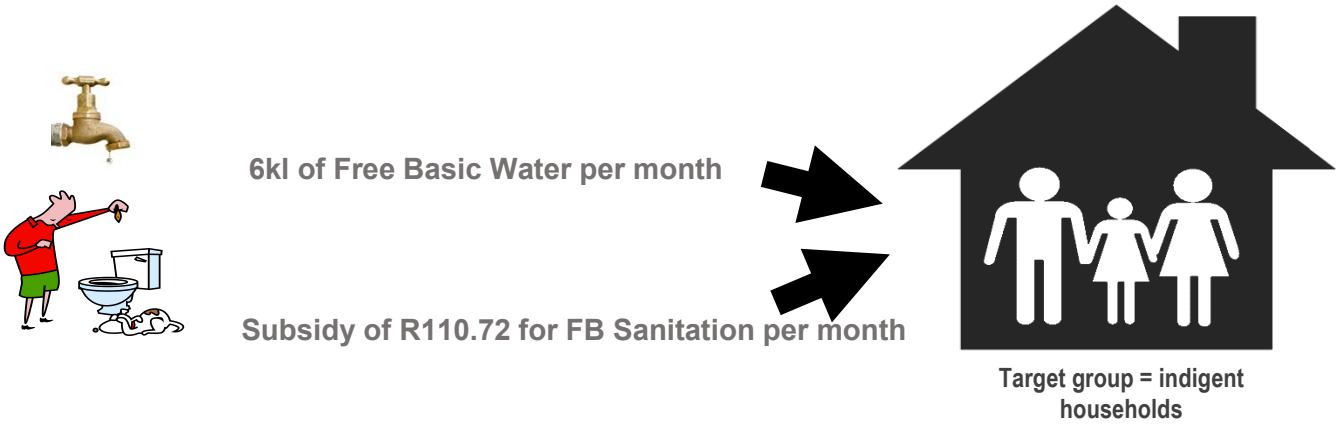
The district as a Water Services Authority and Provider, our sole mandate is to make sure that water is provided to O.R. Tambo homeowners. The municipality has developed an Indigent Policy as a guiding document for the provision of free basic services to people.
The Constitution of the Republic of South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



3.6.1 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.

3.6.2 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.

3.6.3 Indigent register

For registration purposes, Applicants will be requested, amongst other supporting/compulsory documents, to sign and submit a sworn affidavit to the effect that all information supplied to the municipality is true and correct. If the application is approved, the assistance/support will be valid for a period of 24 months without any guarantee of renewal.

The register is updated on a monthly basis to ensure that the subsidy is received by the eligible beneficiaries.

The indigent Register has 394 certified indigents thus far. The section has embarked on an exercise to reconcile the Indigent Registers of Local Municipalities with the one from the District Municipality.

COMPONENT B: ROAD TRANSPORT

3.7 Roads

3.7.1 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.

3.7.2 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.

3.8 Transport

The District Municipality has a duty to coordinate the transport sector within the district. As such, the Municipality has adopted a review of the Integrated Transport Plan.

3.9 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.

3.10 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 35%. Staff compliment as the end of June 2024 for this department is a depicted in the table below:

Table 26: ***Employees - REDP***

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
37	24	13	35%

3.11 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 2024/25 financial year the District had resolved to review the it's SDF, but the delays in procurement processes resulted into the project being cancelled.

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. In 2024/25 financial year the District has been engaging Local Municipalities, assisting them to update their current policies. LMs are then at liberty to customise the Model 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
- Vigiesville Precinct Plan
- Lusi Park Precinct Plan

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 reviewed their SDF in 2024/25 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 then affect 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. In order to address some of the concerns that have been identified in the implementation of the SPLUMA, as well as to accommodate the concerns raised by the Traditional Leaders the National Department of Rural Development and Land Reform is in a process to make amendments to the Act. The Provincial workshop on SPLUMA was held in November 2024 for the Eastern Cape Province. The progress on that process was presented in

the 3rd Quarter 2024/25 financial year to the O.R. Tambo District Joint LED, Spatial Planning and Tourism Forum.

Some of the spatial planning challenges in the district relate directly to the issue of inherited spatial legacy of Colonial and Apartheid planning, resulting into 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 land use management capacity
- LMs have limited authority in rural areas (No policies mean no enforcement). This also alludes to the fact that there is still resistance to implement SPLUMA in areas under Traditional Leadership.
- 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 2023/24 financial year. The support was in the form of the development of Precinct Plans for Lusi Park and Viedgesville nodes identified by the Ingquza Hill LM and KSD LM in their respective Integrated Development Plans (IDPs) and Spatial Development Frameworks (SDFS). Due to the late appointment of the Service Providers towards the end of the 2023/24 financial year, the projects were then finalised in the 1st Quarter 2024/25 financial year.

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 covered by the Eastern Saeboard comprises of four District Municipalities of O.R. Tambo, Alfred Nzo (Eastern Cape), Ugu, and Harry Gwala (KwaZulu Natal). The Eastern Seaboard Regional Spatial

Development Framework (RSDF) was then developed for a period of two years, starting from May 2022 to May 2024.

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, Mobilization, 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 Master 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 worskstreams in order to ensure that the interests of the District and LMs are captured and well represented in the project.

3.11.1 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 district'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. 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 that first term of office ended in 2023.

From 2023 Local Municipalities under the District took Council Resolutions to establish their MPTs for the second 5-year term of office. Under the O.R. Tambo District municipality (ORTDM there are 3 types of MPTs that Municipalities have resolved to establish, see table below:

Table 27: ***Municipal Planning Tribunals***

Municipality	Type of MPT	Start Date	STATUS
ORTDM, Mhlontlo & Nyandeni LM	District MPT	2024-2029	FUNCTIONAL

Municipality	Type of MPT	Start Date	STATUS
Port St Johns & Ingquza Hill LM	Joint MPT	2025-2030	STILL BEING ESTABLISHED
King Sabata Dalindyebo LM	Single MPT	2024-2029	FUNCTIONAL

In the 2024/25 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. In the 3rd Quarter 2022/23 the District working together with SALGA, EC-COGTA and DALRRD conducted a District SPLUMA Compliance Assessment workshop with LMs. In the workshop, the concern about the slow progress was raised for Ingquza Hill LM and PSJ LM, they 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 2024/25 financial year to the LMs, so that they comply with all applicable legislations from Provincial to National level. This will be done by utilising the available IGR structures such as the recently established O.R. Tambo District Planners Forum, Joint LED, Spatial Planning and Tourism Forum, Municipal Manager's Forum, etc.

3.12 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 (LED). Whilst micro-enterprises have absorbed large numbers of unemployed people, they are in themselves not always able to generate appropriately remunerated long-term jobs. In dealing with the challenges above the REDP has a programme on agriculture development and informal trade and enterprise development support programme which assist in terms of fighting poverty within our communities. 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 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.

In an attempt to create an enabling environment for social development and sustainable economic growth, Informal Trade and Enterprise Development programme has set targets as outlined in the Service Delivery and Budget Implementation Plan (SDBIP). This includes programmes/initiatives implemented to support informal traders' co-ops and SMMEs. District SMME Co-ordinating Committee (DSCC) is a structure established to improve co-ordination and support for Small, Medium, and Micro Enterprises (SMMEs) at the district level. It is aimed at streamlining access to resources, funding and business development support. This will also foster collaboration amongst stakeholders that are in the ecosystem of a District Development Model (DDM). The DSCC sits quarterly. Informal Trade, Co-operatives and SMMEs under the set target for 2024/25 financial year the REDP department managed to support 38 co-operatives and SMMEs. They supported SMME's and Cooperatives with materials and inputs with the intentions of developing them. This is done to stimulate economic growth which will lead to creation of employment opportunities and reduce poverty.

In terms of Business Awareness Day, the O.R Tambo District Municipality (ORTDM) is tasked

with the responsibility of capacitating and developing SMME's and cooperatives. The department facilitates business awareness days to support enterprises in providing conducive environment for creating employment opportunities and boosting investment to grow the district's economy. In collaboration with King Sabatha Dalindyebo (KSD) LM, Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) and other strategic entities such as SEDA, SARS, BUSINESS CHAMBER, SCM hosted Business Awareness Day. The objectives were to make sector departments and state-owned entities to present on funding opportunities available to SMME's and cooperatives; to outline the interventions with regards to training and development of enterprises; and to outline the compliance issues and also outline requirements for accessing the fund. SMMEs and cooperatives were capacitated in all the five local Municipalities within OR Tambo District for the financial year 2024/25. The capacity building initiatives was done in collaboration with Walter Sisulu University (WSU), First National Bank (FNB) and DEDEAT aiming to empower local businesses, fostering economic growth and job creation by providing them necessary skills and resource to manage their finances effectively. The objective of the capacity building initiative was to equip entrepreneurs and business leaders with the knowledge, skills, and tools necessary to build and sustain successful businesses. Improve the management capability, efficiency and competitiveness of product and service of the business through lessons and experiences from best practices. Equip participants with insights about new trends and developments in the business management. Provide a forum for participants to discuss issues and challenges currently facing businesses in the district. They were capacitated on the following modules: Module 1: manage personal finances and business finances for farmers/ non farming businesses Module 2: Savings and Investments Module 3: Loan management Module 4: Ethics and Financial Planning Module 5: Financial record keeping

3.12.1 LED Infrastructure and Investment Promotion

The District Municipality partnered with Eastern Cape Social Economic Consultative Council (ECSECC), and Port St Johns Municipality facilitated and produced investment booklet for PSJ LM with projects identified and ready to attract investors in 2024/25 year. The district municipality has also revived and strengthened its participation in catalytic projects such as Wild Coast Special Economic Zone (WCSEZ). The district has strengthened its partnership with COGTA and SALGA-EC on resuscitating Small Town Revitalization and Property Development.

3.12.2 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 LAN fertilizer support to more than 4000ha for grain production spread over 5 local municipalities in 2024/25. We also supported Velani Mampondo Co-op (Nyandeni LM), Benly Crop Co-op (Mhlontlo LM), and Pulana Farms (Ingquza Hill) on vegetable production towards commercialization and sustainability in 2024/25 year.

3.12.3 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. In 2024/25 year, the district municipality has strengthened sitting of IGR meetings towards increasing afforestation and expansion.

3.12.4 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. In 2024/25 year, the district has partnership with ECDC to support partnership between REKASEED and Seven PSJ fishing co-operatives towards sustainable fishing economic activity. As a result, two consignments have been exported to overseas market and income was generated by co-operatives.

3.12.5 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 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.

3.13.5.1 Tourism Marketing & Promotion

The district municipality has a responsibility to market local products and region as a preferred tourist destination of choice and to boast economy, in pursuing that development of marketing material such as Tourism Marketing brochure and its master copy was achieved, heritage and craft route Maps were done 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.

Brochure development

The purpose of developing a tourism brochure for the O.R. Tambo District Municipality is to promote the district as a compelling tourism destination, inform visitors of key attractions, and stimulate local economic growth through increased tourism activity. The brochure serves as a practical and strategic marketing tool to attract both domestic and international tourists. The brochure was developed and the and the master copy was submitted to the office, and this is making things much easier for printing and editing.

Trade Shows

- Africa’s Travel Indaba Formerly Tourism Indaba
- National Arts Festival **(NAF)**
- Sith’aba and Isingqisethu Cultural Festival **(ICF)**
- Events Promotion

Africa’s 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. The involvement of O.R. Tambo District Municipalities in Africa's Travel Indaba is a strategic move that can lead to greater collaboration, enhanced visibility, and a stronger tourism sector in the region. By working alongside local municipalities and local tourism organizations, they can create a more holistic and effective approach to tourism development. For the Indaba 2025, local artists and performance groups were hired as the district were to launch a new stand, a new exhibition stand was procured with floor space and furniture. The event was held from **12 -15 May 2025 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 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 Hiring of 5 X Exhition Stall, 5 X Woodent Floorboard, Hiring of Industrial Sewing Machine X1, 50 X Hangers, in house designed price tags, tagging and display equipment including sales tracking print outs. The LMs had to transport and accommodate 8 craft producers to the event and only Kumkani Mhlontlo who could not send their producers to Makhanda due to budget limitations. The annual event was held from the **26 June - 06 July 2025 in Makhanda.**

Isingqisethu & Sith'aba 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, curatorship, vouchers, Village Based accommodation refresher workshop on customer care and assisting at PSJ Museum. The event was staged for 2 days in the PSJ soccer ground, and all Eastern Cape Districts and Metros attended the event. Day 1 was Sith'aba and Day 2 was Isignqisethu Festival. The district hosted a refresher workshop for VBAs product owners. 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 2023/24 the event was held from the **06th & 07th December 2024 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. There were a series of events supported by the DM including collaborating with relevant stakeholders.

The purpose of the District Municipality supporting the Mbokothwana Heritage Festival and the Tsitsa River Kayaking Launch is to promote cultural heritage, boost local tourism, stimulate rural economic development, and create community-based recreational opportunities. Also collaborating with DSRAC and supporting Kumkani Mhlontlo LTO initiatives. These two events serve both cultural and adventure tourism objectives, reflecting a balanced and inclusive development strategy.

Pondo Revolt Heritage Celebration: This program meant to promote awareness about the Ingquza Hill Masacre, a tragedy that took place on 06 June 1960. It's also aimed to preserve the tangible and intangible heritage of AmaMpondo through hosting a commemorative event, to create a space to collect and preserve the archaeological collections that have the national historical and cultural significance and to promote the province's rich and diverse cultural heritage and as well as tourism. The actual commemoration event took place on the 06th of June 2025 at Ingquza Hill Museum

Handover of Kayaks at KSD: The initiative is intended to enhance the existing public economic infrastructure amenities, to identify new public amenities that can be developed, to attract tourism investment. Also, to market and promote tourism and generate economic growth and foreign exchange as well as to instill the culture of responsible and sustainable tourism development. Facilitation of this target has been done as handover of kayaks: 5 Double fluids kayaks, 10 pedals and 10 SAMSA approved life jackets were handed over to Mthatha Trail adventure and tours operating at Mabheleni Dam. Please Note Procurement of items was done by ITED unit.

Handover of Kayaks at PSJ - The initiative is intended to enhance the existing public economic infrastructure amenities, to identify new public amenities that can be developed, to attract tourism investment. Also, to market and promote tourism and generate economic growth and foreign exchange as well as to instill the culture of responsible and sustainable tourism development. Execution of this target has been done as handover of kayaks and the session held on the 27 May 2025. Following are the items: 5 Double fluids kayaks, 10 pedals and 10 SAMSA approved life jackets were handed over to Ngcambu Tours and Adventures. The items were done by ITED unit, also there was no expenditure incurred during the handover session.

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 Covid 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 not afford to do that, and the recipients are suffering.

Support to Local Tourism Organisations

The purpose of the District Municipality supporting Local Tourism Organisations (LTOs) is to strengthen grassroots tourism development, enhance coordination, and ensure community participation in the tourism value chain. LTOs act as key partners in driving local tourism growth, promoting destinations, and representing local stakeholders. Spport was given to the Kumkani Mhlontlo LTO in a form of signage dvelopment and erection on the Kayaking site at Tsitsa river.

3.13.5.2 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. Signage provision to tourism SMMEs, Tourism adventure projects, attractions and accommodation establishments was done for the following: Flagridge Country Lodge, Zalu Multi-Purpose Centre, Mthatha Community Arts Centre, PSJ Art Centre, Coffee Bay Art Center, Gqubeni Great Place, PSJ 5120 Lounge, Ocean View Hotel, Coffee Shack, Backpackers Lodge, Surf Scool and Mabheleni Dam Kayaking.

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 63%. Staff compliment as the end of June 2024 for Community Services department is a depicted in the table below:

Table 28: ***Employees – Community Services***

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
322	116	206	63%

3.13 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 Ncambedlana 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 Leaners had food poisoning after ingesting sour ball sweet, they were taken to St. Barnabas Hospital and there were nor 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 Heath 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

3.14 Executive Mayoral Services

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.

The following activities were conducted in the 2024 – 2025 financial year:

3.14.1 Children

Carrier Expo

O.R Tambo district municipality in partnership with department of education took initiative of assisting schools of O.R. Tambo and work together by joining hands with resources focusing to the following programmes Carrier Exhibitions. The main focus is to improve the number of learners who will obtain better results at the end of the year so as to be able to choose good carriers at tertiary. O.R. Tambo district municipality in partnership with Untethered Minds Foundation conducted a carrier expo at St John`s College where learners from different schools

Bricks Summer School

Ten children from the five local municipalities were supported with transport, accommodation and meals to attend Bricks Youth Summer School program at Gauteng Province. The purpose of the summer school was to empower learners on Sustainable development and to have information sharing with learners from various schools across the country.

LEARNER	SCHOOL	MUNICIPALITY
1. Lukhona Myeko	Gobinamba S.S.S	KSD
2. Milisa Bolitye	Joyi S.S.S	KSD
3. Nikita Noraqa	Mthweni S.S.S	PSJ
4. Sinethemba Mgqibane	Vulindlela S.S.S	PSJ
5. Yolatha Mdukiswa	Smuts Ndamase S.S.S	Nyandeni
6. Sesethu Sekwana	Gxaba S.S.S	Nyandeni
7. Hlumisa Mxhego	Mhlanga S.S.S	Ingquza - Hill
8. Yolatha Siyala	Hilbrow S.S.S	Ingquza - Hill
9 .Sinentlahla Lamani	Thandanani S.S.S	Mhlontlo
10. Imibongo Ntakana	Thandanani S.S.S	Mhlontlo

3.14.2 Gender

Women`s Day

The theme for this year's Women Month was: "Generation Equality: Realizing Women's Rights for an Equal FutureThe concept was paying Women's Month Tribute to the women who have paved the way to achieving gender equality and empowerment of all women and girls. The event took place at Lambasi A/A at Ingquza – Hill.

The impact of the Gender-Based Violence and Femicide remains a major concern and is disruptive to the collective efforts to make strides for women empowerment in the district and. has affected the lives and livelihoods of the people with being women the hardest hit. The scourge of violence against women, poverty, unemployment, exploitation of women, human trafficking, amongst many, were but some of the challenges that were identified on the day.

O.R. Tambo Women's Summit

The promotion of women empowerment and gender equality in the O.R. Tambo district municipality was one of a priority in the summit. The district municipality facilitated gender equality by conducting a summit for women empowerment so as to build women's resilience, self-confidence, self-esteem, capability and capacity for sustainable livelihood. Some of the objectives of the summit was to build leadership capacity of women within communities so as to enhance their communication, interpersonal and social skills, to build and strengthen the partnership between government, civil society, private sector and media to address the needs of women in families and communities at large. The summit encouraged women to be resilient, and have self-confidence, self-esteem, capability and capacity for sustainable livelihood.

Promotion of women's self-empowerment so as to reduce their vulnerability and ensure that they take their rightful place in society was fully discussed.

It was encouraged that there is a need to improve socio economic and leadership status of women by strengthening their skills to minimise their exposure to poverty and dependence on male partners.

Skill`s Development and Empowerment Programs for Women

- 9 women were trained on sewing for two weeks at Ingquza – Hill, each woman received 20 meters of sewing material, pair of scissors, threads. The program took place from the 11th of November – 22nd November 2024.
- Women Indaba program was in collaboration between Special Programs Unit and Community Services which was held at Savoy hotel on the 17th and 18th March 2025. Working together of all stakeholders can create an enabling environment for women to

thrive in leadership positions, promoting gender equality and sustainable livelihoods. There must be empowerment programs targeted initiatives that can bridge the education and training gap and equipping women with leadership skills. Pairing women with mentors and building networks can foster growth and connection. Strengthening laws and policies can address gender-based violence, discrimination, and inequality.

- On the 7th of November the O. R.Tambo District Municipality partnered with several stakeholders as means of making public awareness on cancer so as to avoid late detection of the symptoms. Life Foundation, Department of Health were the key stakeholders in the program where all the people were tested and references were made for others.
- Ingquza – Hill local municipality is amongst the areas with several incidences which led it to be declared as a GBV pandemic. A prayer by the Council of churches, traditional leaders, and sister departments was done at Ingquza – Hill at ward 20 following killing of two women on the same day.
- HIV/AIDS summit was held at Ndamase Senior secondary school on the 14th of March 2025 in collaboration with Eastern Cape AIDS Council, Songe Social Change, Department of Health, Department of Education and Nyandeni Local municipality. The Eastern Cape Aids Council facilitated the sitting of the summit. Theme for the summit was- **"Using our voices to shatter Teenage Pregnancy"**
- An initiation awareness campaign at Mhlontlo Local Municipality at Mbetse ward 23. Members of the community were educated on the educated on the initiatives that are the priorities in preparation for the upcoming winter season 2025. The awareness was attended by the members of the community.
- Sinenjongo project for elderly people in Lower Ngqungqu in Mqanduli was supported with sewing industrial machine and the clothing materials.
- The office in partnership with Philani Cooperative conducted a training to men and women from the five local municipalities on jam production.

Men`s Parliament

On the 30 September a Men`s Parliament sat in the Speaker`s boardroom and the aim was to table the challenges that men face in their families and society at large. societies and also in the government sector such as SAPS, Health and social development. Men presented their frustration in the meeting when it comes to their abuse cases as they claim that the SAPS don't take them seriously and are judged as being week when they express their frustrations on matters related

to abuse. Also, men stated that there is no confidentiality when it comes to their issues compared to women, and they end up being seen as weak in the community. It was then suggested that men`s corners should be attached to the health facilities and should be private as much where nurses that assess them must also be men so as to express themselves freely

Empowerment Programs for GBVF Victims

The O.R. Tambo district municipality in partnership with the department of social development conducted a program focusing mainly on women who are survivors of gender-based violence, those at risk of being victims and women with malnourished children. This is an integrated effort that aims at empowering women who are victims. 18 women were accommodated and trained at Port St John`s on sewing. The office supported with the sewing material as starter packs for the victims.

3.14.3 Youth

The program took place at Ingquza Hill, Kumkani Mhlontlo and Port St John's Local Municipalities.
Objectives
The objectives of the program were

- To mobilise youth and engage them for the District Youth Summit for National Youth Policy 2020-2030 implementation
- To solicit inputs from young people in the Local Municipalities through build-up workshops for the District Youth Summit

The program was attended by youth, officials and politicians from Ingquza Hill, Port St John's and Kumkani Mhlontlo Local Municipalities.

3.14.4 Disability

Mobility support was provided at Ingquza- Hill, Mhlontlo and Port St Johns local municipality. Wheelchairs, hearing aids and walking canes were given in each municipality
DRAM (Disability Rights Awareness Month) was done in collaboration with Nyandeni local municipality hosted the DRAM at Ntsundwana location, ward 20.

3.14.5 Elderly

District golden games were held at Port St John local municipality on the 24th of August and the local municipalities transported their elderly people to the event. Teams of elderly people competed with each other. Number of winners from the District Golden games was 150.

3.14.6 National And International Icons

Activities that were conducted in 24/25

RECIPIENT	DELIVERABLES	MUNICIPALITY
1. Siyakhana orphanage home	Painting	K.S.D
2. Sandi S.S.S	30 School shoes	Nyandeni
3. Mfelokazi Organisation	3. Cleaning at Ngqeleni orphage home	Nyandeni

Battle of Lurhwayizo 24/25

The commemoration began on the 29th in Mthatha with a glamourous Horse parade of 12 maidens showing off firstly at Jacaranda Flats, Roman Catholic Church and holding off a little bit at the Nelson Mandela Museum. The horses have galloped along the Qokolweni route, passing and entering Zola Dubeni's grave and they made their way to the Nombe, Dukada & Sangoni homesteads at Qokolweni where they paid their respect at the grave sites. The Programme at Sangoni Greate Place was culminated to the exchange of jockeys and maidens preparing those that will be crisscrossing the vast villages to Lurhwayizo kuGatyana (Willowvale) on the following day.

The event included an awarding ceremony in recognition of unsung heroes and heroines by the EC Department of Sports, Recreations Arts & Culture. This ceremony was purposely to preserve the history of the courageous freedom fighters who played pivotal roles in shaping the nation's democracy and educate the Youth through sport & recreational activities.

3.14.7 MAYORAL COMMITTEE MEETINGS AND SECTOR ENGAGEMENTS

*Table 29:**Mayoral Committee Meetings and Sector Engagements***

Meeting Dates	Sector Engagements
• 25 July 2023, • 25 August 2023 • 21 September 2023	• 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
• MAYCO meeting on 24 October 2023. MAYCO Workshop on 16 November 2023. • MAYCO meeting on 17 November 2023.	• District Aids Forum. • Disability Forum • Elderly Forum • Safety and Security Engagement
• 24th January 2024 • 26th February 2024 • 19th March 2024	• Children Sector Forum meetings 30th Jan, 19th Jan, and 26th March 2024 • Elderly Sector 07 Feb 2024 Disability Sector on 13th Feb 2024 • Initiation Forum on the 24thJanuary2024 • 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
• Virtual Mayco on the 24th of April 2024 • Virtual Mayco on the 17th May • 21st June 2024	Social Cluster Meeting on the 30th of April 2024 2.Sector Coordination on the 20th May 3. Prayer for election on the 22nd of May 2024 4.District Older Persons Forum on the May 2024

SECTORAL ENGAGEMENTS

1. District Aids Council (AIDS) on the 19th of September at Op Centre
2. Initiation Forum
3. GBV Rapid Response Team engagement at G17
4. Funda Mpondo engagement at Ingquza - Hill
5. Youth Engagement at Ingquza – Hill
6. Youth Engagement at K.S.D

7. Council of Churches engagement at Op Centre
8. Children Advisory Council at Nyandeni

DATE	VENUE
1. 19th July	**Op - Centre**
2. 21st August	**Virtual**
3. 23rd September	**Virtual**

3.15 Social Cohesion Programmes

COMPONENT F: SECURITY AND SAFETY

3.16 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

3.17 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).

3.18.4 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

3.18.5 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%

3.18.6 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%.

3.18 Community Safety and Security

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 LMs on safety initiatives (safety plans / safety audits), with multi stakeholder collaborations partners in community safety; GIZ (Deutsche Gesellshaft 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.
- 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.

3.18.1 Overview of Community Safety Mandate

- Advise Council on crime prevention and risk reduction strategies.
- Support anti-GBVF and violent crime prevention initiatives through awareness campaigns and strategic interventions with partners.
- Participate monthly in SAPS cluster planning to address local crime collaboratively.
- Engage in school and community crime prevention programmes, developing interventions via multi-stakeholder partnerships.
- Offer workshops and training for local municipalities on safety planning and audits, collaborating with agencies such as GIZ, SALGA, SAPS, and others.
- Promote community cohesion and quality of life by advocating for infrastructural safety improvements, such as enhanced lighting and safe recreational spaces (CPTED: crime prevention through environmental design).
- Support government efforts to build safer communities, contributing to the NDP Outcome 12: "All People are and feel safe."

3.18.2 Community Safety and Awareness

15 August 2024: Ministerial and National Commissioner engagement at ORTDM Hall addressing extortion, GBV & F, and crime safety; commitments made for technical interventions.

- 3 July – 28 August 2024: Post-accident assessment sessions with SANRAL and authorities; over 28 road fatalities investigated.
- 21–22 August 2024: Second phase of Community Safety Planning focusing on high-risk zones and ward-based questionnaires (IHLM)
- 27 August 2024: Community safety and crime awareness session at Gomolo Location, Port St Johns LM, with sector departments and CPF.
- 28 August 2024: "Men for Change" march and GBV & F dialogue at Mthatha City Hall, with community and ward representatives; multi-stakeholder march and memorandum submission.
- Community Safety Forum establishment on November 14, Mhlontlo & PSJ LM
- Safety planning workshops on November 14-15, Savoy Hotel, with Kumani Mhlontlo LM
- Festive season safety operations starting December 11 (partnership with District / SAPS & Law Enforcement), Viegesville area.
- 1st program / response / search and rescue dealt with Flood disaster within OR Tambo District (all its 5LMs), 9-10th. July 2025, (level 5 warning, escalated to level 08 overnight issues by SAWS.
- Crime risk profiling and resource allocation discussions on October 6 (IHLM) Initiated and
- Supported a training of ward base safety patrollers/CPF forum on the 11 February 2025
- 23rd.June (Ministerial visit – DoL Nomakhosazana Meth), Ward 08 flood affected survivors. Compassionate Relief Efforts: relief initiative in Ward 8 and 9, King Sabata Dalindyebo Local Municipality, Mthatha.

3.18.3 School Safety & Awareness

Discussion: Details various activities and initiatives undertaken, such as crime risk profiling, GBVF awareness programs, disaster risk reduction events, festive season readiness meetings, and safety planning workshops. Key events include:

- Throughout the quarter: School-based safety programmes at Enlightened Minds Academy and Mtweni S.S.S, conducted as timetables allowed.

- International Marine Day (SEA the Change) on November 6, held at WSU, in partnership with DEDEAD, Environmental Management, targeted 7 schools and University WSU in process
- ISDR Disaster Risk Management, PSJ LM, 29th. October 2024, “theme Building resilient communities”,…targeted 6 schools in program.
- Community Safety & Security Ward-based safety training on November 18 (Bityi CPF Members) & School safety support
- Conducted school safety awareness on GBVF and crime at Sicambeni Primary School in Port St. Johns LM on 25th. February 2025.

3.18.4 GBVF and awareness

- 11–12 September 2024: Women’s empowerment dialogue (IHLM, St. Elizabeth Health Resource Centre) focused on economic participation and GBV & F awareness.
- GBVF awareness and rapid response team activities from October 22-25 (Programs held across the district within LMs.
- GBVF awareness program closing on December 10 (Held in partnership with DWYPD, OTP, PSJ LM, ORTDM) Mkhanzini Khomkulu 18 June 2025- awareness
- GBVF- awareness/ capacity building on women's rights (International Women's Day) on 17-18 March 2025 @ Savoy Hotel, KSD LM. O.R. Tambo Women,
- Youth & persons with disabilities workshop and process planning held on 04 February 2025 at Mayfair Hotel; and
- O.R. Tambo group RRT district workshop & training held on 25 March 2025 at Greenpark Lodge KSDLM.
- Additionally, partnering with Local Municipalities (LMs) to address GBVF hotspots like Mkhanzini Village can create targeted initiatives that resonate deeply with affected communities, 18th. June 2025.

3.18.5 Key Activities for the 2025-26

- Establish of working structures with National Prosecuting Authority (NPA) and Civil Society Organizations, KSD and LMs, towards safety & security challenges
- Conclusion. Re-establishing RRT structures is crucial for community safety and addressing GBVF, reflecting dedicated efforts in all quarters, completions of community safety planning for district profiling, and crime safety master planning.
- Ensuring LMs support, and Community Safety Local / District convenes quarterly, across LMs
- Addressing internal safety / security measures by installation of equipment and overall

improving active surveillance across municipal high-risk sites.

- Completion of PSJ Community Safety Planning processes and safety audits.
- School safety, community safety and GBVF related program of interventions, 8 per quarter for 2025-26 (24 annual combine programs).

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.19 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.

3.18.7 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.

3.18.8 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.

3.18.9 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.

3.20 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 22%. 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
213	170	48	22%

3.18.10 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.

3.18.11 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.

Subsequent to MPAC investigations and recommendations, the council approved write-offs amounting to R651.5 million being R102 for unauthorised expenditure, R23 million for Fruitless and wasteful expenditure as well as R526.4 million for irregular expenditure.

3.21 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 52%. 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
178	85	93	52%

3.22 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 risk management

committee and the Council on a quarterly basis. So far the municipality demonstrate better capabilities in management of its litigations.

For the year under review, the municipality has been able to manage, control, and reduce its litigation whilst also embracing a compliance culture. The quantum of the litigations had somehow been reduced per the various categories. The municipality further wish to note that it had been able to reduce litigations by 30% of the cases (matters) from the previous year. It also introduced a strategy to recover funds from the individuals and companies unnecessary litigating the municipality by recovering the costs when determined by the courts. In any matter brought to the organisation the municipality opposes and plea for the costs to be recovered. The costs determined by the courts have been disclosed in the Annual Financial Statement (AFS) as receivables. 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.

3.23 Oversight for Service Delivery

Oversight for service delivery functions in the district are performed under Strategic Planning & Governance Department in the Office of the Speaker. This 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 roles 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 expects, 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 Dyule
- IGR, Planning, Research & Policy Development : Chaired by Cllr Mzamane
- 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.

3.24 Monitoring, Reporting and Evaluation

Monitoring, Reporting and Evaluation unit is under the Strategic Planning & Governance Department 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 no vacancy rate however has more than 13% staff members. Staff compliment as the end of June 2025 for this department is a depicted in the table below:

Table 32: ***Employees – Strategic Planning & Governance***

No. of Posts	No. of Filled Posts	Vacancies	Vacancy rate
99	112	-13	-13%

3.24.1 Monitoring, Reporting and Evaluation

The Performance Management System (PMS) resides in the Strategic Planning and Governance directorate. It is driven by the Performance Management Policy/Framework developed by council in May 2024. 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 MFMA provisions and approved by Council. The performance of the municipality is monitored quarterly, midyear and annually as legislated. Section 54 and 56 managers signed Performance Agreements for the year 2024/25. The municipality has evaluated the performance of section 56 managers for the mid-year period and for 2023/24 annual period.

2023 – 2024 Audit of predetermined Objectives

The Auditor General of South Africa tested whether the information provided by the municipality for performance against predetermined objectives of the selected Key Performance Ares as presented in the annual report is useful and reliable. The municipality

obtained an unqualified audit opinion with no material findings. Overall, the municipality obtained an unqualified opinion on the audit of pre-determined objectives.

3.25 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.

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, Mhlontlo and Port St John's Local Municipalities have functional internal audit functions, whereas Ntinga OR Development Agency is 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 Mhlontlo 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 in the process of reviving it as it was not functional for the past two previous financial years.

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.

3.18.12 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 on 27 June 2023 for 2023/24 financial year. 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 33: ***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 34: ***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	In-house function but supported by the District on an Ad-hoc basis
Port St Johns Development Agency	In-house function but supported by the District on an Ad-hoc basis
King Sabata Dalindyebo Local Municipality	In-house function but supported by the District on an Ad-hoc basis and attendance of Audit Committee meetings
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

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

3.26 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 35: ***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 36**: 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 37: **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 38**: 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 39: ***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 40****: 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

Policy	Status	Date Adopted by Council or Comment on failure to adopt
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 41: **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 42: ***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 43: ***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				

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
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 44: ***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 Impropriety, & 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

Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Intimidation or / and threats to another fellow employee, harassment and further initiated, organised, led and participated in an unprotected / illegal industrial action	09/02/2021	The matter is scheduled to sit on the 15th December 2021.	Not yet finalised

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

Table 45: ***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	The matter is partially completed and awaiting for the sanction.	14/12/2021		Not yet issued.

Position	Department	Area	Nature Of Offence	Progress	Date Finalized	Finding	Sanction
			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				
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	Not yet	N/A	N/A

Position	Department	Area	Nature Of Offence	Progress	Date Finalized	Finding	Sanction
				employee as received).			
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 16th 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, 25th February 2022.	16th 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 2024/2025 financial year

The Employee Health and Wellness section plays a crucial role in fostering a healthy, motivated, and productive workforce within the Municipality. During the 2024/2025 financial year, several key programs were implemented to address both physical and mental well-being of employees. These included initiatives such as women empowerment, which promotes gender equity and provides a platform for women to grow within the organization; participation in the SAIMSA Games and Interdepartmental Wellness Games, which encourage physical fitness, teamwork, and stress relief; and the Chronic Disease Management Program, which provides vital support and education to employees managing long-term health conditions. These wellness initiatives not only contribute to individual employee health but also reduce absenteeism, enhance job satisfaction, and improve overall organizational performance.

Table 46: ***2024/25*** *Expenditure* ***Report Employee Health & Wellness 2024/25 Financial year***

PROGRAMME	**QUARTER**	**AMOUNT**
Women's Empowerment Session	Q1 24/25	R231,200.00
Wellness day in celebration of Spring Day	Q1 24/25	R 48 400.00
Q1 Total		**R 279 600.00**
IMMSA Games	Q2 24/25	R1 162,24.00
Q2 Total		**R 1 162,24.00**
Employee Wellness Day	Q3 24/25	R148,450.00
Debriefing O.R Tambo	Q3 24/25	R23 000.00
Q3 Total		**R171 450.00**
Chronic disease management wellness program	Q4 24/25	R 316,500.00
Q4 Total		**R316,500.00**
TOTAL		**R1 929 790.00**

4.5 Occupational Health and Safety programs implemented 2023/24 financial year

The OHS program is designed to foster a safe and healthy occupational environment for the employees of O.R Tambo; this is done to prevent injuries, illnesses in the workplace. The municipality comply with the Occupational Health and Safety Act.

4.5.1 Occupational Health and Safety programs implemented 2023/24 financial year

The Occupational Health and Safety (OHS) section, medical surveillance is a critical component, particularly for employees working in high-risk environments such as water purification plants. Regular medical surveillance ensures early detection of occupational illnesses, monitors the impact of hazardous exposures, and ensures that employees are fit for duty in their specific roles. This proactive approach helps the Municipality to comply with health and safety regulations, reduces the risk of work-related health complications, and ensures a safe working environment for all staff. In conclusion, investing in comprehensive wellness and OHS programs demonstrates the Municipality's commitment to the holistic well-being of its workforce, ultimately contributing to a healthier, safer, and more effective service delivery to the community.

Table 47: ***2024/25*** *Expenditure* ***Report for Occupational Health & Wellness***

PROGRAM	**QUARTER**	**AMOUNT**
Medical surveillance – Nyandeni and Coffee Bay area OHS committee meeting	**Q1 24/25**	**R341,240.00**
Medical surveillance- Lusikisiki & Flagstaff Training for first aid Accommodation for training OHS Committee meeting	Q2 24/25	**R 715 375.00**
Medical surveillance- KSD area OHS Committee meeting	Q3 24/25	**R397,950.00**
Medical surveillance- Mhlontlo area OHS Committee meeting	Q4 24/25	**R283,885.00**
COIDA	Q4 24/25	R3 000 000,00
GRAND TOTAL	**R4 005,790.00**	

COMPONENT C: CAPACITATING MUNICIPAL WORKFORCE

4.6 Performance Rewards

The Municipality has begun the internal process of cascading the Performance Management & Development System (PMDS) in alignment with the Local Government Municipal Systems Act: Municipal Staff Regulations, proclaimed on 20th September 2021 (Chapter 4). A draft PMDS policy has been developed and is scheduled to be presented during the Municipal Policy Workshop planned for the 2023/24 financial year. The initial focus was to pilot the PMDS program and contracting process with Middle Management, aiming to establish a solid foundation for performance management within the Municipality.

Following this, the Municipality has progressed by cascading the Integrated Performance Management System (IPMS) to managers and employees below the managerial level. Performance agreements were submitted, and both managers and their direct reports signed their performance plans. Midterm performance reviews have also been conducted for those employees who have signed and contracted in 2024/25 financial year, ensuring continuous monitoring and feedback. The broader rollout of the IPMS to practitioners and employees at levels below the current group is planned to commence in the 2025/26 financial year, reflecting a phased and structured approach to embedding performance management throughout the Municipality.

4.7 Skills Development and Training

Training and development is funded in two components through internal skills development budget and LGSETA grant funding. 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)

- Study assistance programme (Formal qualifications)
- Skills programmes/ Short courses
- Learner ships &

- Experiential training programme (student trainees and Internships)

Table 46: Skills Development Funding

MINICIPAL BUDGET	MANDATORY GRANT	MONTH PAID
R 4 960 000 00	R 216 404.00	31 July 2024
	R 135 247.36	07 October 2024
	R 351 651.36	

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

No.	Name of Training Intervention	Participants	No of Beneficiaries	Cost (Acc. & Meals)
1	Water and Wastewater Reticulation Services L2 & Process Control L2	Plumbers & Process Controllers	50	R 3 100 833.70
2	Water and Wastewater Reticulation Services L3 & Process Control L3	Plumbers & Process Controllers	44	
3	Induction Workshop	2 days	75	R 43 400.00
4	Professional Body Fees/ Conference fees	Approved Employees per Department	104	R 144 479.47
TOTAL EXPENDITURE				**R 3 288 713.17**

Table 49: ***Learnership & Experiential Training (18.1 & 18.2)***

No.	Name of Training Intervention	Stakeholder/ Category	Actual No. Trained	Cost
1	Experiential training	Graduate Interns	05 01	R 8 333.00 P/learner – NT R 5 000.00 (Internal Recruit.)
2	Experiential training	Student Trainees	107	Placed with external funding

COMPONENT D: MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

4.8 Employee Expenditure

Employee costs for the financial year under review were R719, 310, 937.

CHAPTER 5 – FINANCIAL PERFORFORMANCE

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

5.1 Statement of Financial Performance

Table 50: ***Statement of Financial Performance***

5.2 Grants

All conditional grants allocated for 2023/24 financial year were fully spent.

5.3 Asset Management

For the year ended 30 June 2024, the municipality reported a total of R 8,3 billion (30 June 2023: (R 8,1 billion) of property plant and equipment. Property plant and equipment is broken down into immoveable 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

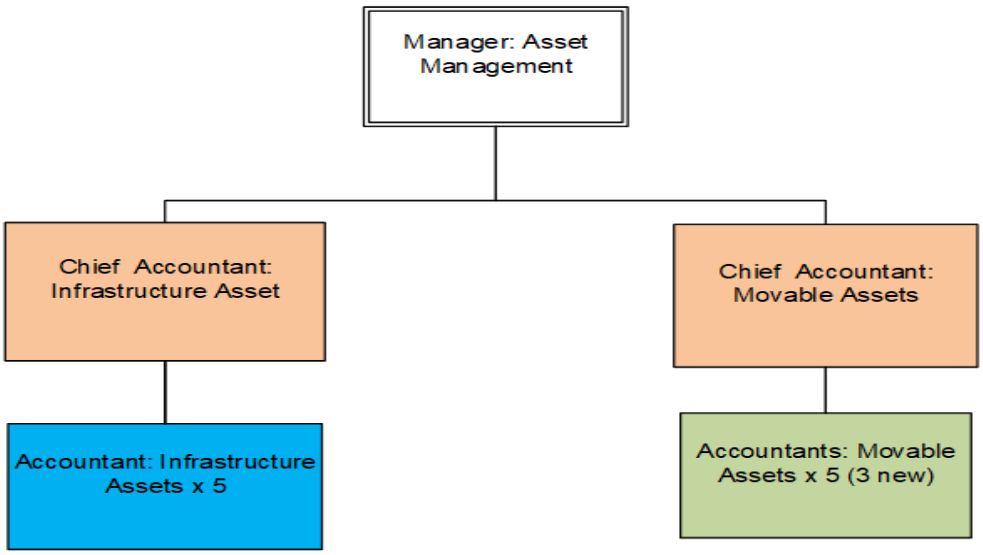
5.3.1 Key Elements from the Asset Management Policy

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 14: **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 51: ***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

- The municipality is in the process of procuring an asset management as well as the asset verification system

- Benchmarking for procurement of an automated asset management system that will be integrated to the financial management system.
- Review of the organisational structure
- Review of the policies and introduction of standard operating procedures
- Cleansing of the asset registers for all redundant and obsolete assets
- 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.
- Disposal of assets through a public auction

5.4 Financial Ratios based on Key Performance Ratios

5.4.1 Liquidity ratio

Figure 15: ***Liquidity Ration Analysis from 2020 - 2024***

5.4.2 Cost coverage

Figure 16: ***Cost Coverage from 2020 - 2024***

5.4.3 Total outstanding service debtors

Figure 17: ***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 18: ***Creditors system efficiency from 2020 - 2024***

5.4.6 Capital charges to operational expenditure

Figure 19: ***Capital charges to operating expenses from 2020 - 2024***

5.4.7 Employee costs

Figure 20: ***Employee costs from 2020 - 2024***

5.4.8 Repairs and maintenance

Figure 21: ***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 (2023: R491.4 million) which is comprised of:

Table 52: ***Capital Expenditure***

Furniture and fixtures	906,530
Transport Assets	18,638,685
IT equipment	4,806,893
Infrastructure	10,619,994
Buildings and Other assets	78,612
Infrastructure WIP	589,155,095
Leased Infrastructure	433,030
Machinery and Equipment	945,181
	624,677,489

5.6 Sources of Finance

- Service Changes (Water and Sewerage)
- Rental of Assets (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

Table 53: ***Cash Flow***

Cash and cash equivalent opening balance amounted to R 467.8 million, the net decrease in cash and cash equivalents during the year amounted to R 7.3 million and resulting in the closing balance on cash and cash equivalents of R475,1 million.

5.8 Borrowing and Investments

Other than the finance lease obligation amounting to R3 million (current portion: R3 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 R62.6 million. The balance of short-term investments at year end was R506.6 million invested in First National Bank.

Table 54: ***Investments***

OR Tambo District Municipality	500,104,302
Ntinga OR Tambo Development Agency	6,504,153
	506,608,455

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,

This is evidenced by the reduction of irregular expenditure for the year under review to zero with the strict implementation of internal controls and use of checklists for compliance with SCM regulations. The continuous monitoring of the MAAP has assisted the municipality to ensure that repeat findings by the Auditor General are significantly reduced.

As part of its strategic improvement goal in reducing irregular expenditure, the municipality 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 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 (2024/25)

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

Even though the Municipality has received an unqualified audit opinion, the following emphasis of the matter paragraph was issued and it needs urgent management attention:

- Impairment of receivables from exchange transactions

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

COMPONENT B: AUDITOR GENERAL OPINION – 2024/25 **6.2 Auditor General Report Year: (2024/25)**

6.3 Management Audit Action Plan 2024/2025

Table 55: ***Management Audit Action Plan (MAAP)***

APPENDICES

APPENDIX A – COUNCILLORS: COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

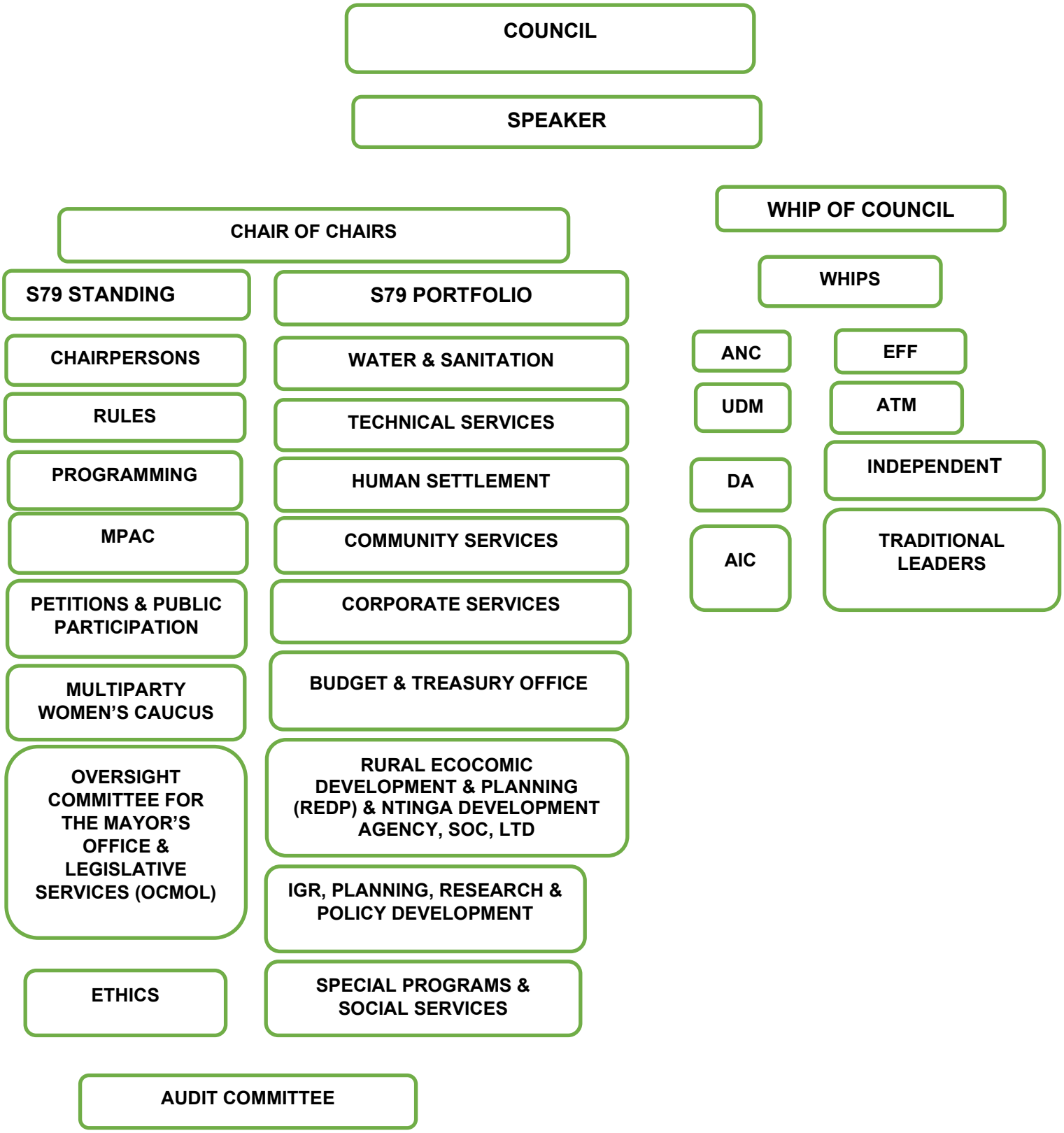
1. List of Council Members

No	Surname & Initial	Designation	Other
1	Ngqongwa N.	Speaker	Appointed in August 2024
2	Ngqondwana M.D.	Executive Mayor	
3	Mlombile-Cingo N.	Whip of Council	Appointed in August 2024
4	Sabisa T.N.	Deputy Executive Mayor	Appointed in August 2024
5	Ndabeni M.	MMC: Infrastructure, Water & Sanitation	
6	Mdledle N.U.	MMC: Budget & Treasury Office (BTO)	
7	Mtshazo S.H.	MMC: Corporate Services	
8	Gcingca N.	MMC: Community Services	
9	Mbede M.	MMC: REDP	
10	Njisane S.	MMC: Human Settlement	Appointed in August 2024
11	Giyose M.R.	MMC: Technical Services	
12	Tshoto G.	MMC: IGR, Planning, Research & Policy Development	
13	Mtuku N.B.	MMC: Special Programmes & Social Services	
14	Ntshuba V. W.	CHAIRPERSON: Chair of Chairs & Rural Economic Development & Planning (REDP) Portfolio Committee	Appointed in April 2025
15	Gabada P.V.	CHAIRPERSON: Rules Committee	
16	Jacob U.	CHAIPRERSON: Ethics & Members Interest	
17	Dywili N.	CHAIRPERSON: Municipal Public Accounts Committee (MPAC)	
18	Tokwana C.S.	CHAIRPERSON: Petitions & Public Participation	
19	Cwecwe N.	CHAIRPERSON: Multiparty Women;s Caucus	
20	Socikwa Y.V.	CHAIRPERSON: Oversight Committee Mayor’s Office & Legislature (OCMOL)	
21	Ngxamile N.P.	CHAIRPERSON: Water & Sanitation Services Portfolio Committee	
22	Vanda N.L.	CHAIRPERSON: Budget & Treasury Office (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	Ncapayi V.	CHAIRPERSON: Human Settlements Portfolio Committee	
26	Tshikitshwa T.	CHAIRPERSON: Technical Services Portfolio Committee	
27	Mzamane Z.	CHAIRPERSON: IGR, Planning, Research & Policy Development Portfolio Committee	
28	Matanda N.P.	CHAIRPERSON: Special Programs & Social Services Portfolio Committee	
29	Badli T.	Cllr	
30	Bunzana M.	Cllr	
31	Dambuza M.B.	Cllr	
32	Dlani X.H.	Cllr	
33	Dudumayo B.R.	Cllr	
34	Fukula M.A.	Cllr	
35	Gcilitshana L.	Cllr	
36	Jam – Jam M.A.	Cllr	
37	Kotana M.P.J.	Cllr	Replaced Cllr Mabasa in Quarter 3
38	Knock R.	Cllr	
39	Libazi M.	Cllr	
40	Mabhedumana B.	Cllr	
41	Makaba M.	Cllr	
42	Makhetha M.A.	Cllr	Replaced Cllr Mapolisa in Quarter 4
43	Maseko M.	Cllr	
44	Matubatuba N.	Cllr	
45	Mbangatha N.	Cllr	
46	Mbunjana N.	Cllr	
47	Mgolombane S.N.	Cllr	Replaced Cllr Sekese in quarter 3
48	Mgquba A.	Cllr	
49	Mhlaba S.	Cllr	
50	Molakalaka L.C.	Cllr	
51	Ncolosi S.N.	Cllr	
52	Ndzumo T.	Cllr	
53	Ngxekana M.	Cllr	
54	Njovane S.	Cllr	
55	Nondaka Z.	Cllr	
56	Nonkonyana N.	Cllr	
57	Sidlova	Cllr	
58	Somzana N.	Cllr	
59	Zozi Z.	Cllr	

No	Surname & Initial	Designation	Other
60	Ndamase N.N.	Traditional Leader	
61	Dalasile V.	Traditional Leader	
62	Mtirara B.P.	Traditional Leader	

APPENDICE B – COMMITTEE AND COMMITTEE PURPOSES



SECTION 79 STANDING COMMITTEE	CHAIRPERSON	SECTION 79 OVERSIGHT PORTFOLIO COMMITTEES	CHAIRPERSON
1. Rules Committee	Cllr P. V. Gabada	1. Special Programmes and Social Services	Cllr. N. Matanda
2. Programming Committee	Cllr N.Ngqongwa	2. IGR, Planning, Research and Policy Development	Cllr. Z. Mzamane
3. Chairperson's Committee	Cllr. V.W. Ntshuba	3. Human Settlements	Cllr. N. Ncapayi
4. Municipal Public Accounts Committee (MPAC)	Cllr. N. Dywili	4. Community Services	Cllr N.W. Dyule
5. Ethics and Members Interest Committee	Cllr. U. Jacob	5. Corporate Services	Cllr. V.B. 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)	Cllr Y.V. Socikwa	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	1. To promote the realization 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.
2. Programming Committee	1. To oversee and regulate the programming of Council's agenda and proceedings.

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	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	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)	**3.1 ROLE OF THE MPAC** 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: 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. **3.2 AUTHORITY OF THE MPAC** **The MPAC Committee has the authority as per the SALGA recommendations:** 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. 3.2.4 to instruct the Executive and any other committee members, management and other employees to be present at a given

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	meeting to hear and answer for themselves and for possible interview and input regarding items of the agenda. 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. 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. 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. 3.2.8 MPAC shall have direct access to **internal and external auditors** and may direct investigations in any matter when necessary. 3.2.9 The Committee should have permanent referral as they become available, of – (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. 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. 3.2.11 Receive technical support from the Internal Audit office. 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

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	themselves and for possible interview and input regarding items of the agenda. 3.2.13. The committee must monitor the extent to which its recommendations and those of the AG are carried out. 3.2.14 The committee must invite and receive submissions from the public. 3.2.15 The committee must undertake fieldwork (i.e. oversight visits within the municipality) to get first-hand information on any municipal matters. 3.2.16 The committee must consider recommendations and reports from the Audit Committee. 3.2.17 MPAC may consider any financial reports or financial statements jointly with the Audit Committee. **3.2.18 MPAC must consider the oversight reports of the portfolio committees with regard to quarterly performance, budget expenditure and focused intervention study.** **3.2.19 The committee must ensure that the municipality complies with the provisions of the King IV Report.** 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. **The MPAC is not authorised to:** (a) Discuss matters that are still under investigation or *sub-judice 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 Members Interest Committee	(1) To promote adherence to the Code of Conduct for councilors. (2) To develop, advise and monitor the implementation of Council's policy with regard to councilor's welfare and benefits.

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	(3) To diligently perform its power and functions in terms of these terms of references. (4) To promote adherence to council standing orders. (5) To promote adherence to appropriate dress code for all council and committee meetings.
6. Multiparty Women's Caucus	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. 2. To engage on empowerment issues with women in political structures outside Council.
7. Petitions and Public Participation Committee	1.to encourage active involvement of communities and community organisations in the affairs of the municipality; 2.to increase the effectiveness of Public Participation in the affairs of the municipality; 3.to ensure the consideration, monitoring and tracking of petitions lodged to the municipality; 4.to ensure that timeous feedback is given to Petitioners; 5.to ensure adherence to Community Complaints and Petitions Handling Policy; Public Participation Policy; and Public Participation Strategy;
8. OCMOL	The Committee's work is based on four important goals, namely: ➢ 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 **COMMITTEE STRATEGIC OBJECTIVES** The OCMOL Standing Committee recognized that the Strategic Objectives needed to speak to the following key areas: • Promote Good Governance

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	• Improve Transparency • Ensure Accountability • Enhance Efficiency and Effectiveness The work of the Committee is also driven by three main Strategic Objectives (SO) along with accompanying imperatives. The strategic objectives are as follows: (a) To conduct oversight and scrutiny of the Executive and Administration to assist in the attainment of the municipality's strategic agenda. ➢ 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. ➢ 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. (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. ➢ The imperatives entail inviting relevant stakeholders (NGO's, individuals) to Committee meetings. ➢ 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. (c) Committee oversees whether the Legislature effectively and efficiently discharges its key obligation of Public Participation (Overseeing the Overseer). ➢ The imperative entails securing presentations and reports by Secretary on the institution's public participation activities ➢ Process: Scrutiny and analysis of reports, engaging the Public on the finding of the

SECTION 79 STANDING COMMITTEE	SCOPE OF THE TERMS OF REFERENCE
	contents of the reports, creating a committee report to Council (d) Enhance the capacity of the Committee to be able to execute its roles and responsibilities efficiently and effectively. ➢ The imperative entails initiating research projects on review of policies and bylaws. ➢ 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	(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. (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 – (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; (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 respectively and to report to Council with recommendations; (4) To scrutinize the reports of institutions established by Chapter 9 of the Constitution, in particular, the reports of

SECTION 79 PORTFOLIO COMMITTEES NAME	PURPOSE
	the Auditor-General to the extent that reflections on the department are made by the Auditor-General. (5) To establish mechanisms that will enable the Committee to undertake Focused Intervention studies and Oversight visits; (6) To facilitate the participation of the public in the oversight processes of the Committee; and (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.

COUNCIL & COMMITTEE MEETINGS ATTENDANCE

COUNCIL MEETINGS ATTENDANCE

No	Surname & Initial	Designation	% Attendance for 12 Council Meeting
1	Ngqongwa N.	Speaker	100
2	Ngqondwana M.D.	Executive Mayor	42
3	Mlombile-Cingo N.	Whip of Council	100
4	Sabisa T.N.	Deputy Executive Mayor	75
5	Ndabeni M.	MMC: Infrastructure, Water & Sanitation	83
6	Mdledle N.U.	MMC: Budget & Treasury Office (BTO)	92
7	Mtshazo S.H.	MMC: Corporate Services	75
8	Gcingca N.	MMC: Community Services	83
9	Mbede M.	MMC: REDP	58
10	Njisane S.	MMC: Human Settlement	92
11	Giyose M.R.	MMC: Technical Services	100
12	Tshoto G.	MMC: IGR, Planning, Research & Policy Development	92
13	Mtuku N.B.	MMC: Special Programmes & Social Services	83
14	Ntshuba V. W.	CHAIRPERSON: Chair of Chairs & Rural Economic Development & Planning (REDP) Portfolio Committee	92
15	Gabada P.V.	CHAIRPERSON: Rules Committee	100
16	Jacob U.	CHAIPRERSON: Ethics & Members Interest	100

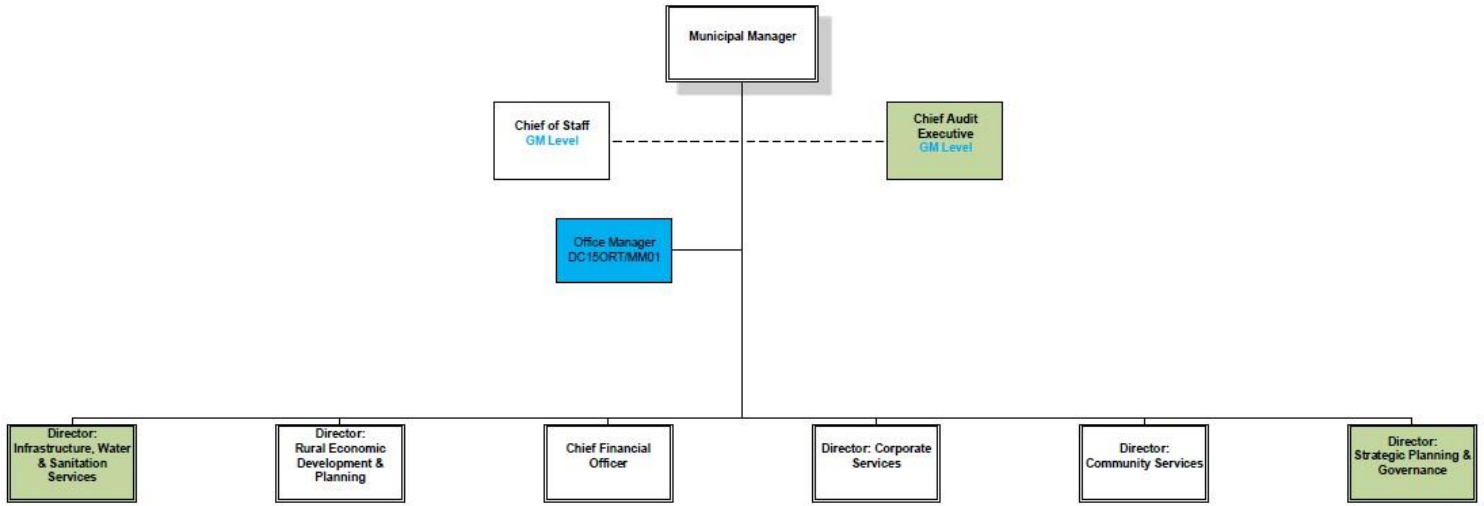
No	Surname & Initial	Designation	% Attendance for 12 Council Meeting
17	Dywili N.	CHAIRPERSON: Municipal Public Accounts Committee (MPAC)	75
18	Tokwana C.S.	CHAIRPERSON: Petitions & Public Participation	92
19	Cwecwe N.	CHAIRPERSON: Multiparty Women's Caucus	75
20	Socikwa Y.V.	CHAIRPERSON: Oversight Committee Mayor's Office & Legislature (OCMOL)	92
21	Ngxamile N.P.	CHAIRPERSON: Water & Sanitation Services Portfolio Committee	83
22	Vanda N.L.	CHAIRPERSON: Budget & Treasury Office (BTO) Portfolio Committee	100
23	Zondani V.B.	CHAIRPERSON: Corporate Services Portfolio Committee	100
24	Dyule N.W.	CHAIRPERSON: Community Services Portfolio Committee	100
25	Ncapayi V.	CHAIRPERSON: Human Settlements Portfolio Committee	83
26	Tshikitshwa T.	CHAIRPERSON: Technical Services Portfolio Committee	75
27	Mzamane Z.	CHAIRPERSON: IGR, Planning, Research & Policy Development Portfolio Committee	100
28	Matanda N.P.	CHAIRPERSON: Special Programs & Social Services Portfolio Committee	83
29	Badli T.	Cllr	67
30	Bunzana M.	Cllr	92
31	Dambuza M.B.	Cllr	58
32	Dlani X.H.	Cllr	92
33	Dudumayo B.R.	Cllr	75
34	Fukula M.A.	Cllr	92
35	Gcilitshana L.	Cllr	92
36	Jam – Jam M.A.	Cllr	67
37	Kotana M.P.J.	Cllr	100
38	Knock R.	Cllr	92
39	Libazi M.	Cllr	75
40	Mabhedumana B.	Cllr	100
41	Makaba M.	Cllr	75
42	Makhetha M.A.	Cllr	100
43	Maseko M.	Cllr	75
44	Matubatuba N.	Cllr	92

No	Surname & Initial	Designation	% Attendance for 12 Council Meeting
45	Mbangatha N.	Cllr	67
46	Mbunjana N.	Cllr	100
47	Mgolombane S.N.	Cllr	80
48	Mgquba A.	Cllr	100
49	Mhlaba S.	Cllr	67
50	Molakalaka L.C.	Cllr	75
51	Ncolosi S.N.	Cllr	83
52	Ndzumo T.	Cllr	100
53	Ngxekana M.	Cllr	67
54	Njovane S.	Cllr	83
55	Nondaka Z.	Cllr	67
56	Nonkonyana N.	Cllr	100
57	Sidlova	Cllr	92
58	Somzana N.	Cllr	75
59	Zozi Z.	Cllr	67
60	Ndamase N.N.	Traditional Leader	92
61	Dalasile V.	Traditional Leader	25
62	Mtirara B.P.	Traditional Leader	83

APPENDIX C- THIRD TIER ADMINISTRATIVE STRUCTURE

O.R. TAMBO DISTRICT MUNICIPALITY

O.R. TAMBO DISTRICT MUNICIPALITY APPROVED MACRO STRUCTURE



O.R. TAMBO
DISTRICT MUNICIPALITY

DIRECTORATE: STRATEGIC PLANING & GOVERNANCE

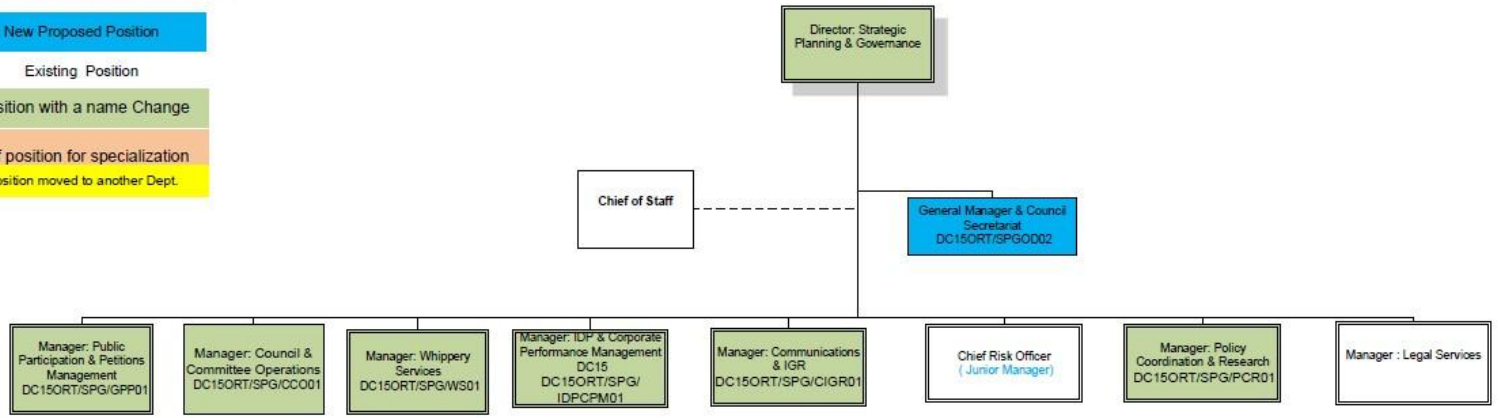
New Proposed Position

Existing Position

Position with a name Change

Spit of position for specialization

Position moved to another Dept.



O.R. TAMBO
DISTRICT MUNICIPALITY

New Proposed Position

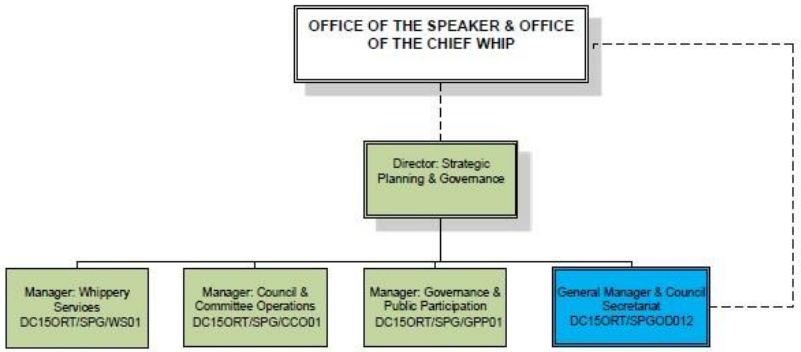
Existing Position

Position with a name Change

Spit of position for specialization

Position moved to another Dept.

DIRECTORATE: STRATEGIC PLANING & GOVERNANCE



O.R. TAMBO
DISTRICT MUNICIPALITY

OFFICE OF THE SPEAKER & CHIEF WHIP SUPPORT

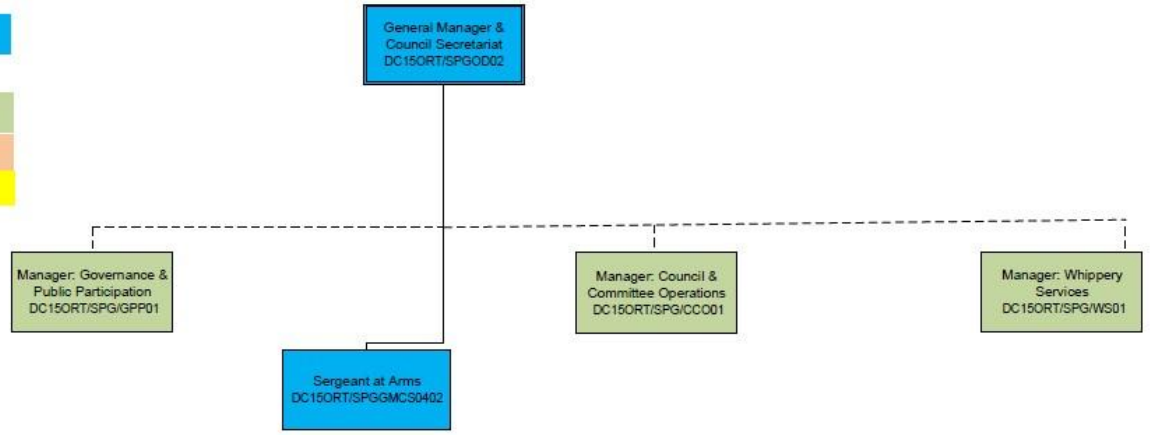
New Proposed Position

Existing Position

Position with a name Change

Spit of position for specialization

Position moved to another Dept.



O.R. TAMBO
DISTRICT MUNICIPALITY

EXECUTIVE SUPPORT

New Proposed Position =

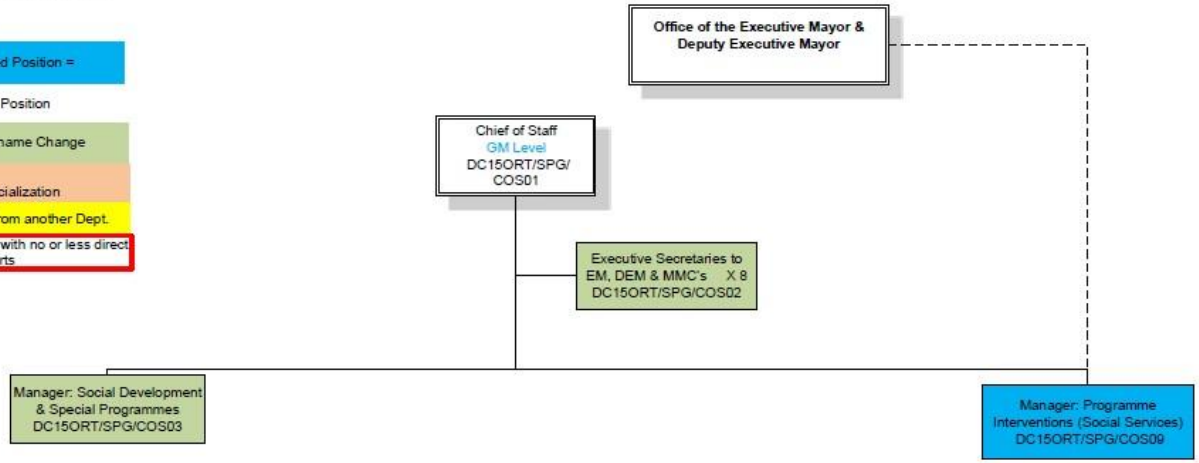
Existing Position

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

DIRECTORATE: BUGDET & TEASURY OFFICE

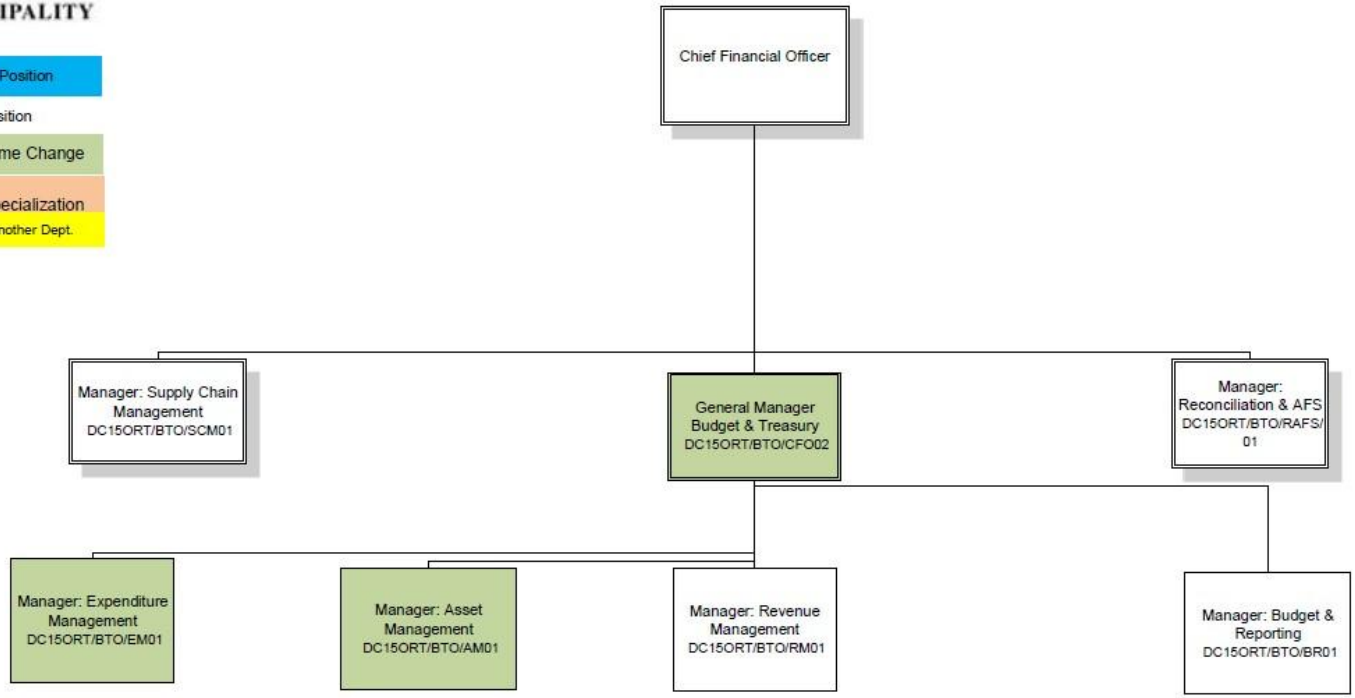
New Proposed Position

Existing Position

Position with a name Change

Spit of position for specialization

Position moved to another Dept.



O.R. TAMBO
DISTRICT MUNICIPALITY

New Proposed Position

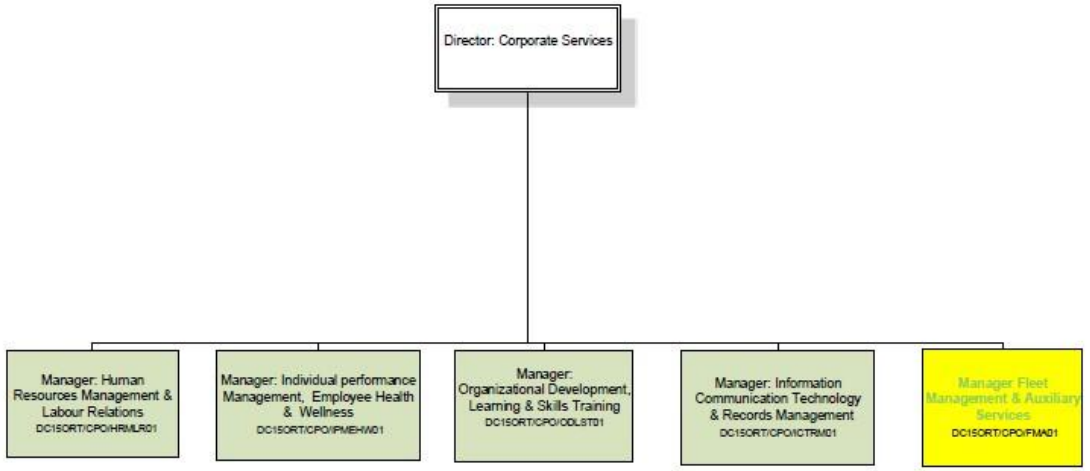
Existing Position

Position with a name Change

Split of position for specialization

Position moved to/from another Dept.

DIRECTORATE: CORPORATE SERVICES



O.R. TAMBO
DISTRICT MUNICIPALITY

New Proposed Position

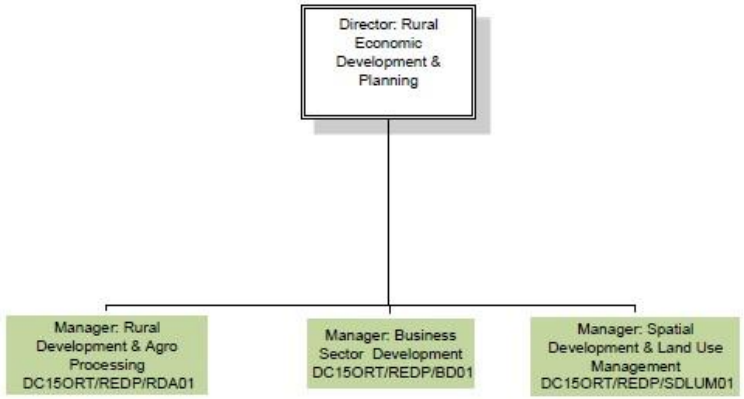
Existing Position

Position with a name Change

Split of position for specialization

Position moved to/from another Dept.

DIRECTORATE: ECONOMIC PLANNING & DEVELOPMENT



O.R. TAMBO
DISTRICT MUNICIPALITY

DIRECTORATE: COMMUNITY SERVICES

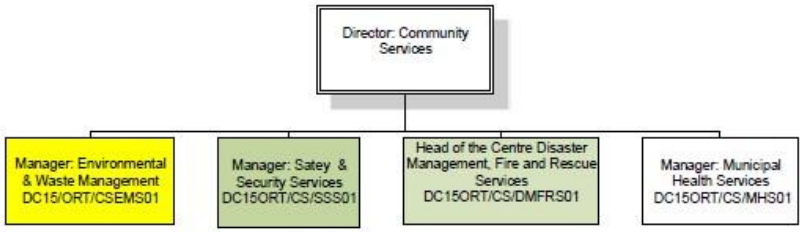
New Proposed Position

Existing Position

Position with a name Change

Split of position for specialization

Position moved from/ to another Dept.



O.R. TAMBO DISTRICT MUNICIPALITY

DIRECTORATE: INFRASTRUCTURE, WATER & SANITATION

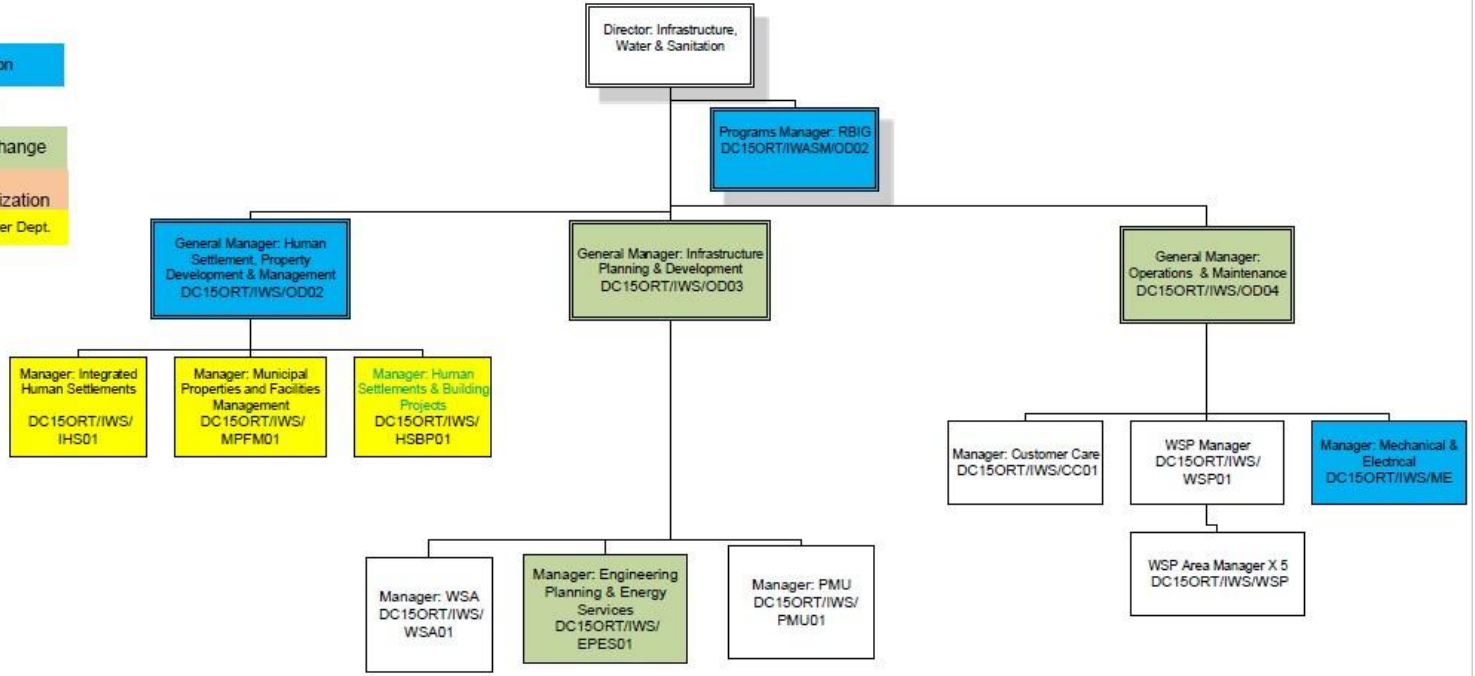
New Proposed Position

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	-
Childcare 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 0F 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 0f 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 advice 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 the 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 MUNICIPILITY

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	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	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 Updated 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 of320 = 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	• 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	• 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 Mgquba 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	• 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	• Chaiperson – 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)

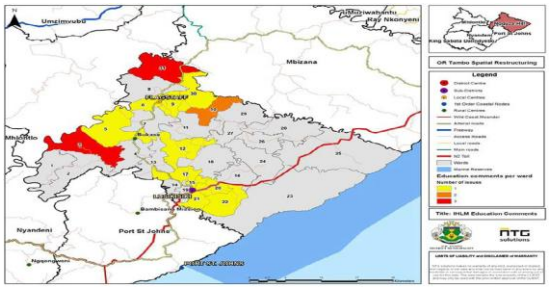
APPENDIX L- CONDITIONAL GRANTS RECEIVED (EXCLUDING MIG)

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

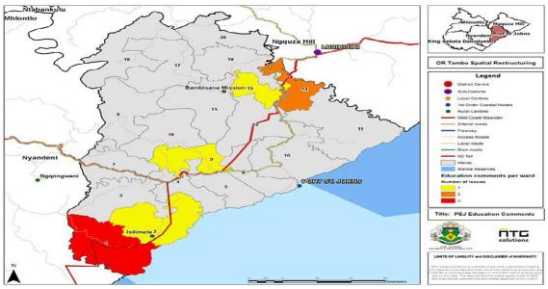
APPENDIX P - SERVICE CONNECTION BACKLOG AT SCHOOLS AND CLINICS

Education

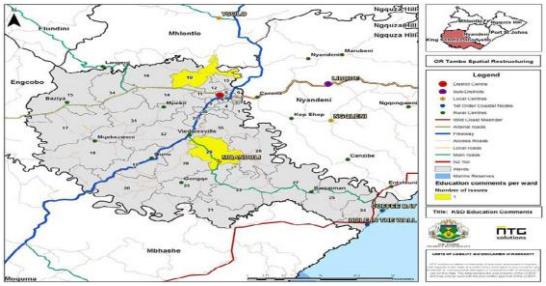
Ingquza Hill LM



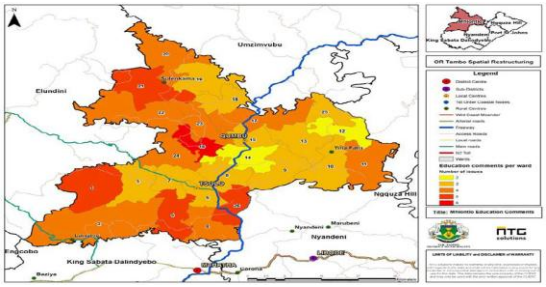
Port St Johns LM



King Sabata Dalindyebo LM

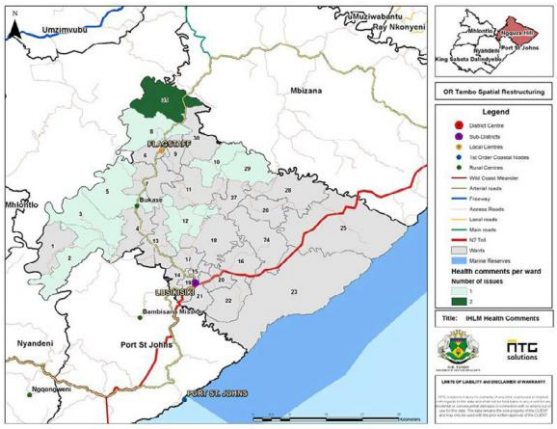


Mhlontlo LM



Health

Ingquza Hill LM



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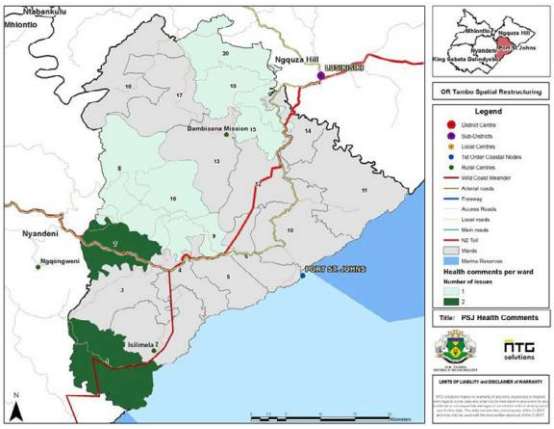
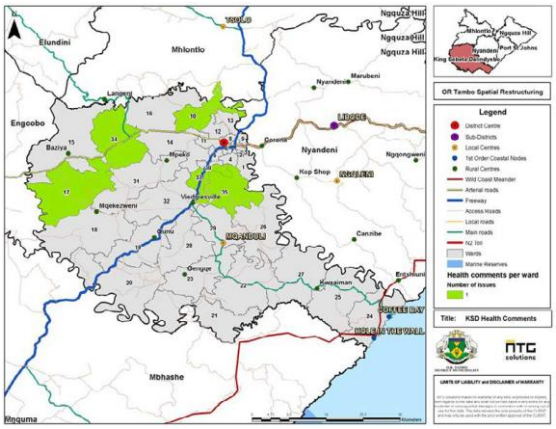


King Sabata Dalindyebo LM



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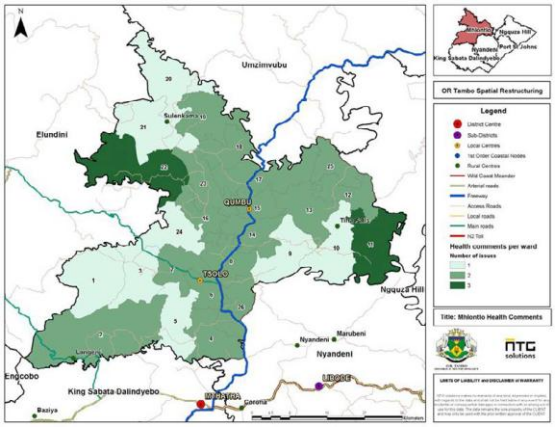
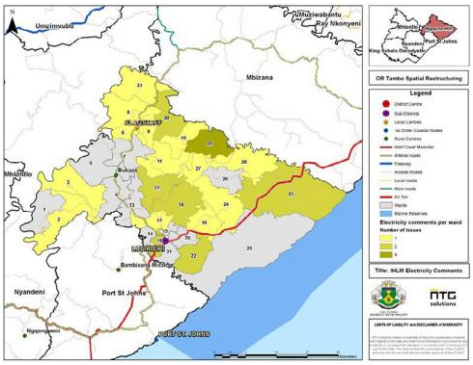


APPENDIX Q - SERVICE BACKLOG EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

Electricity

Ingquza Hill LM



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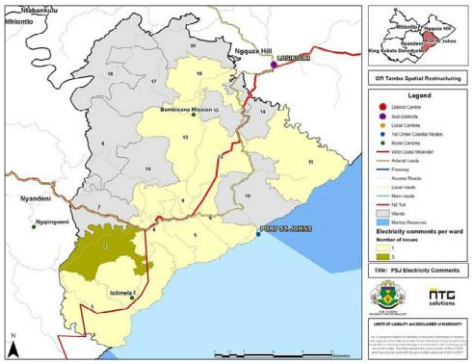
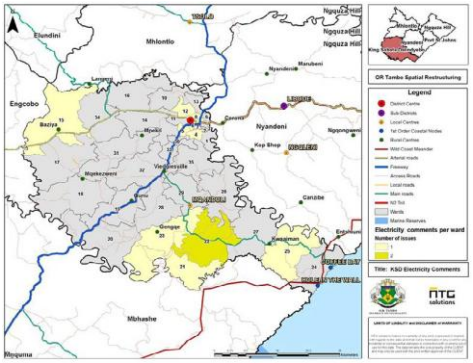


King Sabata Dalindyebo



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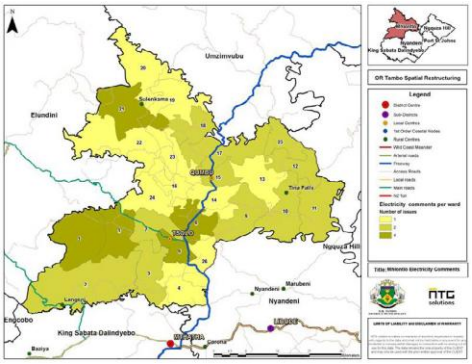

APPENDIX R- DECLARATIONS OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

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