



AMATHOLE
DISTRICT MUNICIPALITY

2023-2024

**UNAUDITED ANNUAL REPORT-
ANNUAL PERFORMANCE-
ANNUAL FINANCIAL
STATEMENTS- ASPIRE ANNUAL
AND FINANCIAL STATEMENTS**

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REVISED ANNUAL REPORT TEMPLATE

The purpose of this revised Annual Report template is to address the need expressed by a number of municipalities for assistance in the preparation and development of improved content and quality of Municipal Annual Reports. This template provides an update to the MFMA Circular No. 11, issued in January 2005.

This template gives effect to the legal framework requirement, concepts and principals espoused in the White Paper on Local Government and Improving Government Performance. It reflects the ethos of public accountability. The content gives effect to information required for better monitoring and evaluation of government programmes in support of policy decision making. The template provides an improved overview of municipal affairs by combining the performance report data required under Municipal Systems Act Section 46 with annual report data referred to in that Act and in the MFMA.

The revised template makes its contribution by forging linkages with the Integrated Development Plan, Service Delivery and Budget Implementation Plan, Budget Reforms, In-year Reports, Annual Financial Statements and Performance Management information in municipalities. This coverage and coherence is achieved by the use of interlocking processes and formats.

The revised template relates to the Medium Term Strategic Framework particularly through the IDP strategic objectives; cross cutting nature of services offered by different spheres of government, municipal service outcome indicators; and the contextual material as set out in Chapters 3, 4 & 5. It also provides information on good management practice in Chapter 4; risk management in Chapter 2; and Supply Chain Management in Chapter 5; and addresses the Auditor-General's Report, dealing with Financial and Performance Management arrangements in Chapter 6. This opens up greater possibilities for financial and non financial comparisons between municipalities and improved value for money.

The revised template provides information on probity, including: anti-corruption strategies; disclosure of financial interests by officials and councillors; disclosure of grants by external parties, disclosure of loans and grants by municipalities. The appendices talk to greater detail including disaggregated information on municipal wards, among others. Notes are included throughout the format to assist the compiler to understand the various information requirements.

The financial years contained in this template are explained as follows:

- Year -1: The previous financial year;
- Year 0: The financial year of reporting;
- Year 1: The following year, mostly requires future targets; and
- The other financial years will follow a similar sequence as explained above.

We wish to express our gratitude to the members of the Annual Report Reference Group, consisting of national, provincial and municipal officials for their inputs and support throughout the development of this document.

Chapter 1

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

MAYOR’S FOREWORD

Local government legislation provides for municipalities to account to communities and stakeholders on the road travelled on governance and service delivery.

As Executive Mayor of Amathole District Municipality, I am pleased to present a summary of the performance of the Municipality for the 2023/24 financial year.

The report on the period under review is based on the performance of the Municipality as guided by the key Strategic planning instruments of the Institution as reflected in the Integrated Development Plan (IDP) the Institutional Scorecard and Service Delivery and Budget Implementation Plan as approved by Council.

The National and Provincial elections held in May, presented a different political environment, with formation of Government of National Unity. While this points to maturity of our democracy, it also presents a complex political scenario, at national and provincial government spheres in some provinces.

We assumed office in an environment characterized by labor unrest, financial constraints, political and administrative instability coupled with public confidence in the ability of the Institution to perform services being at its lowest. We have moved with speed to stabilize the Municipality giving priority to strengthening administrative capacity, improve labor relations, revenue collection and project spending. The report reflects improvements in the performance of the Municipality in comparison to previous years.

The road we have traversed thus far has convinced us that the choices we made set the Institution on the path to stability and financial recovery. We have aligned our vision to the National Development Plan, with view to achieve synergy in long term planning of the three spheres. While the National Development Plan sets out the long term plans of government to better the lives of our communities especially those in rural areas, the annual report provides progress on the steps taken to realize that goal. We have recorded significant improvement in implementation of Financial Recovery Plan, with all workstreams working hard to get us closer to financial independence.

Within the framework of the District Development Model, the ADM has collaborated with National and Provincial government in delivering services to communities. In this context, the launch of the Xhorha Bulk Water Supply, the delivery of homes to the destitute in Raymond Mhlaba and delivery of title deeds to new home owners in Great Kei, are some of the areas of inter-sphere collaboration that affirmed the importance of the DDM.

The Annual report outlines successes that have been recorded in pursuit of our mandate, on service delivery, good governance, economic transformation and social cohesion. The annual report does not only present successes achieved, but challenges that we have encountered with a view to identify areas in which the Municipality has to improve. In this regard the Institution continues to suffer from poor revenue collection, inadequate delivery of water and sanitation services, infrastructure vandalism, and illegal connections.

Chapter 1

With these challenges clearly identified, we are in a better position to prioritize them in the next IDP cycle. Therefore, the Annual report is an important tool that helps us to improve future planning.

The key pillars of good governance are Public Participation, Accountability and Oversight. The Annual report confirms that the Municipality has performed in all these key areas and the presentation of the report is indication that the Municipality conforms to the basic principles of good governance and accountability. All our governance structures have been strengthened and are fully functional, with Council and Standing Committee meeting as per approved calendar.

During this period, we have been steadfast in strengthening interface with citizens of the district, through IDP/Budget Roadshows, Annual Report Public Hearing's, Civic Education Initiatives, and other initiatives. which has boosted confidence of the citizens on our ability to deliver services and restoring the Amathole Brand.

(Signed by :) _____

Cllr. A. Ntsangani

Executive Mayor: AMATHOLE DISTRICT MUNICIPALITY

T 1.0.1

Chapter 1

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

MUNICIPAL MANAGER'S OVERVIEW

The report highlights the progress made to support ADM's pursuit to administrative and financially stability and the steps taken to live by its vision and deliver on the heavy lifting strategy and to respond to everyday challenges.

Over the past financial year ADM has been confronted with a number of challenges in an already complex rural environment. The municipality's major challenge is low collection of own revenue while the demand for services increases significantly, at the same time municipality needs to be attuned to the changes in government fiscus, in the financial and economic landscape post-election.

The financial year was a year of build up to National elections that took place on the 29 May 2024, like in all election periods, ADM saw an increase in service delivery protests which in so many areas of the country regressed on the gains made as infrastructure at times is burnt and vandalized in the quest for better services by community stakeholders and that further intensified the strain on the government finances for the provision of services.

The issues of high global climate change appear to be in a slow pace of being addressed and its effects continue to resonate. The continuing need for national dialogue on funding systems and methodology remains a cry. The Committees of Council led by the Executive Mayor hosted a number of broadened engagements with Government, parastatals and the private sector to showcase the needs of the People of Amathole.

Amathole is a Water Services Authority and Water Services Provider responsible and that means ADM should plan, construct, operate and provide water and sanitation services within Amathole. In light of the above, Amathole is predominantly rural in nature which then enables constraint towards ensuring consumers delight. The 2023/2024 was challenging but successful despite ongoing challenges especially legal related such as labour cases, service providers taking the municipality to court over contractual issues. ADM has reached 100% expenditure on EPWP, 99.6% on MIG, 99.7% on WSIG, 88% on RBIG and 100% on RRAMS such an improvement on grant expenditure under the circumstances can be referred as excellent performance. Through the Expanded Public Works Programme (EPWP), during the 2023-2024 fiscal year, ADM has created 870 job opportunities, including professionalising the programme to cater for unemployed graduates and work towards the district's infrastructure projects.

Amathole is predominantly rural in nature which then enables constraint towards ensuring consumers delight. Furthermore, Amathole is drought stricken with water sources drying up thus needed alternative water provisioning to be explored. Drought mitigation measures have mainly been in the form of Ground Water Development and boreholes that have been drilled. The year has seen to the delivery of a total of 500 water tanks across the district, 100 boreholes, in conjunction with Aspire the entity of the Municipality.

Chapter 1

The fire Services has been augmented with 4 fire servicing bakkies equipped with the latest technology. The municipality has handed over bush clearing material, agricultural material to communities.

Halfway the financial year the Institution welcomed two more Directors for Corporate Services and Engineering and Infrastructure Services respectively and that led to a full compliment of Section 56 Manager in over 8 years.

We welcomed the CEO of Aspire appointed at a time when the entity was on in financial recovery mode. Council appointed the board of Aspire, Audit Committee, which was a sharedservices between ADM and ASPIRE.

In relation to the financial performance of ADM, the municipality reflected a R562 thousand surplus for the 2023/2024 financial year, which was reduced to a balanced budget after the adjustment budget. A total revenue of R2.4 billion has been recognised in the 2024 financial year. The ADM's revenue sources predominantly comprise of operating fiscal transfers from the national government that accounted for 60% of operating revenue in 2024. Equitable share (35%) and Levy replacement grant (29%) comprises the bulk (64%) of these operating fiscal transfers and are utilised at the municipality's discretion to provide basic services to poor communities within its jurisdiction.

The development of the citizen engagement app, the data cleansing of consumers, the acquisition of a new financial management system will help improve audit in the coming financial year, and maintain a high level of engagement with the consumers we serve

Looking back at these achievements over the past year, I must warmly thank Council and Staff, without whom none of this would have been possible and who consistently go the extra mile to anticipate and respond to the needs of the People of Amathole during these challenging times.

(Signed by :) _____

Dr. B.J. Mthembu
Municipal Manager: AMATHOLE DISTRICT MUNICIPALITY

Chapter 1

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA

The Amathole District Municipality as Water Services Authority and Water Services provider, plans, constructs and operates water and sanitation services throughout the Amathole District. The predominantly rural nature of the district is a constraint to ensure all consumers have access to services. However, the municipality is continuously rolling out services to areas previously not served. With the assistance of additional grant funding from the Department of Water Affairs, interim water supply is being provided in areas where formal systems will still take some time to roll out. The 2011 Census reflects that Amathole District Municipality has a population of 892 637 people as compared to 968 920 from Census 2001. From analysis of these trends since 1996, it is clear that the population has been decreasing steadily from more than 1 million people to around 900 000 in 2011. This suggests that the Amathole Region has been affected by outward migration since the official statistics indicate that almost 100 000 people have left the region during this period.

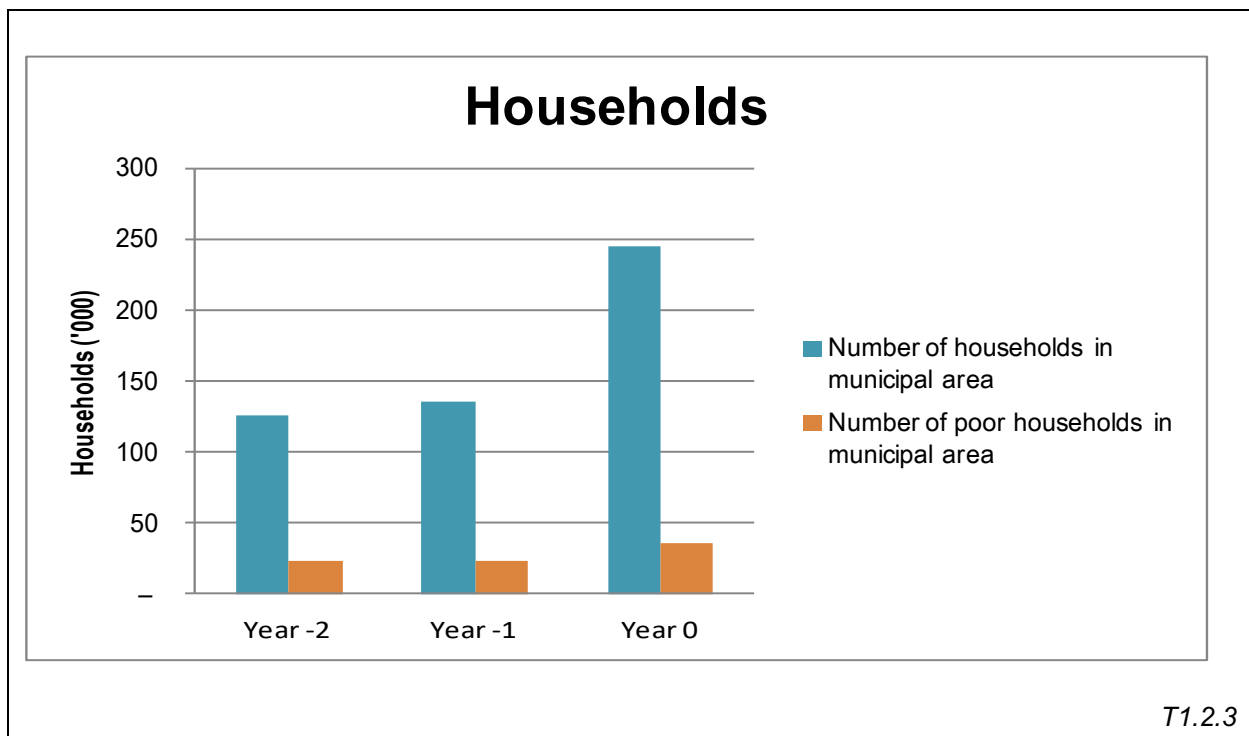
This Trend is not unique This trend is not unique to the Amathole Region only, as people across the Eastern Cape have migrated over the last 10 years to the Metropolitan Areas of Buffalo City and Nelson Mandela as well as other more economically prominent provinces of South Africa like Gauteng and the Western Cape.

However, the Stats SA Community Survey conducted in 2016 reflected below shows that ADMs total population is currently 914, 820.

T 1.2.1

Chapter 1

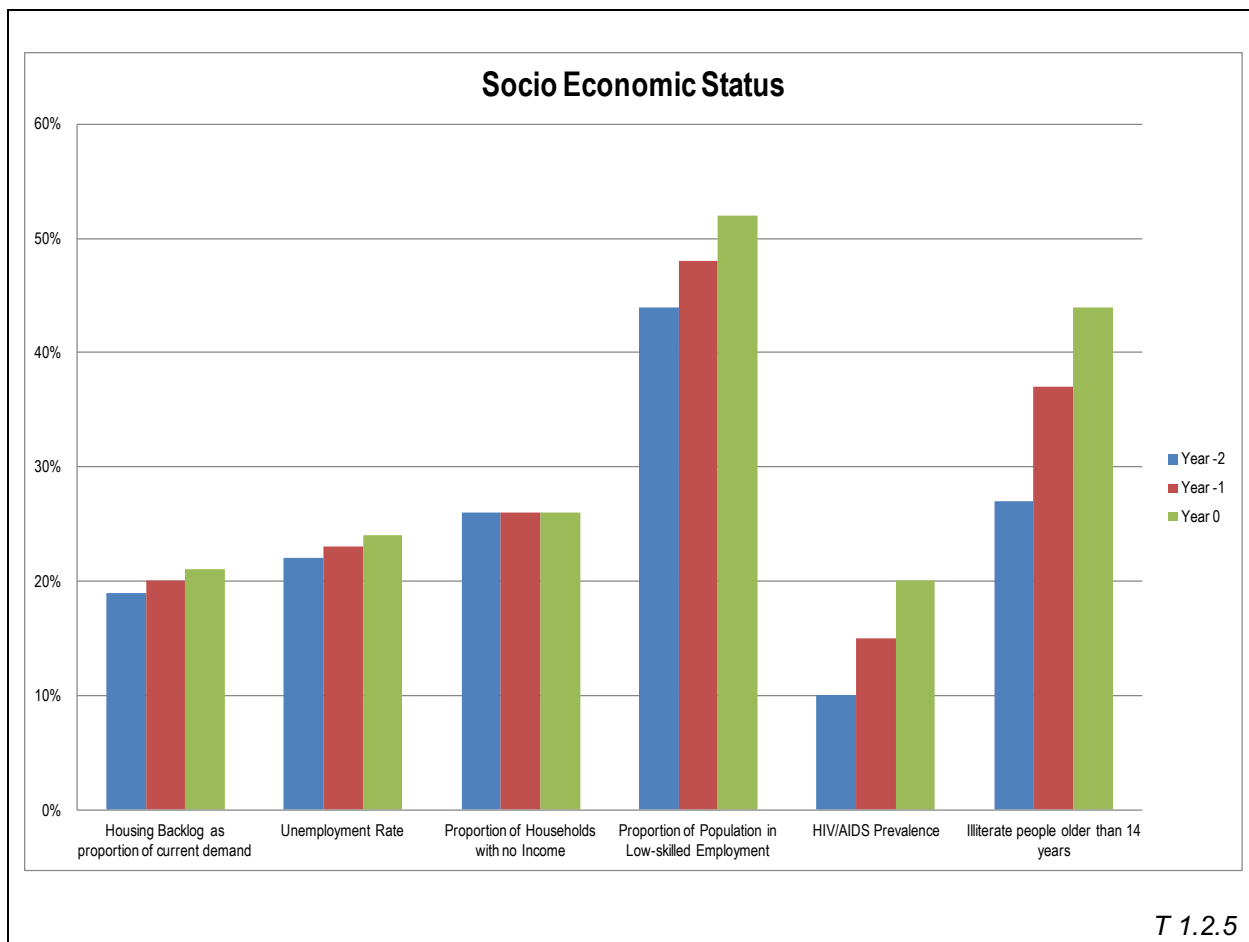
Population Details									
Amathole District and Local Municipalities	2011 Census			2016 Census			Population '000		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
DC12 Amathole	419,247	473,389	892,637	432,295	482,525	914,820			0
EC121 Mbhashe	117,230	137,679	254,909	125,084	144,985	270,068			0
EC122 Mnquma	117,873	134,517	252,390	120,109	133,905	254,013			0
EC123 Great Kei	18,703	20,287	38,991	19,108	20,368	39,476			0
EC124 Amahlathi	58,647	64,131	122,778	58,732	63,816	122,548			0
EC126 Ngqushwa	33,984	38,206	72,190	32,423	36,776	69,200			0
EC129 Raymond Mhlaba	72,810	78,569	151,379	76,840	70,676	159,516			0
Source: Statistics SA							T 1.2.2		



Chapter 1

Socio Economic Status						
Year	Housing Backlog as proportion of current demand	Unemployment Rate	Proportion of Households with no Income	Proportion of Population in Low-skilled Employment	HIV/AIDS Prevalence	Illiterate people older than 14 years
Year 18/19	54.33%	36.78%	None	39.6%	14.1%	10.3%
Year 19/20	54.33%	36.78%	None	39.6%	14.1%	10.3%
Year 2020/21						
Year 2021/22						
Year 2022.23						

T 1.2.4



Chapter 1

Overview of Neighbourhoods within 'Amathole District Municipality'		
Settlement Type	Households	Population
Towns		
Sub-Total	0	0
Townships		
Sub-Total	0	0
Rural settlements		
Sub-Total	0	0
Informal settlements		
Sub-Total	0	0
Total	0	0
T 1.2.6		

Chapter 1

Natural Resources	
Major Natural Resource	Relevance to Community
Misty Amathole Mountain	Opportunities for growth, development, agriculture, industry, biodiversity management, conservation and tourism, water resource management and provision. Opportunities
The Fish River	
Well-watered Wild Coast	
Mild and temperate climate	Wind Energy (Great Kei, Ngqushwa and some parts of Raymond Mhlaba)
The diverse range of vegetation types, including the semi-arid Karoo, thornveld, succulent and thicket areas.	Hydro Energy
ADM possesses 81.52 % of areas remaining natural and 18.48 % of areas where no natural habitat remains	Community based initiatives in rural coastal communities
The coastline extends for approximately 269 km	Recreation activities
The biodiversity of the Amathole DM is represented in 5 major biomes that describe the different biotic communities. These biomes are Savanna (34.5%), Grasslands (31.5%), Albany Thicket (29.6% of the area), Indian Ocean Coastal Belt (3.7%) and Forests (0.6%)	Job creation through sustainable livelihood projects, Alien removal
There are 56 recorded rivers in the Amathole district municipality	Fish Farming
There are four major drainage regions in the ADM, i.e., Great Fish River catchment, Amathole catchment, Great kei River basin, and Mbashe River basin	Eco Tourism
There are 9565 wetlands at Amathole district municipality	Conservation Agriculture
Within the Amathole DM there are approximately 49 functional estuarine systems	Working for the water and Coast Programs
Coastline which includes estuaries, conservancies, national heritage sites, rocky shores and sandy beaches.	Recreation and Tourism, research and education, cultural values, commercial and subsistence agriculture
Freshwater systems	Maricultural and aquaculture
Biodiversity and natural forests	Land-based projects, carbon credits, environmental projects
T 1.2.7	

Chapter 1

COMMENT ON BACKGROUND DATA:

Delete Directive note once comment is completed - Set out Key challenges and opportunities for the municipality arising from the data provided in this demographic section. Discuss the relevance of the 5 Major resources and the ways in which your municipality is trying to improve the positive impact they have on the local community.

T 1.2.8

1.3. SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY INTRODUCTION

District Municipality (ADM) became a Water Services Authority in 2003 and through a subsequent Section 78 process, became the Water Service Provider for the Amathole District in July 2006; Approximately 30% of water consumed in the District is purchased from the Amatola Water Board, while the balance is supplied from thirty (30) ADM owned Water Treatment Works and over eighty (80) borehole schemes;

Water is supplied through metered yard connections in the towns and through communal standpipes in rural areas and informal settlements;

During the last assessment which was in 2022, the ADM failed to achieve Blue Drop status for any of its water treatment works, and obtained an overall average score of 59.5% regressing from 80.24% in the previous assessment (2014);

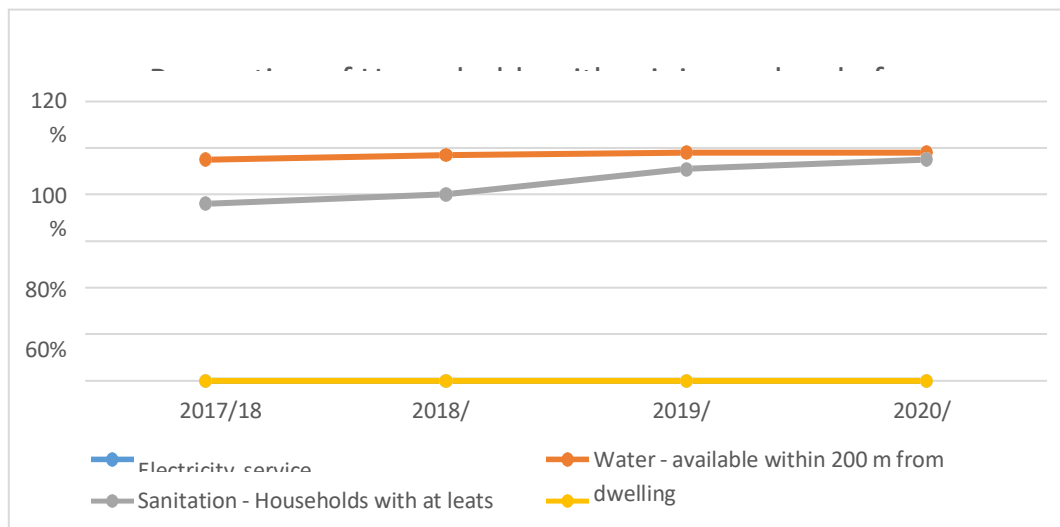
It should be noted that the ADM operates more treatment works than any other municipality in the country and the remoteness of many of these treatment facilities makes management difficult and expensive;

- During the 2023/24 financial year the ADM continued with an aggressive Water Conservation and Demand Management Project in order to reduce unaccounted for and non-revenue water. Service Providers also continued with the refurbishment of both Water and Wastewater Treatment Facilities, pump stations and pipelines. This is a multiyear program that will continue on an annual bases till the whole district is covered.
- ADM has initiated a comprehensive approach to planning and managing water services in the district. A (baseline) Infrastructure Asset Management Plan has been completed, the Water Services Development Plan is under major review while the Water Services Master Plan is under development. These plans will go a long way in ensuring a reliable, efficient and sustainable water system.

T 1.3.1

Chapter 1

Proportion of Households with minimum level of Basic services				
	Year 20/21	Year 21/22	Year 22/23	Year 23/24
Electricity service connections	n/a	n/a	n/a	n/a
Water - available within 200 m from dwelling	98%	71%	71%	64.9%
Sanitation - Households with at least VIP service	95%	92%	93%	96.8%
Waste collection - kerbside collection once a week	n/a	n/a	n/a	n/a



T 1.3.2

Chapter 1

COMMENT ON ACCESS TO BASIC SERVICES:

Explain the shortfalls in service contained in the diagram above.

ADM in its mandate of providing both water and sanitation basic level of services is busy implementing Regional Projects to ensure that there is a significant impact once the projects are complete. These are multi-year projects as they take more than one financial year to be completed.

During 2022/23 financial year 288 households were provided water at RDP level of service and 23 221 households were provided with VIP sanitation in different Local Municipal Areas. The rate and pace in which these services are provided is determined by the MIG grant funding allocated to the Municipality in that particular financial year

T 1.3.3

Chapter 1

1.4. FINANCIAL HEALTH OVERVIEW

FINANCIAL OVERVIEW

Provide a brief introduction on the financial sustainability of the municipality commenting on key successes and outcomes in Year 0 (Current Year) and those things that were challenging and required rectification – state how such challenges are being addressed. Comment also on the financial health of the municipality as derived from the financial ratios in Chapter 5.

The total ADM budget of R2.2 billion is made up of external and internal sources of income. The external source of income is more than half of the total budget and remains grant dependent. The municipality generates its own internal income from Water, Sanitation and Fire charges.

T 1.4.1

Chapter 1

Financial Overview: Year 2022/23			
			R' 000
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants			
Taxes, Levies and tariffs			
Other			
Sub Total			
Less: Expenditure			
Net Total*			
* Note: surplus/(deficit)			T 1.4.2

Operating Ratios	
Detail	%
Employee Cost	
Repairs & Maintenance	
Finance Charges & Impairment	
Debt Impairment	
T 1.4.3	

Chapter 1

COMMENT ON OPERATING RATIOS:

Explain variances from expected norms: 'Employee Costs' expected to be approximately 30% to total operating cost; 'Repairs and maintenance' 20%; Finance Charges and Impairment 10%.

Employee Costs

Employee costs remain the highest cost incurred by the Municipality at R752 million planned expenditure for the year. The 2022/23 financial year yielded a ratio of 34%, which is a decrease from the previous financial year.

ADM is actively working on reducing the employee costs and is included in the financial recovery plan.

Repairs and Maintenance

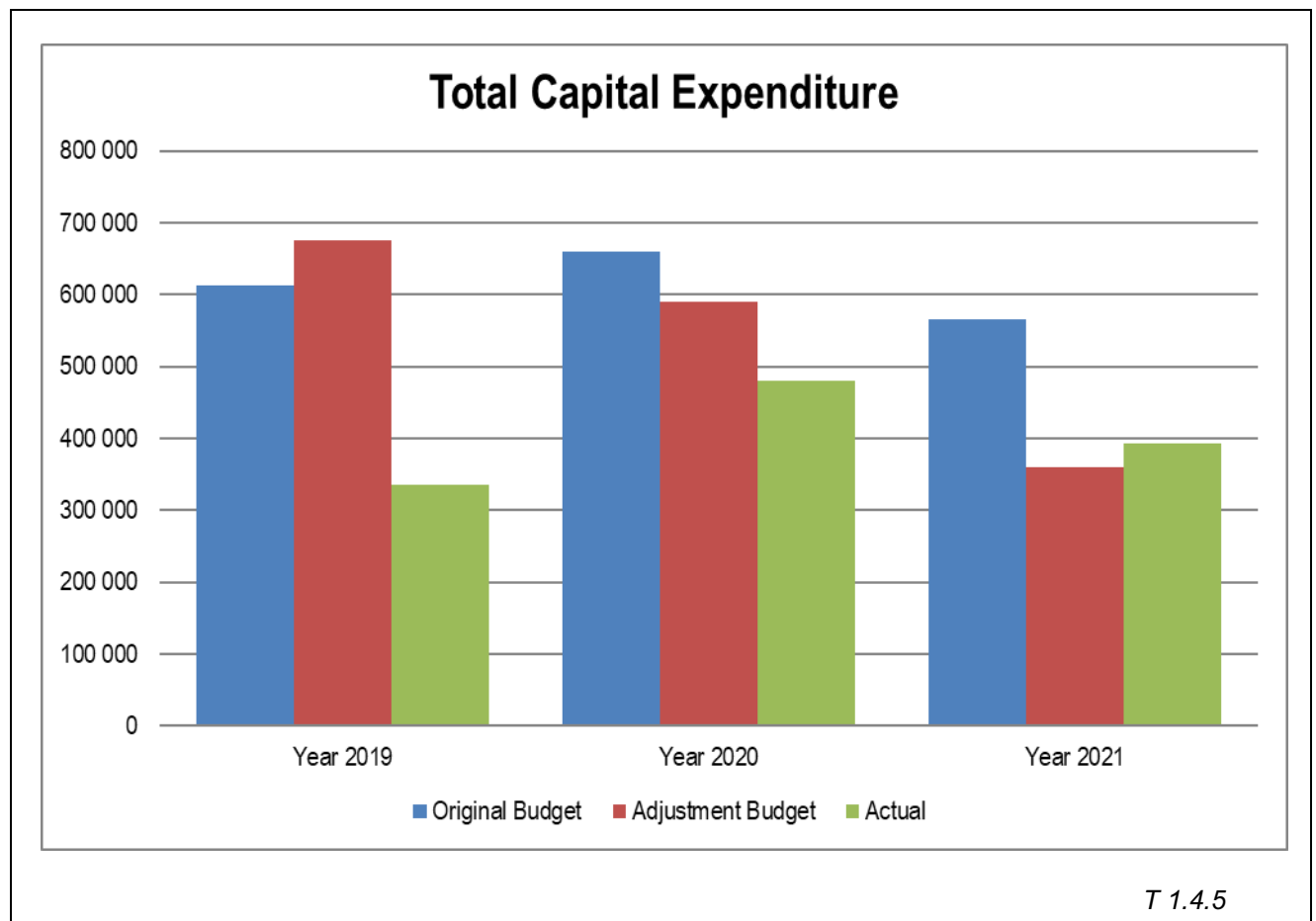
This ratio can be used to assess whether asset management is effective or not. The expenditure is adhoc in nature and is mainly incurred when pipes burst or when pumps need to be fixed. To ensure that assets are adequately maintained, a program for the planned maintenance and replacement is essential.

Debt impairment

The municipality has a provision for doubtful debt of R499 million which provides for 73% of the consumer debt. The debt impairment expense comprises 23% of the 2023/24 operating expenditure in comparison to 10% in the 2022/23 financial year.

Chapter 1

Total Capital Expenditure: Year 2022 to Year 2023		
R'000		
Detail	Year 2022/23	Year 2023/24
Original Budget	566 484	
Adjustment Budget	360 281	
Actual	393 470	
		T 1.4.4



Chapter 1

COMMENT ON CAPITAL EXPENDITURE:

Explain variations between Actual and the Original and Adjustment Budgets.

Investment in infrastructure decreased over the years due to the reduction in the capital budget allocation

T 1.4.5.1

Chapter 1

1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

ORGANISATIONAL DEVELOPMENT PERFORMANCE

Provide an overview of key Organisational Development issues based on information contained in Chapter 4.

As part of the broader strategy on institutional arrangement, ADM decided on a list of key interventions that were to enable the Municipality to move closer to the envisaged goal, while ensuring that all functions are at accurate skills levels and T.A.S.K grades as contained in the South African Local Government Association Job Evaluation Policy. The list, accompanied by the envisioned deliverables and a comprehensive implementation plan was submitted and approved by Council. To-date, a significant ground in respect of implementation plan has been covered and concluded, which will lead to the migration of incumbents from the old to the new structure.

1. Migration of staff to new organogram

The migration of staff has not taken place due to Job Evaluation Final Outcome Results that is going through relevant municipal structures until it is noted by Council. It is assumed that the Final Outcome Results will be approved in the next Council sitting of 28 July 2023, after which placement processes will unfold.

2. Job Evaluation Update

Progress on the grading and auditing of positions on the structure that was reviewed in 2018 is at 87%. However, with the current review of the structure, the number of outstanding positions is expected to increase due to modifications in positions in the structure under review.

3. 2023/24 Staff Establishment Review Update

ADM has embarked on a fresh review of its 2018 structure by taking into consideration the recently enacted Municipal Staff Regulations and the amended Municipal Systems Act to ensure that the Organogram is credible and compliant. Sessions have also been held in the Local Labour Forum regarding the reviewed structure to allow Organised Labour to make meaningful input. On the 31 May 2023 the structure was submitted to Council for approval and to be further submitted to COGTA for comments. The recommendation by Council was that a councillor workshop be conducted prior the COGTA submission. On the 22 June 2023 a Councillor workshop was organised and the structure was discussed and a follow up on the certain grey arrears was conducted virtually on the 28 June 2023. The structure was adopted by Council on the 14th July 2023 will be further submitted to COGTA for comments.

ELEMENTS OF THE PROPOSED STRUCTURE

The structure has been further reduced to a total of 1893 positions, with Engineering Services and Community Services Department having a total of 1438 positions. This is a confirmation that the core mandate of the municipality with regards to powers and functions was considered. The review yielded a reduction of 199 positions since the 2018 review, and that giving a total reduction of 414 since the 2013 structural review.

ADM structure is undoubtedly huge, but without compromising service delivery to communities, total staff complement in the structure is intended to be reduced by a big margin from the one that was approved in 2018 with a total of 2084 positions. Thus, concentration in populating the organogram is mainly on service delivery departments than those with support responsibilities. Thus, the core mandate of the municipality with regards to powers and functions is being considered.

Chapter 1

1.6. AUDITOR GENERAL REPORT

AUDITOR GENERAL REPORT: YEAR 2023.24 (CURRENT YEAR)

Delete Directive note once comment is completed – State the type of opinion given (disclaimer; adverse opinion; qualified opinion; unqualified opinion with 'other matters'; and an unqualified opinion) and briefly explain the issues leading to that opinion. In terms of a disclaimer you must state that 'the accounts of this municipality were too deficient in essential detail for the Auditor General to form an opinion as the financial viability or rectitude of this municipality'. If opinion is unqualified, briefly explain the key steps taken to accomplish and maintain (where appropriate) this important achievement. Note that the full audit report should be contained in chapter 6 of the Annual Report.

AUDIT STILL UNDER WAY.

T 1.6.1

Chapter 1

1.7. STATUTORY ANNUAL REPORT PROCESS

No	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July 2024
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Submit draft year 0 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August 2024
8	Mayor tables the unaudited Annual Report	
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September – October 2024
12	Municipalities receive and start to address the Auditor General's comments	November 2024
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Oversight report	December 2024
17	Oversight report is made public	
18	Oversight report is submitted to relevant provincial councils	
19	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	January 2025

T 1.7.1

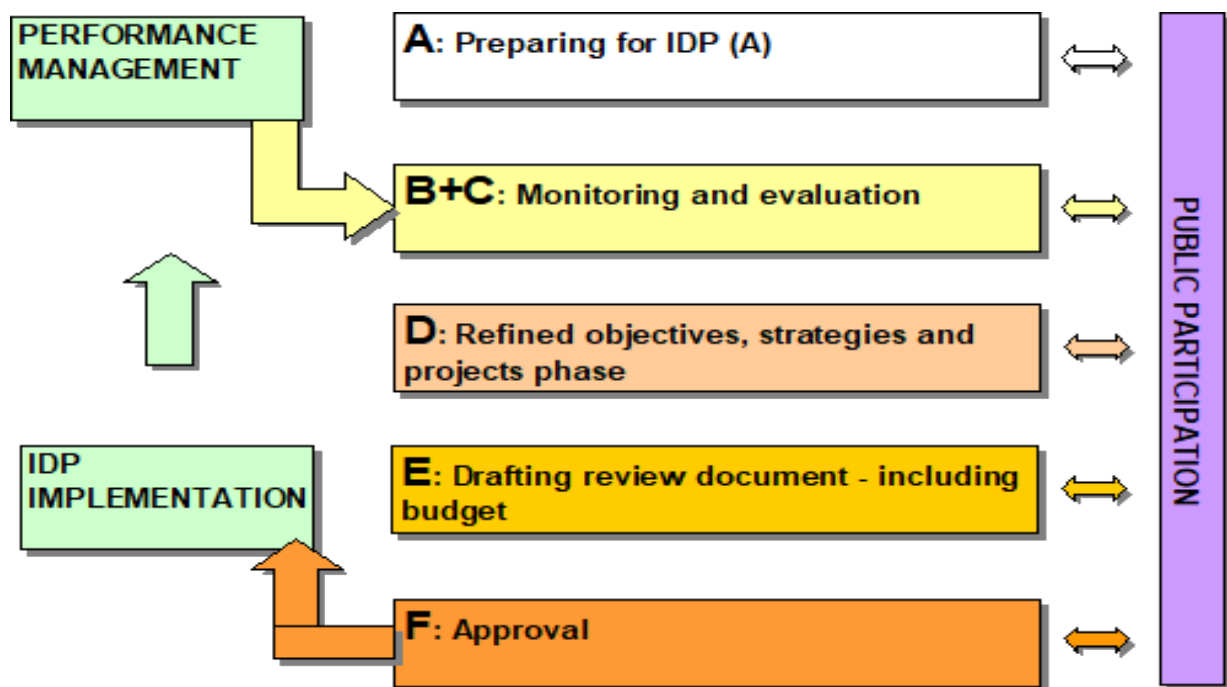
Chapter 1

COMMENT ON THE ANNUAL REPORT PROCESS:

The Amathole District Municipality has followed the prescribed format in the MFMA Circular No. 63 published in September 2012 in developing its Annual Report, and also considered its Integrated Development / Budget / Performance Management System process plan that is reviewed yearly. The prescribed Annual Report process has enhanced the oversight functions of Council.

The process plan for the 2023.24 financial year was tabled to Council at the end of August as guided by the Circular.

By nature, Annual Reports are aligned with the planning documents and municipal budget for the year reported on. This means that the IDP, budget, SDBIP, in-year reports, annual performance report and Annual Report should have similar and consistent information to facilitate understanding and to enable the linkage between plans and actual performance. Another benefit in following the prescribed timeframes is that the Annual Report information becomes the feeder to the IDP Situational Analysis.



Chapter 2

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

Provide brief introduction to the nature of governance and the relationship between the four components in this Chapter.

One of the key principles of good governance is the establishment of ethical leadership within an institution. In a municipal setting this translates into:

- The need to clearly define the roles and responsibilities of the leadership and individual leaders in a municipality;
- The embedding within the leadership of an ethical culture based on the vision and values of the institution and Constitutional principles, both to guide and to measure against, the actions of leaders; and
- The entrenchment of the principle of holding leaders accountable for their actions.

T 2.0.1

Chapter 2

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

Amathole District Municipality is an Executive Mayoral type with all the Executive powers of the Council vested in the Executive Mayor, who is assisted by members of the Mayoral Committee. The ADM Council has a Committee system in line with the provisions of Section 79 and 80 (1) of the Municipal Structures Act 117 of 1998, as amended. Committees established in terms of section 79 of the Municipal Structures Act (Act 117 of 1998 as amended) perform functions assigned to them by the Council, through terms of reference and report directly to Council under the Legislative Support Reports. Section 80 Committees referred to as Standing Committees, assist the Executive Mayor in the execution of his duties and their reports are submitted to the Mayoral Committee and processed through that Committee to Council.

The Standing Committees are constituted by both Portfolio [Mayoral Committee Members] and Part-Time Councillors and Traditional Leaders designated for participation in municipal council. The Standing Committees are chaired by Portfolio Councillors and attended by the Municipal Manager and Heads of Department. They have the power to consider and make recommendations to the Mayoral Committee/ Executive Mayor on all issues falling within the ambit of their functional areas. Standing Committees meet Bi-monthly in line with the Institutional Calendar developed by the Speaker and adopted by the Council. However, due to Covid 19 outbreak, Standing Committees could not per ADM Calendar, however their reports were channeled to the Mayoral Committee.

A report on the functionality and performance of Council and its Committees is submitted quarterly as part of the Speakers reports in terms of Rule 109 of the Standing Rules. The Municipal Public Accounts Committee convened meetings physically and virtually when need arises process all the reports at her disposal. The Rules Committee in the 2022.23 financial year reviewed the Standing Rules to be in line with Covid 19 regulations. This therefore made provision in the 2023.24 financial year that both options of virtual and physical meeting be in terms of the standing rules of Council.

Chapter 2

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

The attainment of ADM's vision depends on the efficiency and effectiveness of Councils Governance structures including political oversight to ensure consistent focus on performance and service delivery. The office of the Speaker is entrusted with a responsibility to ensure that municipal systems are in place and are geared for effective service delivery and good governance. Such must include systems for effective management of the political /administrative interface and decision-making processes.

Council is fully Functional as meetings are held regularly for Council to consider reports including compliance matters. Special council meetings are also held to process certain compliance matters. ADM rotates some of its council meetings across all six Amathole Local Municipalities with the last council meeting held on the 31st of July 2024 in Raymond Mhlaba Council Chambers. There are currently no vacancies in council as they are filled as and when they arise.

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Municipal Public Accounts Committee is fully functional with meetings sitting regularly to consider oversight reports to council. The Chairperson in consultation with the Speaker to consider reconstituted the committee to enhance its capacity. With the support of National and Provincial Treasury, MPAC Members undergo relevant trainings on a continuous basis, including training on Unauthorised, Irregular, Fruitless and Wasteful Expenditure. MPAC reviewed its Terms of Reference, and they were adopted by council.

Chapter 2

<i>Photos</i>	POLITICAL STRUCTURE	Function
	EXECUTIVE MAYOR	
	Name: Cllr Anele Ntsangani	
	DEPUTY EXECUTIVE MAYOR	
	Name:	
	MUNICIPAL SPEAKER	
	Name: Cllr Onke Mgungculu	
	CHIEF WHIP	
	Name: Cllr Nanziwe Rulashe	
<i>Photos</i>	MAYORAL COMMITTEE/ EXECUTIVE COMMITTEE	Function
	Names: Cllr Celiwe Genyane Portfolio: Public Participation and Communications	
	Names : Cllr Fumanekile Pumapi Portfolio: Budget and Treasury	
	Names: Cllr Xhanti Mgxaso Portfolio: Spatial Planning Land and Economic Development	
	Names: Cllr Khanyile Maneli Portfolio: Community Services	
	Names: Cllr Bandile Ketelo Portfolio: Strategic Planning and Management	
	Names: Cllr Nomonde Geza Portfolio: Water Infrastructure and Engineering Services	
	Names: Cllr Bukelwa Abegail Madikane Portfolio: Corporate Services	
	<i>T 2.1.1</i>	

Chapter 2

COUNCILLORS

ADM Council is made up of 47 councillors of which 40 per cent are directly elected from party lists and 60 percent are representatives of local municipalities appointed to sit in ADM Council. The Council also has 3 traditional leaders that are participating in the district in line with the provisions of section 81 of the Local Government Municipal Structures, Act 117 of 1998 as amended read with the Traditional Leadership and Governance Framework Act, 13 of 2003.

Councillors and Traditional leaders were inducted to familiarize them with various relevant pieces of legislation and the policies of the Institution. There is continuous training provided to councillors to enhance their capacity to perform the oversight function. The traditional leaders Participate in all the Committees of Council except the Mayoral Committee.

ADM provides councillors with tools of trade in line with the latest Gazette on the remuneration of Political Office Bearers and provides a stipend to traditional leaders on a monthly basis.

T 2.1.2

Chapter 2

POLITICAL DECISION-TAKING

The Troika meets regularly with the Municipal Manager for the purposes of political Management of the municipality and to ensure that there is coordination of the approach in which council must deal with certain reports and matters of strategic importance.

A multi-party Whips Committee meets before every council meeting to consider items in the agenda of Council with a view to determine any potential contentious matters so that political parties engage to facilitate smooth transition through Council.

The Standing Rules also make provision for all political parties to convene Caucus meetings before Council Meeting. The Council makes decisions on all matters pertaining to community development and service delivery in the ADM area of jurisdiction. Council resolutions are taken on the basis of reports and recommendations made by the Committees. The decision-making model is built into the Delegation Framework which outlines all document flow processes leading to the tabling of reports to Council.

Reports submitted in Council are classified as follows:

- (a) Reports for noting- these are reports on matters in which the Executive Mayor has taken a decision in line with her legislated and or delegated functions.
- (b) Reports for approval- These are reports on matters that may not be delegated as stipulated in section 160(2) of the Constitution, 1996 as amended.
- (c) Confidential items: The Rules provide for confidential items that require Council approval to be taken at the end of the meeting. Items declared as confidential by the Council remain as such until Council determines otherwise.
- (d) Legislative Support Services Reports: Reports of the Speaker, Chief Whip, and Chairpersons of Section 79 Committees are tabled in Council under this category.

All resolutions of the council are implemented, and the Council has a system to track the implementation of resolutions. There is a standing item under the reports of the Speaker on the tracking of the implementation of Council resolutions. The tracking of the implementation of resolutions is done through a template which is sent to Directors to indicate if the resolutions have been implemented or not and a report to this effect is submitted to Council by the Speaker. In that way, all Council resolutions are implemented and followed-up.

Delete Directive note once comment is completed – Explain how political decisions are taken and provide the percentage of Council Resolutions implemented against the number of decisions taken. List those not implemented and indicate why not.

T 2.1.3

Chapter 2

2.2 ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The Executive Management amongst other responsibilities serves as a collective in the IDP Representative Forum which is the strategic platform to deal with IDP and other service delivery issues. In this forum departments, as a collective, ensure that there is inclusive planning and integration to produce a credible and implementable IDP. The Municipal Manager leads this process in preparation for presentation to other structures and stakeholders in line with Municipal Systems Act. The Executive Management as led by the Municipal Manager ensures that this process is conducted in line with all pieces of legislation and also is aligned with budget and expenditure thereof.

MUNICIPAL MANAGER:

The Municipal Manager is the Head of Administration and the Chief Accounting Officer as stated in section 55 of the Municipal Systems Act 32 of 2000. As the Head of Administration, the Municipal Manager is charged with specific responsibilities and is subject to the policy directions of the Municipal Council as well as responsible for among other the following responsibilities:

- Development of the Municipality's Integrated Development Plan in accordance with chapter 5 of the act and its implementation;
- Development of a performance management framework, and ensuring compliance to the Performance Management System;
- The appointment of staff other than those referred to in section 56(A) of the Systems act and does that under the guidance of the Council approved recruitment and Selection Policy. -
- Advising the Executive Mayor, other political office bearers and Council structures in execution of their Council responsibilities
- Attends with Directors section 79 and 80 committees to ensure that ADM structures process reports and ensures that Council receives best reports and recommendations for approval.

CHIEF FINANCIAL OFFICER

In terms of section 80 of the Municipal Finance Management Act 56 of 2003, a municipality must have a budget & Treasury Office which should consist of a Chief Financial Officer designated by the accounting officer of a municipality.

- The CFO is responsible administratively, for the budget and treasury office and has the essential function in assisting the Municipal Manager to carry out his financial management responsibilities in areas ranging from budget preparation to financial reporting and the development and maintenance of internal control policies and procedures. His duties amongst others include:
- Advising the Municipal Manager and assisting him in the administration of the municipality's bank accounts and

Chapter 2

in preparation and implementation of the municipal budget.

- performing budget related issues, accounting, analysis, financial reporting, cash management, debt management, supply chain management, asset management and financial management.

The CFO implements the financial reforms at the direction of the Municipal Manager with the Assistance of appropriately skilled finance staff. In addition, the CFO assists in providing Governance and oversight to address operational matters that constitute sound financial management.

DIRECTOR: CORPORATE SERVICES

The Director: Corporate Services is a Manager employed in terms of Section 56(A) and is directly accountable to the ADM Municipal Manager. The Director's role is to provide strategic guidance and leadership within the Corporate Services department by ensuring that sound human resources policies are developed and implemented within the entire institution. The Director: Corporate Services is charged with the following responsibilities:

- developing and managing strategies and programs that work towards the achievement of goals relating to personnel provision, organizational development, human resource development, auxiliary services, employee wellness, occupational safety, risk management and personnel administration.
- plays an advisory role in relation to senior Management and council leadership regarding relevant policy and legislative issues of compliance. The office of the Director Corporate Services is also responsible for the department's annual capita budget and operational budget.
- carries further responsibilities with regards to submission of reports to the Committees of Council
- The Director also ensures that the ADM fleet requirements and management thereof is properly managed.
- Further responsibility of the Director is to manage all ADM owned properties through maintenance of such and provision of suitable office space for all ADM departments including satellite offices.
- The Director: Corporate Services is also charged with the responsibility of managing the labour Relations environment in the workplace and facilitate a culture of good relations between employer and employees.
- The department also serves as the custodian of all municipal records through its Registry Office.
- These most critical institutional programs are also championed at the Corporate Services Department (District-wide learnership programs, Bursaries for learners with disadvantaged backgrounds and career Expos for high school learners)
- The Department is responsible for security provision throughout the entire institution including the facilities in the outlying areas (Water Treatment Plants)

Chapter 2

DIRECTOR SPATIAL PLANNING LAND AND ECONOMIC DEVELOPMENT

Director is heading the department and accountable to the Municipal Manager. Amongst his roles are the following:-

- Lead the department and provide strategic guidance and leadership on all issues relating to economic development within the district. In performing that, his department works closely with the development agency established by ADM known as ASPIRE. The agency has a mandate from the district municipality to champion economic development through the area of jurisdiction of ADM. There is also expectation that the district will work closely with local municipalities under its area of jurisdiction to promote economic development
- Managing the EPWP (Expanded Public Works program) which seeks to accelerate employment within the district.
- Responsible for functions relating to land reform and spatial planning and also human settlements.
- The housing function also assists with the formalization of informal settlements in order to be able to provide services.

DIRECTOR ENGINEERING SERVICES

The department is the core of the municipality due to the fact that ADM was granted the status of a water service authority and as a result, the bulk of the municipal budget is allocated to the provision of water and sanitation services. The municipality is progressing well towards achieving its targets.

The Director is also responsible for managing staff who are performing the water functions and provides strategic leadership on all water and sanitation functions including building and planning services.

- Water Service Authority
- Water Service Provision
- Building and Services Planning
- Integrated Transport Management
- Integrated Waste Management

DIRECTOR STRATEGIC PLANNING AND MANAGEMENT

- Planning, Monitoring and evaluation of municipal performance within ADM.
- Local Municipal Support which mainly deals with the support provided to local Municipalities as per the mandate given to District municipalities.
- Information Communication Technology and support to the departments.
- Risk management as prescribed in the MFMA as a compliance issue.
- Communications Services, both internal and external
- Intergovernmental and International Relations and
- Travel Desk for all organizational travelling and accommodation.

Chapter 2

DIRECTOR COMMUNITY SERVICES

As per the World Health Organisation, environmental health comprise of those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psychological factors in the environment.

It also refers to the theory and practice of accessing, correcting, controlling and preventing those factors in the environment that can potentially adversely affect the health of present and future generation.

- Municipal Health Services includes (water quality monitoring, food control, health surveillance of premises, waste management, surveillance of communicable diseases (excluded immunization), vector control, environmental pollution control, disposal of the dead and chemical safety)
- Protection services which involves fire services and disaster management. There also run awareness campaigns regarding issues of community safety

T 2.2.1

Chapter 2

<i>Photo</i>	TOP ADMINISTRATIVE STRUCTURE	Function
	TIER 1	
	MUNICIPAL MANAGER	
	Dr. Bhekisisa Joseph Mthembu	
	TIERS 2 AND 3	
<i>Directors</i>	CHIEF FINANCIAL OFFICER	
<i>Optional</i>	Mr. Ncedile Zengethwa	
	DIRECTOR: STRATEGIC PLANNING AND MANAGEMENT	
	Mr. Ntsikelelo Luyanda Sovasi	
	DIRECTOR: CORPORATE SERVICES	
	Vacant	
	DIRECTOR: ENGINEERING SERVICES	
	Vacant	
	DIRECTOR: COMMUNITY SERVICES	
	Ms. Nokuthula Zondani	
	DIRECTOR: SPATIAL PLANNING LAND AND ECONOMIC DEVELOPMENT	
	Ms Zolisa Xabadiya	
	Note: * denotes officials on fixed term performance contracts reporting to the Municipal Manager under the Municipal Systems Act Section 57.	
		T2.2.2

Chapter 2

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

At the core of co-operative governance and intergovernmental relations are the principles set out in chapter 3 of the Constitution of the Republic. The aim is to present to the people of South Africa, a coherent state united in the delivery of services to the entire nation in an effective and efficient manner. The emphasis of the constitution is setting the rules of engagement for each sphere of government to respect each other's territory. It also makes proposals for the different spheres on how to manage disputes in the event they crop out. The key to sound co-operative government, so the act suggests, is relations of trust, acting in good faith with one another and the ability to solve disputes in an amicable manner.

Sections 83 and 88 of the Local Government Structures Act talk about cooperation between district municipalities and local municipalities. By the decision of the last Strategic Session and Executive Management to restructure, ADM decided to do away with the Municipal Support Unit. All the officials responsible for municipal support were thus redeployed in the respective directorates as custodians of support to the municipalities. A Regional Model headed by ADM Senior Managers was introduced. They are coordinated directly from the office of the Municipal Manager and are the representatives of the district municipality in that space. The aim is to reduce the offices into three regions that will ensure that all the support rendered by the district is effectively coordinated and implemented. The Regional offices will be the first line of call on issues from the local municipalities that need the attention of the district. Terms of references for the model were developed, discussed and endorsed by the Executive Management.

As part of restructuring within the organization and the introduction of the new structure, a unit called Stakeholder relations was established within the Strategic Planning and Management directorate. This is responsible for intergovernmental relations in the district and the local municipalities. It also ensures that the resolutions taken in intergovernmental forums are implemented and reported in the next IGR meeting. Memoranda of Understanding and Memoranda of Agreements are also dealt with by the unit. The latter has to report on the activities undertaken to implement the MoUs and MoAs.

Sector forums were established and take the form of intergovernmental support structures. There are for example the Communications Forum, District HIV/AIDS Council, District COVID 19 Command Council. The latter is a structure that was specially created to coordinate response to the COVID 19 pandemic ravaging the world, South Africa and the citizens of the district in particular. It takes the form of IGR with all departments seating in that structure to make presentations on its responses and to contribute to the decision making in controlling the spread of the virus. These serve as platforms for information sharing and issues raised in these forums are escalated to the District Directors Forum and finally to the District Mayors Forum and are further escalated to the Provincial and National IGR structures.

Chapter 2

With the 20/21 financial year drawing to an end, a lot was achieved in ADM through intergovernmental collaboration. The year marked a very focused approach on issues that sought to improve the lives of the people at in ADM. This was achieved through a strategic agenda setting approach that is kick started with the directors' forums. Issues like debts owed, state of drought in the district, progress report on electrification rollout, Progress reports on Human Settlement Projects, Post COVID 19 economic Recovery Plan became standing items of the agenda. A lot has been done by IGR stakeholders to address these issues.

Due to some challenges encountered by the district, ADM was declared a section 139 (b) municipality. This resulted in the intervention by provincial government to assist the municipality with Financial Recovery Plan. This is a multi –disciplinary approach achieved through Intergovernmental Collaboration. A number of work streams have been set to work on the matter. As a result progress reports are made quarterly to the district IGR forums. Other initiative, Operation Masiphathisane was launched to ensure establishment of District Implementation Task Teams and Local Implementation Task Teams. Due to challenges in implementation, the provincial COGTA, OTP and Treasury were mandated to look at other ways of piloting the project. The aim was to make the government departments to work with communities to address service delivery needs. Concerned with the state of local government, the President of the republic launched the District Development Model which further sought to strengthen governance at in this sphere of government.

T 2.3.0

2.3 INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

The South African state by its design compels the spheres of government to work together in an interrelated, interdependent and integrated manner. Most of the pieces of legislation governing the country attest to the inter-dependence and inter-relatedness of the three spheres of government. To facilitate the relations there are a number of intergovernmental structures established in which representatives of the different spheres of government interface. From the President's Co-ordinating Committee, the National Council of Provinces, FOSAD and the MinMecs, local government is represented and ADM benefits from the deliberations and resolutions of the forums on local government. The other National IGR forum is the Presidential Imbizo that seeks to give support to service delivery. This is a very important IGR formation as all stakeholders starting from the local, provincial and national are involved in an effort to make a difference in a Metro or district municipality.

T 2.3.1

Chapter 2

PROVINCIAL INTERGOVERNMENTAL STRUCTURE

In the MuniMEC, district municipalities and Metros are expected to report on progress made in the implementation of service delivery and the state of governance in their respective municipalities, share best practices with other districts and present challenges for the intervention of the province. Problems are shared and probable solutions offered. ADM Executive Mayor and the Municipal Manager also attend the Premiers' Coordinating Forum and the Technical Support Group respectively. The structures consist of representation from the district municipalities and the Metros in the province, the provincial and national sector departments in the province.

The structures also discusses issues of compliance and alignment of governance and service delivery in the province. All issues discussed at these forums are matters that impact directly to local government.

The district municipalities get the platform to table the concerns of local government about issues of mutual interest. Also the Executive Mayor is afforded an opportunity to report on the establishment and functionality of War Rooms. On the other hand, the platforms are useful in the sense that they give direct interaction between the heads of municipalities and those of sector departments. The office of the Director General in the province is then able have a good assessment of the state of governance in the province including that of local government and ADM in particular.

T 2.3.2

Chapter 2

RELATIONSHIPS WITH MUNICIPAL ENTITIES

Amathole Economic Development Agency SOC Ltd t/a Aspire, is the wholly owned state owned company of ADM. It was formally registered and established on the 1 September 2005, with the mandate to promote economic development within the District in the areas of economic production and commercial activities.

The entity has Board of Directors which sits quarterly and the municipality is also sitting as observer during their board meetings. The board of directors is ultimately responsible for oversight of the company in all material aspects. It ensures that issues relating to governance and accountability form the basis of the relationship with ADM. The relationship is managed by a service level agreement, as well as the MFMA, and the Company's Act, which outlines the roles, obligations and responsibilities of each party. Reporting is required on a monthly basis to ADM.

The agreement with the municipal entity is in line with the regulatory framework governing local government and local government entities, in their common effort to attain the objectives set out below. In particular, the agreement that was signed with ASPIRE seeks to ensure compliance by the parties in with relevant provisions of the MFMA, without impeding ASPIRE in performing its operational responsibilities. The aim of this agreement is to facilitate the promotion and stimulation of local economic growth and development within the District, through a range of programmes, projects and initiatives, consistent with the Municipality's integrated development plan. The agreement is also highlighting the programmes that need to be performed by ASIPRE in terms of promotion of Economic Development of the Region. ASPIRE gets an allocation from the municipality for its operations and also submits the quarterly reports on the programmes that they have implemented.

In the 20/21 financial year ASPIRE got in a memorandum of Agreement with ECDC and ADM. The aim of the agreement is to promote ADM as a Film Destination. The main beneficiaries targeted are young people who show talent and are interested in acting. ADM hopes to reduce unemployment by promoting Tourism by making use of local attractions. The long term goal is to develop film making as an industry as it is labour intensive, Economic spin off will result.

A complete list of entities and delegated functions should be set out in **Appendix D**.

T 2.3.3

Chapter 2

DISTRICT INTERGOVERNMENTAL STRUCTURES

its approach and structures of Intergovernmental Relations. The then Core Team and the technical structures were substituted with District Wide Directors Forums and the Municipal Managers Forum. The district is beginning to reap the fruits of the new approach as the district wide forums continuously assist in shaping the agenda of the Municipal Managers Forum and the DIMAFO. The strength of the district intergovernmental relations structure lies in the implementation of the resolutions taken in its meetings. The resolutions are reported in the next meeting as action minutes. This has turned the IGR forums into platforms for action as against being talk shops.

As government sought to strengthen planning and improve participation of communities in the planning, implementation and monitoring of service delivery projects, the Integrated Service Delivery Model I.S.D.M. (Operation Masiphathisane) was introduced. This was to manifest itself in the establishment of War rooms launched from ward to district level. No sooner was the model launched, ADM established the District Implementation Task Team, the Local Implementation Task Teams and the ward war rooms. Premiers office was tasked with ensuring the establishment of structures an COGTA has to ensure the functionality.

The endeavours to strengthen the local sphere of government and not end with the ISDM. President's Office introduced the District Development Model. The latter does not replace the ISDM but is meant to support it achieve its goals by bridging the gap between government and the people. The Eastern Cape government committed itself to pilot the project at ADM. All information requested to implement this model was submitted to fat track its implementation. The state of disaster brought by the COVID 19 has delayed the movement in the implementation of the project.

The district IGR structures have been meeting as planned during the year under reporting and the end of quarter 3 and quarter 4 have been affected by the out brake of the Covid 19 and the subsequent pronouncement by the State President of the Lock down. These developments necessitated a change in the approach wherein the Forums had to be held Virtually.

Members initially had connectivity difficulties however quickly adapted in the new way of holding meetings. The directors forums are sector specific dealing with sector issues and are consolidated for discussion to the Municipal Managers forum that informs the agenda of the District Mayors Forum.

IGR in the local municipalities

The local municipalities have also adopted the virtual approach in holding meetings. Similar challenges for connectivity and adaptation was experienced. The District ICT Forum is playing a vital role in sharing resources and skills to ensure the smooth operations of the LMs Forums. All ADM local municipalities have functional IGR structures. ADM representatives attend and make presentations in the local IGR meetings.

To make the different spheres of government work together, consistent participation of Mayors, Municipal Managers and Directors of the sector departments in district IGR structures is of utmost importance.

Chapter 2

Cooperation between Planning, IGR and Public Participation units:

The main task of the IGR is to facilitate and coordinate the alignment of plans of the three spheres in the local sphere of government. To have a coherent IDP which combines all the plans of the sector departments into a single plan that becomes the Master Plan of government in the municipality one needs to place the local sphere at the centre of coordination of planning.

The IDP is the tool of IGR and IDP processes have an element of public participation. Successful IGR processes combined with good elements of public participation lead to a credible and complete IDP. ADM needs to improve its internal stakeholder coordination eg getting the PME unit, IGR and Public Participation to plan together all IDP related activities. All the stakeholders mentioned above need to work together in planning of the IDP imbizos and outreach programs

Memorandum of Understanding:

The directorate of Strategic Planning and Management, through the IGR unit is tasked to coordinate and facilitate the signing and implementation of MoUs by ADM with other strategic partners. This is aimed at improving the capacity of ADM in dealing with the challenges of delivering services and enhancing the capacity of its officials. The current administration has signed Memorandum of Understanding different strategic partners including the University of Fort Hare, Eastern Cape Development Corporation, East London Industrial development Corporation and is discussing with Walter Sisulu University of Technology and Nelson Mandela University about a possible partnerships.

The MoU with the UFH is driven towards the implementation stages with the Principal Management Team and the Technical Management Team having been established. At the time of writing the annual report there is a scheduled meeting between the two institutions to develop Operational Plan and the Implementation Task Team. Amongst the projects that ADM and Walter Sisulu aim at collaborating on is the Roll out of a Youth Empowerment Program throughout the district

Chapter 2

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

ADM adopted a Public Participation and Petitions Management Policy which provides a framework for an interface between ADM and the communities. The policy gives effect to Section 16 of the Local Government: Municipal Systems Act, Act 32 of 2000, which requires municipalities to develop a culture of community participation in all municipal affairs affecting the communities. It was reviewed during the period under review to be in line with changes in legislation as well as structural changes in the Institution. Apart from the Public Participation Unit, there is a fully fledged Communications Unit.

Over and above the organizational values, ADM is committed to the following values:

- ☐ *Accountability to the community aspirations and meeting the community needs;*
- ☐ *Dedication and honesty in producing work that meets the developmental and service delivery requirements of the district;*
- ☐ *Commitment to the transformation of society and the workplace and to ensure fair and equitable distribution of resources to citizens of the ADM;*
- ☐ *Showing concern for the people of the district;*
- ☐ *Believing in transparent decision making and promoting fair participation.*

T 2.4.0

Chapter 2

2.4 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

Local Government Municipal System Act 32, 2000, as amended, Chapter 4 (16) (a) (i) which stipulates that “ A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose – encourage and create conditions for the local community to participate in the affairs of the municipality including in preparation, implementation and review of its integrated and development plan in terms of chapter 5.

Citizen participation continues to capture centre-stage position in many policies of nation-state and international development agencies. Community or citizen participation means the involvement of citizens in a wide range of administrative policy-making activities; including the determination of levels of service; budget priorities and the acceptability of physical construction projects in order to orient government programmes toward community needs; build public support and encourage a sense of cohesiveness within society. It is in this spirit that ADM embarks on Public participation to fulfil the following:

1. To provide information to citizens;
2. To get information from the citizens;
3. To improve public decisions, programmes, projects and services;
4. To enhance acceptance of public decisions, programmes, projects and services;
5. To assess the situation in localities and react accordingly;
6. To identify red zones that need immediate attention;
7. To continue profiling the municipality by launching and handing over all major projects.
8. To coordinate all public participation activities in the institution and district government departments.

ADM has a set programme for community participation that consists of activities held in different municipalities throughout the financial year. These include:

Water Forum meetings which are held to fulfil the following:

- To address water challenges as per questions and answers as collected during IDP road-shows and those that are channelled through councillors or community representatives.
- To workshop communities on the importance of using water sparingly.
- To create a platform for political leadership to interface with communities or stakeholders representatives.
- To collect issues to be referred to other departments within the institution and/or to sector departments and ultimately to our IDP.
- To create a positive spirit with the view to foster cooperation amongst members of the community and the municipality.
- To monitor projects implemented by the municipality.

During the financial year under review the Municipality has started to revive Water Forums in all the local municipalities which became dysfunctional during the Covid. In this regard Forums were re-

Chapter 2

established in Amahlathi. The Programs of reviving water forums conitesu into the new financial year

The Mayoral Imbizos:

Mayoral Imbizo is part of public participation which is informed by Chapter 4 of the Municipality Systems Act, Act 32 of 2000 as amended. This is also informed by the directive of the Constitution of the Republic. The purpose of the outreach is to engage communities regarding the government programmes that seek to advance service delivery within the district.

During the year under review Mayoral Imbizo were held in Raymond Mhlaba (Bedford) and Amahlathi. The outreach is also meant to close the gap between government and people by bringing other sector departments and local municipalities to present their plans and programmes which are geared towards uplifting the communities. This is done within the spirit of cooperative governance as articulated in the District Development Model.

Annual Report Public Hearings:

Annual Report Public Hearings provide an opportunity for communities to comment on the service delivery performance of the Municipality. The Public Hearings are done in collaboration between the Executive and the Office of the Speaker under the guidance of Municipal Public Accounts Committee. In the Public Hearings the District Municipality and its local municipalities present jointly to communities on the annual performance of their respective municipalities. Preparations are underway to conduct Public Hearings for the Annual Report of the financial year under review.

IDP/Budget Road-shows:

IDP public hearings were conducted in the traditional way, where stakeholders are gathered in the hall, 2023 was the first time after covid 19. They were successful and stakeholders participated to live what is termed active citizenry. For the first time after covid 19 ADM held these roadshows in a traditional manner of transporting ward committees to the halls as well as inviting other stakeholders. IDP/Budget Roadshows were conducted in the six local municipalities from 21 April to 5 May 2023, which culminated in the State of the District Address on the 13 June 2023.

Civic Education:

The Office of the Speaker is responsible for civic education which is an important enabler for community participation and empowerment for attainment of active citizenry in line with ADMs vision 2030. Accordingly good governance, leadership development and Institutional development are the key pillars for a sustainable future of the District which require well capacitated citizens. The fundamental principles of good governance, which are participation, accountability and responsive governance find resonance in the Vision. In pursuit of the vision ADM conducted 12 civic education engagement session during the year under review. 2024 being the election year, ADM went all out to educate citizens about the importance of voting.

Moral Regeneration:

The District Municipality has a Moral Regeneration Movement Executive Committee which is composed of Religious Leaders, Traditional Leaders and Civic Society Organizations. Similar structures exist in the local municipalities. The Moral Regeneration Movement is a civil society led and government supported program whose aim is to encourage communities to uphold positive values and confront moral decay of society.

Chapter 2

Moral Regeneration is one of the important anchors in ADM interface with communities as it enable the Municipality to collaborate with critical societal stakeholders in social compact for moral renewal. During the period under review the ADM's Moral Regeneration Movement in partnership with Provincial Government, Local Municipalities and sector departments conducted positive values awareness campaigns in across ADM Local Municipalities to encourage communities to embrace the positive values.

District Initiation Forum

ADM has through the Office of the Speaker established a District Initiation Forum and local forums in all our local municipalities to oversee implementation and adherence to the Customary Initiation Practice Act regulations and other laws. The forum which reside in the office of the speaker coordinates all efforts of the district across all 6 local municipalities aimed at monitoring the practise. The District has been commended by the Provincial Initiation Task Team for its hard work. The 2024 winter season saw the district lose 1 initiate in Mnquma owing to dehydration.

Mainstreaming of Vulnerable Groups:

ADM has established relevant structures to ensure that designated groups are mainstreamed in the everyday agenda of service delivery. ADM, in partnership with key stakeholders, embarked on capacity building programmes for women, children, people with disabilities, older persons, youth and people infected and affected by HIV/AIDS. The District AIDS Council (DAC) convenes meetings on a quarterly basis in an effort to promote prevention and early detection of HIV/AIDS, STIs and TB.

T 2.4.1

Chapter 2

WARD COMMITTEES

The District Municipality has no direct interface with Ward Committees as they are a competence of local Municipalities. However in interaction with Speakers, through the Speakers Forum, the District is able to access information on the functioning of ward committees in the local municipalities.

The Municipality invites ward committees to participate in its public participation activities especially during the development and review of the Integrated Development Plan, Budget, Performance Management System and the Annual Report as required in terms of the Municipal Systems Act.

Ward committees and ward councilors are gate keepers to our wards, so they are essential in all our activities. Ward committees are foot soldiers in that they carry messages from ADM to communities. They are part of our meetings and are essential stakeholder. Although they are attached to local municipalities, they are positively utilized by ADM.

T 2.4.2

Chapter 2

Public Meetings						
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Dates and manner of feedback given to community
Handover of water reservoir in Mhlohozi Mbhashe LM	29/11/2022	2	6	20	Yes	Gathering in the hall
Revival of water forum Cathcart Amahlathi	15/02/2023	4	8	44	No	There were outstanding issues that the community wanted the institution to attend to before anything.
Revival of water forum Stutterheim Amahlathi	15/02/2023	6	10	30	Yes	Political leadership interacted with the community on service delivery issues. Water forum structure was formed.
Revival of water forum Keiskammahoek	16/02/2023	3	6	38	Yes	Water forum was formed and responsibilities shared among community and political leadership.
Revival of water forum King Kei Unit : Amahlathi	16/02/2023	3	6	40	Yes	Portfolio head engineering services addressed the community issues and water forum was held.
IDP Roadshows Mnquma	24/04/2023	10	15	200	Yes	EM made the presentation on budget and projects.
Ngqushwa	25/04/2023	10	12	150	Yes	EM made the presentation on budget and projects.

Chapter 2

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

Public participation as a key factor in effective governance promotes accountability. Communities get an opportunity to interface with the elected public officials. On the other hand the municipality gets to know the basic needs of the communities and therefore develop strategies to address such needs.

Set out the key benefits for the municipality and the public from the above mentioned meetings.

T 2.4.3.1

Chapter 2

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	YES
Does the IDP have priorities, objectives, KPIs, development strategies?	YES
Does the IDP have multi-year targets?	YES
Are the above aligned and can they calculate into a score?	YES
Does the budget align directly to the KPIs in the strategic plan?	YES
Do the IDP KPIs align to the Section 57 Managers	YES
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	YES
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	YES
Were the indicators communicated to the public?	YES
Were the four quarter aligned reports submitted within stipulated time frames?	YES
* Section 26 Municipal Systems Act 2000	
T 2.5.1	

Chapter 2

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

The implementation of the principles of good governance as promoted in the third King Report on Governance for South Africa, 2009, and enshrined in the Code of Governance Principles for South Africa (hereinafter referred to collectively as 'King III') have been accepted as a crucial element towards the success of Government, including local government in meeting the needs of the people of South Africa.

The first step to achieving ethical leadership is for the leadership within a municipality, whether office bearers, managers, political committees or any other structure promoting leadership within the municipality, to clearly understand their roles and responsibilities, including the separation of duties as provisioned in legislation. A clear understanding of such roles and responsibilities will then allow for an ethical culture and the principle of accountability can take root within the institution.

Therefore, the Amathole District Municipality, through its Good Governance Framework, seeks to outline in summary the different roles of different structures within the municipality. The Framework outlines the working areas and boundaries for all structures and office bearers and its basis will be the provisions made by legislation. The purpose of the Framework is ensuring that political and administrative structures are aware of their roles and responsibilities to ensure synergy in the way Council structures operate; in the delivery of ADM's core objectives against a code of ethics.

Please explain in brief the scope of corporate governance.

T 2.6.0

Chapter 2

2.6 RISK MANAGEMENT

RISK MANAGEMENT

Purpose of Risk Management is to identify potential events that may affect the municipality, and manage risks to be within its risk tolerance, to provide reasonable assurance regarding the achievement of municipality's objectives.

Section 62 of the Municipal Finance Management Act 56 of 2003 states that:

- The accounting officer of municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps-
- That the resources of the municipality are used effectively, efficiently and economically;
- That full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;
- That the municipality has effective, efficient and transparent systems-
- Of financial and risk management and internal control; and
- Of internal audit operating in accordance with any prescribed norms and standards

ADM's top ten risks are as follows:

1. Limited water resource to meet basic needs
2. Health hazard due to improper health hygiene and environmental management
3. Inability to effectively inspect business premises
4. Assumptions of powers and function by National Executive (Implementation of Sec 150 MFMA)
5. Political interference
6. Non availability of funding to implement projects
7. Inadequacy of ICT as an enabler to the institution's strategic outlook
8. Governance failure.
9. Dis-intergrated development
10. Lack of consensus amongst/Rejection by stakeholders(councillors,LLF and Staff members)

T 2.6.1

Chapter 2

2.7 ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI-CORRUPTION STRATEGY

ADM has in place an Anti-Fraud/Corruption Management Strategy, which consists of the following key components:

- The ADM -Fraud Management Policy’.
- The ADM Whistleblowers Policy.
- The ADM Ethics Code for Staff; and
- The ADM, Fraud Response, and Investigation Plan.

The Anti-Fraud/Corruption Management Strategy which consists of the above pieces of policies have since been integrated into one document called Integrated Fraud and Corruption Mitigation Framework. The Integrated fraud and Corruption Framework was presented to the ADM Legal Forum to implement in their various local municipalities. We still receive reports via the ADM hotline, even though at some stage, the reports were suspended, due to contractual issues, but this has since been resolved.

A Senior Manager for Legal and Integrity Services has been appointed in the year under review and reporting has improved. Workshops on the Integrated Fraud and Corruption Mitigation Framework have been conducted in Satellites such as Amahlathi and Great Kei, and to the Executive Management and Office Assistants, during the 2023/24 financial year.

Reports from the Hotline are being assessed and a report is to be submitted to the Municipal Manager and to Labour Relations as required by the Framework. Establishment of a new ADM Financial Disciplinary Board is underway and should be finalized soon. A Selection and recruitment panel will be chaired by the MM to select and appoint a suitable and qualified candidate as soon as the advertisement and applications have been received. Thereafter, an item for noting will be prepared and submitted to the Council.

Please state that your municipality’s Audit Committee recommendations for year 0 are set out at Appendix G. If your municipality does not have a functioning Audit Committee then give reasons and describe how this is being addressed.

T 2.7.1

Chapter 2

2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

Note: MFMA section 110 - 119; SCM Regulations 2005; and relevant MFMA circulars set out required processes and guidance manuals to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption.

The SCM Policy was initially developed and implemented to give effect to the SCM Regulations on 1 October 2005. The Policy is reviewed annually.

ADM has established a Supply Chain Management Unit in line with the internal Supply Chain Management (SCM) Policy. Currently there are 26 SCM officials appointed in the Unit. The ADM SCM Policy has been designed to be fair, equitable, transparent, competitive and cost effective. The Policy does comply with the prescribed regulatory framework for municipal supply chain. There is a range of supply chain management processes which includes tenders, quotations, disposals and deviations. The Policy does specify which process must be followed for each range of commodities. There are procedures and mechanisms in place for each type of procurement process that is required to be followed. There is flexibility in the process in cases of emergencies and if the contract is below the prescribed thresholds.

The Municipality also undertakes a pre-qualification of all bids received during a competitive bidding process. Bid Administration is strictly adhered to when advertising, opening, registering, recording, evaluating and adjudicating tenders. The final terms of the contracts are negotiated in certain circumstances.

Annually officials and councilors are required to disclose any conflicts of interests and any business interests they may have. The SCM System ensures that no persons who are not officials of the Municipality are involved in the procurement and tender processes. Councilors are prohibited from participating in the tender process. The Municipality has also prohibited persons who were previously convicted of fraud and corruption during the past five (5) years, who have failed on a contract in the past five (5) years, and whose tax matters have not been cleared by the South African Revenue Services from participating in the Municipal procurement process. Measures have been put in place to combat fraud and corruption. The Municipality has high ethical values. Where awards of tenders have been improperly made, these contracts are invalidated.

The Municipality has in certain circumstances participated in National Treasury's Transversal Contracts. A contract management unit exists within the SCM Unit that deals with contract management matters and dispute settling procedures. A delegation framework is in place for supply chain management powers, duties and functions. In line with the Municipal Finance Management Act (MFMA), the Accounting Officer has established the various Bid Committees. The Municipality ensures that the tender process is fair, equitable, transparent, competitive and cost effective to all parties. Currently the Municipality has not contracted for any goods and/or services beyond three (3) years.

Chapter 2

The Municipality has formed a strategic partnership with the United Nations (UN) Women for the enhancement of gender responsive procurement as a solution for gender equality and women empowerment. The aim is to guide women owned enterprises on the readiness to access government procurement as well as assessing the understanding of compliance and procurement requirements. The Municipality's SCM policy has been reviewed to include a percentage allocation towards vulnerable/designated groups (women). Furthermore, a monitoring tool/strategy has been developed to be part of the PMS framework and a smart indicator for the SDBIP was developed to include the allocation of 3% of the projects to women owned businesses.

Delete Directive note once comment is completed - Provide a brief narrative on the SCM policies and processes, and indicate improvements contributing to effective service delivery. Also indicate challenges experienced to attain the standards set out in Section 112 of the MFMA (see SCM Implementation checklist MFMA Circular 40). Refer to information on long term contracts which is set out in **Appendix H**. Explain remedial action being taken to address these shortfalls. Refer to further comments set out under the Financial Performance – Chapter 5, Component D.

T 2.8.1

2.9 BY-LAWS

By-laws Introduced during Year 2022/2023					
Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazette d* (Yes/No)	Date of Publication
No new by-law introduced during the year	N/A	N/A	N/a	N/a	N/a
*Note: See MSA section 13. No NEW BY- LAWS HAVE BEEN ADOPTED IN 2022 – 2023. HOWEVER, THE WATER AND SANITATION BY-LAW AND THE MUNICIPAL HEALTH BY-LAW HAVE BEEN REVIEWED IN 2022 –2023 BUT NOT YET GAZETTED AND THEREFORE THE OLD VERSIONS HAVE NOT BEEN RECINDED AND ARE STILL IN FORCE.					

T 2.9.1

Chapter 2

COMMENT ON BY-LAWS:

The Amathole District Municipality Code of By-laws was developed, with extensive public participation programme being followed, with the following by-laws being gazetted in June and July 2010.

- Disaster Management By-law:
- Fire Safety By-law
- Municipal Health By Law
- Passenger Transport By law
- Revenue Management by-law
- Waste Management By-law
- Water Supply and Sanitation Services By-law
- Air Pollution Control By-law

Note: MSA 2000 s11 (3) (m) provides municipal councils with the legislative authority to pass and implement by-laws for the betterment of the community within the terms of the legislation.

T 2.9.1.1

Chapter 2

2.10 WEBSITES

Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustment budgets and all budget-related documents	Yes	2023.24 ADJUSTMENT BUDGET - ON 29 FEBRUARY 2024 ADM 2023/24 Budget ON 15 JUNE 2023
The previous annual report	YES	2019-20/2020-21 (2021-22) / 2022-23 Annual Report published
The current annual report published/to be published	Yes	Audited to be published AR in May 2024
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 2023-24) and resulting scorecards	Yes	2023/24 PERFORMANCE AGREEMENTS FOR HODS UPLOAD ON 29 August 2022
All service delivery agreements (Year 0)	Yes	APPROVED SDBIP 2023/24 ON 03 July 2023
All long-term borrowing contracts (Year 0)	n/a	n/a
All supply chain management contracts above aprescribed value (give value) for Year 0	Yes	BAC awards for all tenders over R200k are published onthe website under: http://www.amathole.gov.za/index.php/tenders/awards
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or	n/a	NO asset disposal during the period
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3)of that section	n/a	n/a
Public-private partnership agreements referred to in section 120 made in Year 0	n/a	n/a
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes	27 November 2022
Note: MFMA s75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery		

Chapter 2

COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:

In an effort to monitor usage statistics, all web-pages on the website are loaded with a hit counter that measures unique visitors, what documents they access/download and the most accessed content. Since the revamp of the site and the COVID-19 pandemic the daily hits have grown tremendously and the website has become a key touchpoint for ADM's diverse citizenry.

T 2.10.1.1

Chapter 2

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFCATION LEVELS

Provide a brief overview of public satisfaction with municipal service delivery.

The public satisfaction survey was conducted in the 2015/16 Financial Year and the following factors have been noted from the research:

- There has been a commendable increase in the satisfaction with the municipality's water services. During 2012 satisfaction levels were at 52% whereas in the recent survey they are reported as 71% satisfaction.
- The municipality needs to build a more inclusive or transparent process in which the public can be sure that their water readings are authentic.
- A sizeable 73% of the population that has sanitation is satisfied with the quality of sanitation services that the municipality provides.
- With a 96% of the total surveyed sample stating that they are not aware of what are the emergency numbers to call in water leakages. It is important that the municipality embarks on an intensive communication campaign so that the communities are aware what to do in the event of such emergency more so that the district is now in a dire water scarcity.
- With regards to billing and payments the performance in this regard is good but needs to be improved with respect to clarity/understandability/correctness of accounts.
- On Communication, the ADM should communicate more informative. Improve timelines of responding to enquiries/complaints. Improve on accuracy of addressing customer requests and complaints
- A systematic inclusive approach should be taken in effectively protecting historical assets; this should happen concurrent to making sure that the communities are aware of the initiatives that the municipality is doing in this regard.

T 2.11.1

Chapter 2

SATISFACTION SURVEYS UNDERTAKEN DURING: YEAR 2015/16				
SUBJECT MATTER OF SURVEY	SURVEY METHOD	SURVEY DATE	NO. OF PEOPLE INCLUDED IN SURVEY	SURVEY RESULTS INDICATING SATISFACTION OR BETTER (%)*
WATER	Distribution of Questionnaires	2015/16 Financial year	Conducted samples in all the 7 LMs	For the ADM as a whole, the satisfaction levels for water service is 71% (this is an increase from the previous survey which yielded a 52% satisfaction); 13% cited poor performance with the water services and 14% was extremely dissatisfied with 2% which did not have an opinion from the municipality. However, when probed further whether the municipality conducted regular meter readings only 31% answered yes with 75% doubtful of the accuracy of the water measurement consumed.
SANITATION	Distribution of Questionnaires	2015/16 Financial year	Conducted samples in all the 7 LMs	Of the 4703 valid physical questionnaire respondents: 32% were satisfied with the sanitation that ADM provides with room for improvement, 41% was extremely satisfied with the sanitation while 13% is extremely dissatisfied. 13% cited poor service with room for improvement and 2% did not have an opinion. On Recent blockages or sewer overflow in streets, 9% noted that they had this problem recently.
CUSTOMER SERVICE	Distribution of Questionnaires	2015/16 Financial year	Conducted samples in all the 7 LMs	On Customer Service it was discovered that 49% of the samples are aware of ADM's Customer Care Centres in the municipality. When asked about the staff approach in addressing submitted complaints 46% said that ADM staff was reasonably professional/adequately capable; 35% was cited as highly capable and 18% perceived as incapable or unprofessional. 78% found the staff to be attentive, honest and friendly in handling queries and available to help at the time of contact. Another 23% of the staff was found not be punctual nor responsible.

Chapter 2

FIRE DEPARTMENT	Distribution of Questionnaires	2015/16 Financial year	Conducted samples in all the 7 LMs	11% of the total rating of the fire services was seen as excellent; 24% was noted as a good quick service, 9% as adequate while 27% and 29% where inadequate and totally inadequate respectively
ENVIRONMENTAL PROTECTION	Distribution of Questionnaires	2015/16 Financial year	Conducted samples in all the 7 LMs	When the respondents were asked if the municipality sufficiently protects the natural environment only 31% respondent that they feel that the municipality is doing enough while 69% said 'no'.
PROTECTION OF HISTORICAL HERITAGE	Distribution of Questionnaires	2015/16 Financial year	Conducted samples in all the 7 LMs	95% feel that the municipality is not effectively protecting historical assets while only the remaining 5% thinks the municipality is doing enough.
COMMUNICATION	Distribution of Questionnaires	2015/16 Financial year	Conducted samples in all the 7 LMs	29% found that municipality doesn't communicate about the interruption of services in advance while 71% found that the municipality proactively communicates about the interruption of service. When asked if the respondents found that queries are resolved in time by the municipality 47.4% responded yes.
T 2.11.2.1				

Concerning T 2.11.2:

Delete Note once table T 2.11.2 is complete - It is not intended that municipalities should necessarily commission new surveys to complete the above table (T 2.11.2). This material should be obtained from existing surveys undertaken during year -1 and year 0 and by analysing complaints and other service feedback. The services specified in the table (a. Refuse; b. Road Maintenance; c. Electricity; d. Water) are provided for illustration only. Although they are key services and should be included if data is available, other services should be included too where data exists. Where future questionnaires are planned then municipalities should have regard to national priorities; demographic variations; and poverty.

T 2.11.2.1

Chapter 2

COMMENT ON SATISFACTION LEVELS:

Delete Directive note once comment is completed – Indicate the efforts that were made to improve satisfaction levels and to communicate successfully with the public on key issues of service delivery. It is not intended that municipalities should commission new surveys to complete the above table (T2.11.2). This material should be obtained from existing survey undertaken during year -1 and year 0 and by analyzing complaints and other service feedback. The services specified in the table (a. Refuse; b. Road Maintenance; c. Electricity; d. Water) are provided for illustration only. Although they are key services and should be included if data is available, other services should be included too where data exists.

T 2.11.2.2

Chapter 3

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

INTRODUCTION

The accountability cycle for local government impels municipalities to annually account to communities on how municipal resources have been utilized to ascertain value for money through the annual report processes. As the Executive Mayor of Amathole District Municipality, having been assigned with the executive responsibility by Council to give an account on our performance for the 2022/2023 financial year, it is my pleasure to present a summary of the performance of the Municipality for the period under review.

The report on the period under review is based on the performance of the Municipality as guided by the key Strategic planning instruments of the Institution as reflected in the Integrated Development Plan(IDP) the Institutional Scorecard and Service Devlivery and Budget Implemantation Plan as approved by Council.

Further to reporting on the executive responsibility assigned to me, ADM had committed to remain steadfast in fulfilling her strategic objectives contained in the Integrated Development Plan (IDP), Institutional Scorecard and Service Delivery and Budget Implementation Plan (SDBIP) approved by Council for the year under review.

The effect of the conflict between Ukraine and Russia presents a challenging global environment where commodity prices like oil have increased thus negatively impact on the ability of the local consumer to pay for services. Despite the after- effects of the pandemic and the negative global socio economic challenges, we never tired but continued in our endeavors to implement our service delivery programs as dictated in line with our IDP.

We assumed office in an environment characterized by labor unrest, financial constraints, political and administrative instability coupled with public confidence in the ability of the Institution to perform services being at its lowest. We have moved with speed to stabilize the Municipality giving priority to strengthening administrative capacity, improve labor relations, revenue collection and project spending. The report reflects improvements in the performance of the Municipality in comparison to previous years.

The Annual Report under review outlines successes and shortcomings in relation to our political mandate as provided in the key focus areas of the 06th administration, these can be summarized as follows:

- Economic transformation and job creation;
- Education, skills and health;
- Consolidating the social wage through reliable and quality basic services;
- Spatial integration, human settlements and local government;
- Social cohesion and safe communities;
- A capable, ethical and developmental state and

The alignment of ADM Long term vision with the National Development Plan and the Provincial Growth and Development Strategy paved the way for effective cooperative governance and places the Institution in a better position to seal strong partnerships with other spheres, state owned enterprises

Chapter 3

and private sector players. This approach further entrenched our commitment in building a capable and developmental local government that is responsive, accountable, effective and efficient in serving the people of Amathole.

The past financial year was characterized by effective functionality of Council and its structures in support of good governance. This was made possible through the approval of ADM institutional calendar as well Council assessment reports that are considered on a quarterly basis.

As a Water Services Authority and a Water Services Provider we continue to deliver on our mandate against the persistent drought and related challenges that we face as the District. We have embarked on the accelerated sanitation program within the district, through the use of incubator contractors, a program which not only saw us accelerating the sanitation program but the creation of job opportunities within the communities residing in the project areas.

Even though we are largely grant dependent, over the years we have ensured that allocated for the provisioning of basic services is utilized for the intended purposes. During the year under review we prioritized the refurbishment of our infrastructure including addressing water and sanitation backlogs. Parallel to these projects we have had to ensure the monitor the compliance levels of drinking and waste water including continuous health surveillance on premises.

As a rural district, the majority of our communities are largely indigent and we have managed to increase the registration of indigent households, resulting in Council writing off accounts owed due to recoverability. In our endeavors to enhance our revenue base, we amongst others managed to ensure the establishment of an in-house debt collection call centre, disconnection of government departments, parastatals and businesses, roll out of electronic statements to consumers through bulk sms and the creation of an online portal as well as the introduction of the incentive scheme to encourage consumers to pay their outstanding debt.

The achievements made during the year under review would not have been possible if it were not for the support and commitment of Council, and the administration. We once again thank the continued support of our strategic partners and our communities at large for walking this road with us during these trying times. Collectively, we have been confronted with difficult times which begged for decisive and difficult decisions to be made and indeed we still remain true in our drive and responsibility.

As you go through this Chapter, comment on the contributions made by municipal entities and the support given to informal settlements, as appropriate.

T 3.0.1

COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

INTRODUCTION TO BASIC SERVICES

Delete Directive note once comment is completed - Provide brief introductory comments on the pressing need to meeting basic service provisioning standards. Make reference to the use of entities within the municipality to provide for the specific services as discussed in greater detail throughout this chapter.

T 3.1.0

Chapter 3

3.1. WATER PROVISION

INTRODUCTION TO WATER PROVISION

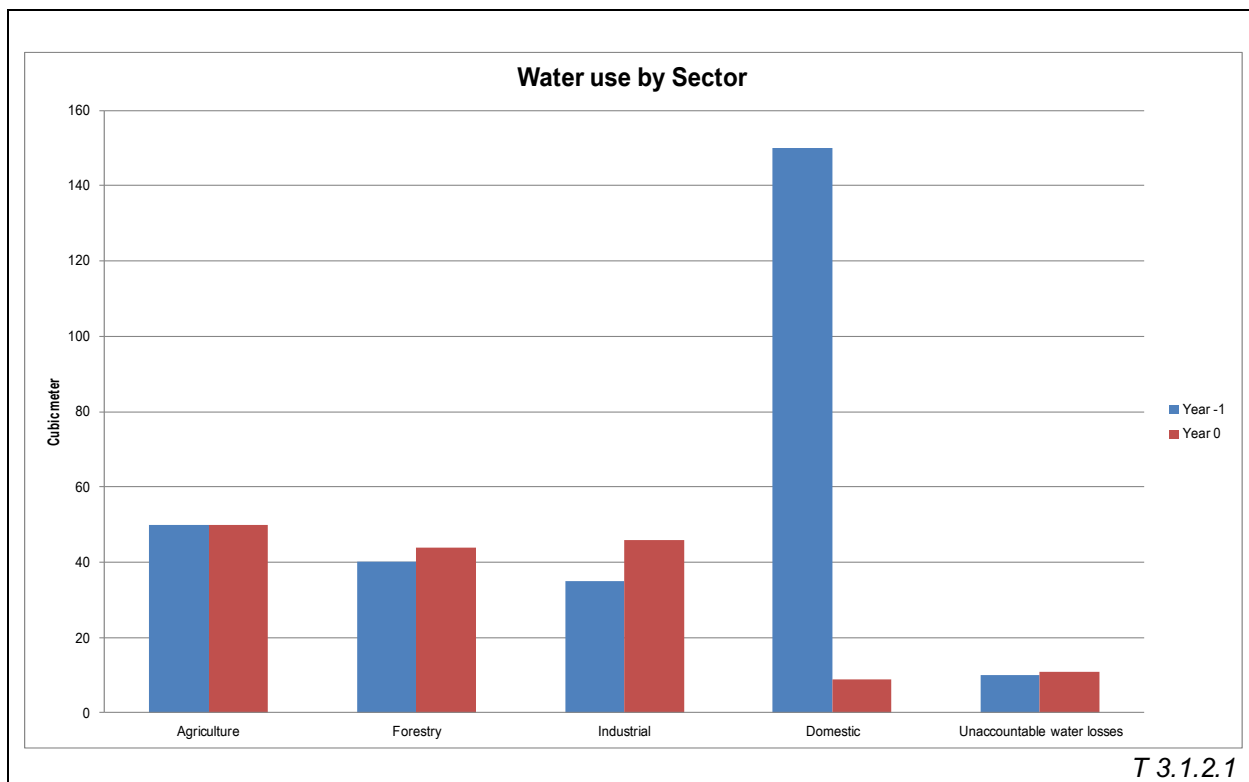
Note: Recent legislation includes the Water Services Act 1997 and the General Enabling Act 2005

Delete Directive note once comment is completed – Provide brief introductory comments on your water provision strategy (the balance between supply and demand) and the progress being made to achieve basic standards for Water Services, with particular reference to progress made by your municipality in year 0 (including the blue drop status as defined by the department of Water Affairs, top 3 service delivery priorities and the impact you have had on them during the year). Set out measures taken to improve performance and the major efficiencies achieved by your service during the year. Indicate how your municipality identifies and responds to those communities that are living in poverty and are deficient in this basic service. Give the name and extent of service provision of any municipal entity(ies) responsible for rendering Water Services within the municipality.

T 3.1.1

Total Use of Water by Sector (cubic meters)					
	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
Year -1	50	40	35	150	10
Year 0	50	44	46	9	11

T 3.1.2



Chapter 3

COMMENT ON WATER USE BY SECTOR:

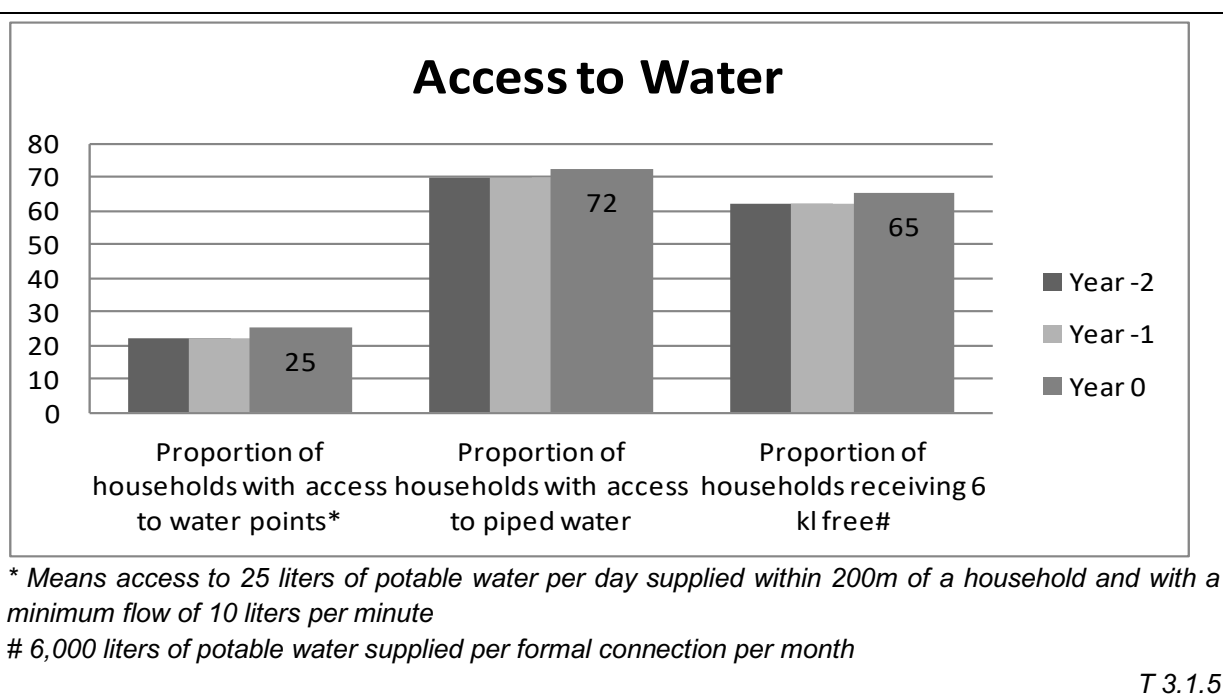
Delete Directive note once comment is completed - Comment on the above trends, and on more specific issues concerning water supply and demand as appropriate.

T 3.1.2.2

Water Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Households Year 0
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
Water: (above min level)				
Piped water inside dwelling	857	546	655	846
Piped water inside yard (but not in dwelling)	647	865	456	486
Using public tap (within 200m from dwelling)	486	486	465	546
Other water supply (within 200m)				
<i>Minimum Service Level and Above sub-total</i>	1,990	1,898	1,576	1,879
<i>Minimum Service Level and Above Percentage</i>	80%	80%	76%	79%
Water: (below min level)				
Using public tap (more than 200m from dwelling)				
Other water supply (more than 200m from dwelling)	486	486	486	486
No water supply				
<i>Below Minimum Service Level sub-total</i>	486	486	486	486
<i>Below Minimum Service Level Percentage</i>	20%	20%	24%	21%
Total number of households*	2,476	2,384	2,062	2,365
* - To include informal settlements				T 3.1.3

Chapter 3

Households - Water Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Year 0		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
Households below minimum service level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households below minimum service level	25%	25%	25%	25%	25%	25%
Informal Settlements						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
Households ts below minimum service level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households ts below minimum service level	25%	25%	25%	25%	25%	25%
						T 3.1.4



Chapter 3

Water Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Indicators (i)	(ii)								
Service Objective xxx									
Households without minimum water supply	Additional Households provided with minimum water supply during the year (Number of households (HHs) without supply at year end)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)	xxxxxxxx additional HHs (xxxxxx HHs outstanding)
Improve reliability of water supply	Reduce the number of interruptions (Ints) in supply of one hour or more compared to the baseline of Year -1 (xxx interruptions of one hour or more during the yr)	T0% (xxxxxx Ints)	A0% (xxxxxx Ints)	T1% (xxxxxx Ints)	T1% (xxxxxx Ints)	A1% (xxxxxx Ints)	T2% (xxxxxx Ints)	T5% (xxxxxx Ints)	T5% (xxxxxx Ints)
Improve water conservation	Reduce unaccountable water levels compared to the baseline of Year -1 (xxx kilolitres (KLs) unaccounted for during the yr)	T0% (xxxxxx KLs)	A0% (xxxxxx KLs)	T1% (xxxxxx KLs)	T1% (xxxxxx KLs)	A1% (xxxxxx KLs)	T2% (xxxxxx KLs)	T5% (xxxxxx KLs)	T5% (xxxxxx KLs)
Note: This statement should include no more than the top four priority service objectives, including milestones that relate to the blue water drop status as set out by the Water Affairs department. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; * 'Current Year' refers to the targets set in the Year 0 Budget/IDP round. * 'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									
T 3.1.6									

Chapter 3

Employees: Water Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T3.1.7					

Financial Performance Year 0: Water Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.1.8					

Chapter 3

Capital Expenditure Year 0: Water Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.1.9

COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

Delete Directive note once comment is completed – Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain any failure to meet performance targets for the current year. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.1.10

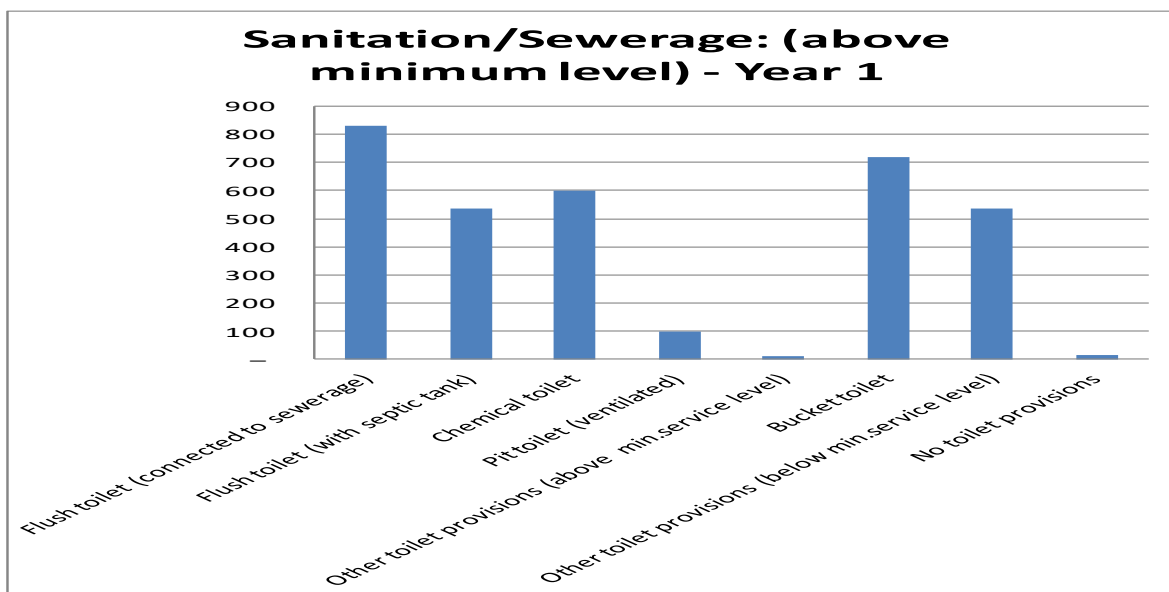
3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

Delete Directive note once comment is completed – Provide brief introductory comments on your strategy for the provision of Sanitation Services and progress being to redress any shortfall in basic standards of service provision by 2012 and with particular reference to progress made in year 0 (include your top 3 service delivery priorities and the impact you have had on them during the year). Set out measures taken to improve performance and the major efficiencies achieved by your service during the year. Indicate how your municipality identifies and responds to those communities that are living in poverty and are deficient in this basic service. Give the name and extent of service provision of any municipal entity(ies) responsible for rendering Sanitation Services within the municipality. Comment on trends in Sanitation provision as reflected below and on more specific issues concerning Sanitation Service and demand as appropriate, this should include reporting against the milestones set out to achieve the green drop status as defined by the Water Affairs department.

T 3.2.1

Chapter 3



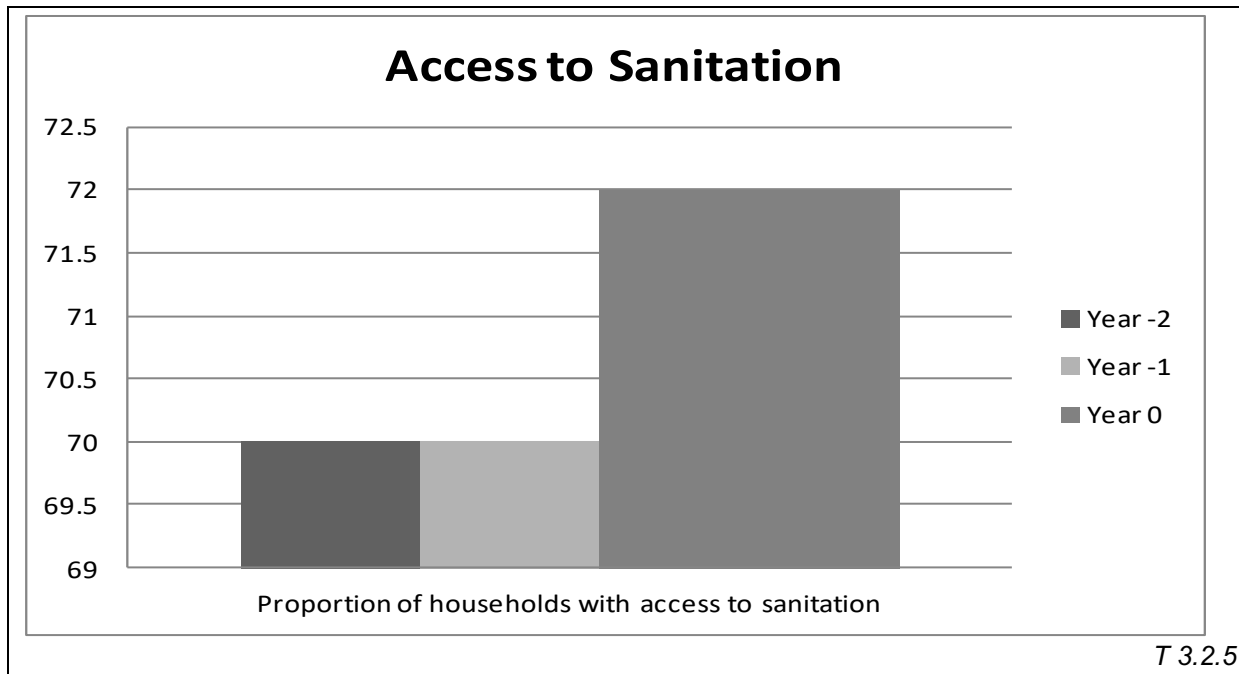
T 3.2.2

Chapter 3

Sanitation Service Delivery Levels				
				*Households
Description	Year -3	Year -2	Year -1	Year 0
	Outcome No.	Outcome No.	Outcome No.	Actual No.
<u>Sanitation/sewerage:</u> (above minimum level)				
Flush toilet (connected to sewerage)	942	600	720	930
Flush toilet (with septic tank)	712	952	502	535
Chemical toilet	535	535	511	601
Pit toilet (ventilated)	124	135	103	100
Other toilet provisions (above min.service level)	13	13	15	11
<i>Minimum Service Level and Above sub-total</i>	2,325	2,236	1,851	2,178
<i>Minimum Service Level and Above Percentage</i>	68.9%	59.9%	55.5%	63.1%
<u>Sanitation/sewerage:</u> (below minimum level)				
Bucket toilet	502	952	938	720
Other toilet provisions (below min.service level)	535	535	535	535
No toilet provisions	10	11	12	15
<i>Below Minimum Service Level sub-total</i>	1,047	1,498	1,485	1,271
<i>Below Minimum Service Level Percentage</i>	31.1%	40.1%	44.5%	36.9%
Total households	3,372	3,734	3,336	3,449
*Total number of households including informal settlements				T 3.2.3

Households - Sanitation Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Year 0		
	Actual	Actual	Actual	Original	Adjusted	Actual
	No.	No.	No.	Budget	Budget	No.
No.	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households below minimum service level	25%	25%	25%	25%	25%	25%
Informal Settlements						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
Households below minimum service level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households below minimum service level	25%	25%	25%	25%	25%	25%
						T 3.2.4

Chapter 3



Chapter 3

[illegible]

Chapter 3

Employees: Sanitation Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					

T 3.2.7

Financial Performance Year 0: Sanitation Services					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.2.8

Chapter 3

Capital Expenditure Year 0: Sanitation Services					
					R' 000
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.2.9

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

Delete Directive note once comment is completed - Explain the priority of the four largest capital projects and explain variances from budget for operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.2.10

3.3 ELECTRICITY

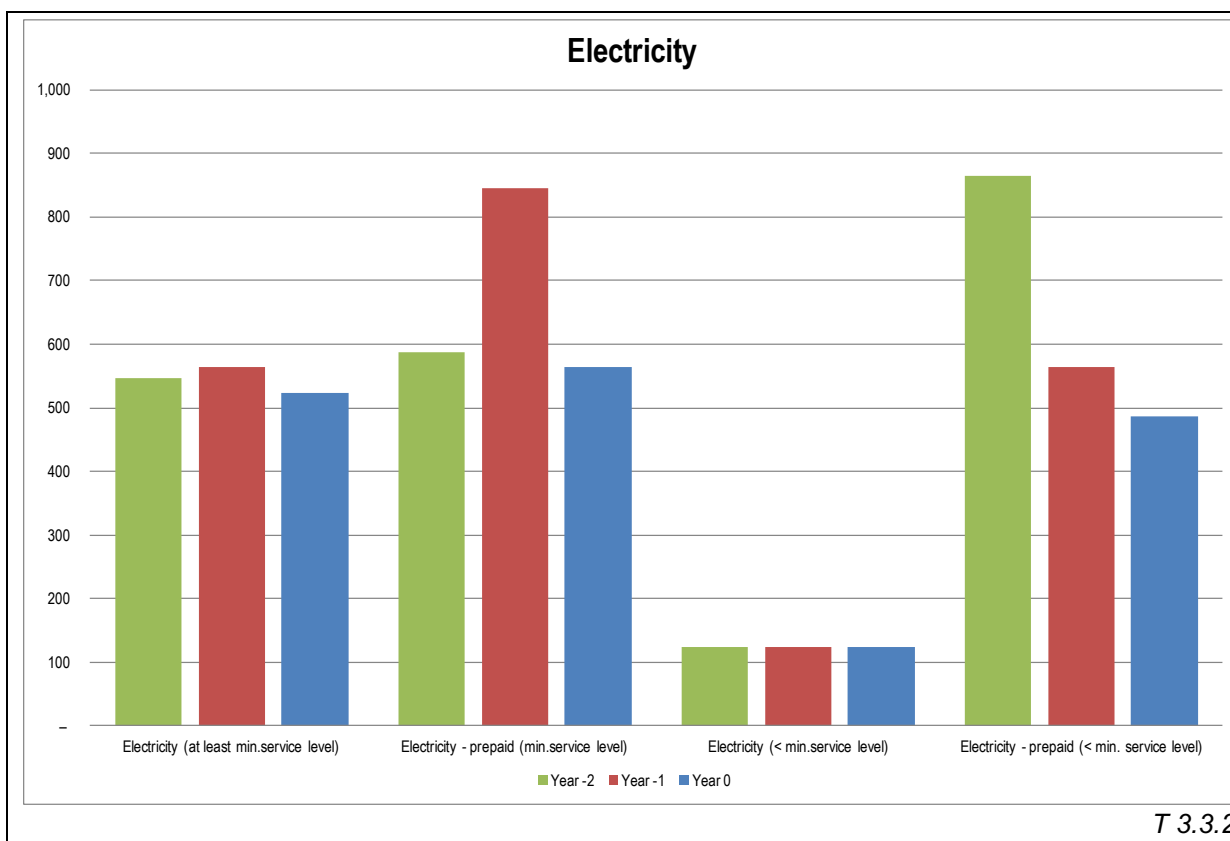
INTRODUCTION TO ELECTRICITY

Note: Recent legislation includes the Electricity Amendment Acts 1989; 1994; 1995; and the Electricity Regulation Act 2006.

Delete Directive note once comment is completed – Provide brief introductory comments on your strategy for the provision of electricity at household level and the progress being made to redress service backlogs and achieve the National basic standard for Electricity provision by 2014 (include your top 3 service delivery priorities and the impact you have had on them during the year). Set out measures taken to improve performance and the major efficiencies achieved by your service during the year. Discuss the major successes achieved and challenges faced in year 0. Indicate how your municipality identifies and responds to those communities that are living in poverty and are deficient in this basic service. Give the name and extent of service provision of any municipal entity(ies) responsible for rendering Electricity Services within the municipality.

T 3.3.1

Chapter 3



Electricity Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Households Year 0
	Actual No.	Actual No.	Actual No.	Actual No.
Energy: (above minimum level)				
Electricity (at least min.service level)	655	547	565	523
Electricity - prepaid (min.service level)	565	587	846	565
Minimum Service Level and Above sub-total	1,220	1,134	1,411	1,088
Minimum Service Level and Above Percentage	52.8%	52.8%	66.3%	62.1%
Energy: (below minimum level)				
Electricity (< min.service level)	112	123	124	124
Electricity - prepaid (< min. service level)	955	865	565	487
Other energy sources	24	26	28	54
Below Minimum Service Level sub-total	1,091	1,014	717	664
Below Minimum Service Level Percentage	47.2%	47.2%	33.7%	37.9%
Total number of households	2,310	2,147	2,127	1,753
				T 3.3.3

Chapter 3

Households - Electricity Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Year 0		
	Actual	Actual	Actual	Original	Adjusted	Actual
	No.	No.	No.	Budget	Budget	No.
Formal Settlements						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
Households below minimum service level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households below minimum service level	25%	25%	25%	25%	25%	25%
Informal Settlements						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
Households ts below minimum service level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households ts below minimum service level	25%	25%	25%	25%	25%	25%
						<i>T 3.3.4</i>

Chapter 3

Electricity Service Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Provision of minimum supply of electricity	Additional households (HHs) provided with minimum supply during the year (Number of HHs below minimum supply level)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)	xxxxxx additional HHs (xxxxxx HHs below minimum)
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									
									T 3.3.5

Chapter 3

Employees: Electricity Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T 3.3.6

Financial Performance Year 0: Electricity Services					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

T 3.3.7

Chapter 3

Capital Expenditure Year 0: Electricity Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.3.8

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain variances from budget for operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the performance on agreements reached with ESKOM if not already covered. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.3.9

3.4 WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

INTRODUCTION TO WASTE MANAGEMENT

Delete Directive note once comment is completed – Provide brief introductory comments on the actions being taken to achieve the National standard for weekly Refuse Collection from every household by 2012 and discuss the major successes achieved and challenges faced in year 0. Discuss briefly progress made with waste disposal, street cleaning and recycling. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Indicate how your municipality identifies and responds to those communities that are living in poverty and are deficient in this basic service. Give the name and extent of service provision of any municipal entity(ies) responsible for rendering Refuse Services within the municipality.

T 3.4.1

Chapter 3

Solid Waste Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Households Year 0
	Actual No.	Actual No.	Actual No.	Actual No.
<u>Solid Waste Removal: (Minimum level)</u>				
Removed at least once a week	2,895	2,685	2,846	2,235
<i>Minimum Service Level and Above sub-total</i>	2,895	2,685	2,846	2,235
<i>Minimum Service Level and Above percentage</i>	50.9%	47.1%	51.5%	44.8%
<u>Solid Waste Removal: (Below minimum level)</u>				
Removed less frequently than once a week	655	547	565	523
Using communal refuse dump	865	846	487	865
Using own refuse dump	655	547	565	523
Other rubbish disposal	502	952	938	720
No rubbish disposal	112	123	124	124
<i>Below Minimum Service Level sub-total</i>	2,790	3,015	2,678	2,755
<i>Below Minimum Service Level percentage</i>	49.1%	52.9%	48.5%	55.2%
Total number of households	5,685	5,699	5,523	4,991
				T 3.4.2

Households - Solid Waste Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Year 0		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal Settlements						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
Households below minimum service level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households below minimum service level	25%	25%	25%	25%	25%	25%
Informal Settlements						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
Households below minimum service level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households below minimum service level	25%	25%	25%	25%	25%	25%
						T 3.4.3

Chapter 3

Waste Management Service Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Provision of weekly collection service per household (HH)	Proportionate reduction in average weekly collection failures year on year (average number of collection failures each week)	xxx weekly collection failures	% reduction from year -1 (xxx weekly collection failures)	% reduction from year -1 (xxx weekly collection failures)	% reduction from year -1 (xxx weekly collection failures)	% reduction from year -1 (xxx weekly collection failures)	% reduction from year -1 (xxx weekly collection failures)	% reduction from year -1 (xxx weekly collection failures)	% reduction from year -1 (xxx weekly collection failures)
Future capacity of existing and earmarked (approved use and in council possession) waste disposal sites	The amount of spare capacity available in terms of the number of years capacity available at the current rate of landfill usage	T0 years of unused landfill capacity available	A0 years of unused landfill capacity available	T1 years of unused landfill capacity available	T1 years of unused landfill capacity available	A1 years of unused landfill capacity available	T2 years of unused landfill capacity available	T5 years of unused landfill capacity available	T5 years of unused landfill capacity available
Proportion of waste that is recycled	Volumes of waste recycled as a percentage of total volume of waste disposed of at landfill sites.	T0% of year 0 waste recycled	A0% of year 0 waste recycled	T1% of year 0 waste recycled	T1% of year 0 waste recycled	A1% of year 0 waste recycled	T2% of year 0 waste recycled	T5% of year 0 waste recycled	T5% of year 0 waste recycled
Proportion of landfill sites in compliance with the Environmental Conservation Act 1989.	x% of landfill sites by volume that are being managed in compliance with the Environmental Conservation Act 1989.	T0% of sites compliant	A0% of sites compliant	T1% of sites compliant	T1% of sites compliant	A1% of sites compliant	T2% of sites compliant	T5% of sites compliant	T5% of sites compliant
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; **Current Year' refers to the targets set in the Year 0 Budget/IDP round. ***Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									

Chapter 3

Employees: Solid Waste Magement Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					
T3.4.5					

Employees: Waste Disposal and Other Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					
T3.4.6					

Chapter 3

Financial Performance Year 0: Solid Waste Management Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.4.7

Financial Performance Year 0: Waste Disposal and Other Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.4.8

Capital Expenditure Year 0: Waste Management Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					T 3.4.9

COMMENT ON WASTE MANGEMENT SERVICE PERFORMANCE OVERALL:

Chapter 3

Delete Directive note once comment is completed –Explain the priority of the four largest capital projects and explain variances from budget for operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.4.10

Chapter 3

3.5 HOUSING

INTRODUCTION TO HOUSING

Amathole District Municipality acknowledges the fact that Housing as a function is a Schedule 4 Part A - functional area concurrent between National and Provincial legislative competence. ADM acknowledges that housing is an obligatory function in terms of Local Government competency. As such an IDP Sector Plan and Integrated Human Settlements Development Plan (Housing Strategy) were developed.

The ADM Integrated Human Settlements Development Plan (Housing Strategy) is a direct proposal of the District Municipality's IDP compilation process. It is an outcome of identification of key needs by communities which relates to housing & settlement as core issues for consideration.

The plan is a guiding Framework for the strategic engagement of the Amathole District Municipality in Human Settlements development, including its role in supporting the Category B Municipalities within its area of jurisdiction. It is clearly mentioned that the district role will be based on the focal area of Guide, Support, Co-ordinate, Advocacy and Implementation (when necessary).

The IHSDP Strategy further emphasizes the development of Strategic Partnerships aimed at aligning, co-ordinating and cross-pollinate matters of common interest and programmes with all Spheres of Government and other stakeholders.

The ADM Integrated Human Settlements Development Plan depicts the approach on housing is a strategic paradigm shift from the traditional housing delivery to an Integrated and Sustainable Human Settlements within the ambit of the 2030 vision on Human Settlements, in line with the "Breaking New Ground" Policy.

This Plan was considered for review during the year of reporting and the following aspects were considered there on :

- To provide, as a sector plan, a reviewed guide to the ADM Integrated Development Plan
- To contextualize the New Housing Development Approach to ensure Integrated and Sustainable Human Settlements within the Urban and Rural Space of the District.
- To ensure Provision of affordable Housing
- Looking at Housing Delivery and Human Settlements from a Long Terms Perspective

The Plan also emphasizes the development of Strategic Partnerships aimed at aligning, co-ordinating and cross-pollinate matters of common interest and programmes with all Spheres of Government and other stakeholders.

As such the following key Programmes have since been implemented successfully as pronounced by the Plan, during the period of Reporting

- Implementation of National Upgrading Support Programme (NUSP) Projects

Chapter 3

- Implementation of Backyard Survey Project
- Housing Projects Analysis Forum (Strategic Partnerships)
- Housing Finance Risk and Fraud Plan
- Housing Finance Risk Programme

Implementation of National Upgrading Support Programme (NUSP) Projects

NUSP provides technical assistance for municipalities to undertake planning in conjunction with communities.

It also has a capacity building programme which aims to assist Municipal and Provincial officials to understand and meet the range of needs for informal settlement upgrade.

NUSP is helping to improve the knowledge base around informal settlement upgrade.

This includes highlighting of best practices, creating networks of practitioners and undertaking research.

NUSP will support 49 priority Municipalities with Their Informal Settlement Upgrading Plans. Ultimately, the goal of the NUSP is to strengthen the capacity of all institutions involved in the upgrade of informal settlements which, in turn, will help meet the target of assisting 400,000 households.

The Department of Human Settlements has appointed Service Providers to assist on the programme.

The current Programme for the ADM area is focusing on matters related to Informal Settlements as per Business Plans that were submitted. Currently the Informal Settlements Business Plans considered are for:

- Raymond Mhlaba 14
- Mnquma 13
- Amahlathi 8
- Great Kei 8
- Mbashe 5
- Ngqushwa 2

These are to be approved and rolled out in the next financial year.

Implementation of Backyard Survey Project

In the IDP Integrated Human Settlements Development Plan (Housing Strategy) it is also clear that the approach on housing is a strategic paradigm shift from the traditional housing delivery to an Integrated and Sustainable Human Settlements within the ambit of the 2030 vision on Human Settlements, in line with the "Breaking New Ground" Policy.

As such the Strategic Framework phase of the Plan suggested key Objectives for consideration moving forward being

- To facilitate the capacitation of the Local Municipalities to effectively deal with housing delivery

Chapter 3

- To ensure the availability of authentic data on housing demand
- To facilitate for the upgrading of the informal settlements within the district
- To create an environment for spatial transformation and social cohesion
- To facilitate the provision of a variety of tenure options
- Capacitation programs on rural housing options
- To ensure the security of tenure in all housing project
- Minimize the environmental impact of settlements

As part of the critical Programmes for Human Settlements development, the ADM Housing Plan proposed that the programme of Backyard Survey Project be prioritized in this cycle period.

As a consideration for 2023/24 in line with the Housing Policy the Status Quo on Backyard Survey Programme Data should be developed and provides. This reflected the following

DWELLING TYPE	MBH	MNQ	GKM	AMA	NGQ	RMM
House or Brick/concrete structure on a separate stand	637	28572	5976	19245	14823	29145
Traditional Dwellings/hut/structure traditional material	13254	29934	1944	12354	4575	9729
Flat or apartment in a block of flats	942	2673	156	399	345	405
Cluster house in complex	46185	63	9	18	18	36
Townhouse semidetached house)	171	39	9	12	12	36
Semi-detached house		81	12	36	21	531
House/Flat/ room in backyard		2157	198		156	687
Informal Dwelling shack in backyard		780	720	513	573	336
Informal Dwelling (shack not in backyard		4740	1149	1014	741	816
Room/flatlet on a property or larger dwelling/servants quarters/Granny flat		105	45	45	33	105
Caravan/Tent		54	30	12	27	27
Other		534	54	267	60	213

Chapter 3

	61190	69732	10308	34158	21384	42066
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Housing Projects Analysis Forum (Strategic Partnerships)

The Housing Analysis Forum is a strategic engagement Forum aimed at dealing with matters related to Human Settlements as per the key strategic objective of the IDP Sector Plan on Human Settlements

The clear outline of the Forum is:

- To ensure wide ranging consultation on housing issues affecting all Local Municipalities within the District
- To contribute to the development of housing policies and strategies which affect communities. Stakeholders Contribute and make recommendations relating to debates and discussions on housing policies, strategies and performance within the District
- To provide a forum for monitoring, advocacy and information exchange regarding housing development matters
- To bring together all relevant stakeholders to share and promote best practice in housing development
- To enhance and improve housing conditions in the District, provide greater access to housing and to share good practice and experience in the field of housing across all spheres of government.
- Ensure that areas of concern are identified and included in programmes for future action
- Share information and knowledge
- To ensure that Local Municipalities are fully capacitated to fulfill their Human Settlement administration function

The Housing Plan emphasizes the Forum Project (being a strategic engagement of the Human Settlements Practitioners, to discuss and cross-pollinate idea on land development / housing and planning related matters). In its the Implementation Plan it suggests the quarterly sittings of Housing Analysis Forum.

These were held and the key strategic matters that were of importance in 2023/24 were :

- ☐ Slow pace in issuing of Title deeds for public funded Housing
- ☐ Mushrooming of Informal Settlements
- ☐ Backyard shacks
- ☐ Strategic Partnership
- ☐ Lengthy processes of accrediting municipalities.
- ☐ Social or community protest on housing delivery
- ☐ Scarcity of suitable land for housing development
- ☐ Housing Finance Risk Programme
- ☐ Status Quo of Title Deeds Issued to Beneficiaries of Low-Cost Housing Developments
- ☐ General Support provided to LMs on the Implementation of Human Settlements Development Projects

Housing Finance Risk and Fraud Plan

Chapter 3

The Housing Finance Risk and Fraud Plan Programme for 2023/2024 sought to suggest a clear Implementation on processes of spreading awareness to all role players in Housing Development, both Internal and External.

In terms of the Implementation Plan, the Operational Plan suggests that the Plan be reviewed and reconfigured.

This was aimed at enhancing capacity of officials dealing with Housing / Project Finances in particular on issues that relate to fraud risk and corruption.

The Plan through its Implementation Plan further made key important Strategy aimed at addressing this matter. The said Strategy suggested that a Risk Analysis be conducted through the entire cycle of the Housing development, where such financial risks are to be identified, documented, assessed and properly analysed. These risks will be those related to Housing Finance and will be placed in a Risk Register through the normal process of risk management exercise.

As a process of roll out plan, the ADM developed source documents to assist the awareness programme being a Concept document, Housing Finance Risk Register, summarized Housing Strategy and the Fraud Plan.

As mentioned above the General Overview of the Plan and brief summary outline of the General Overview of the HFRF Plan outlining Areas of Update includes the following:

CHAPTER 1

Fraud and corruption prevention services can be built around four key elements

CHAPTER 2: PERFORMANCE AND REPORTING

Strategy, Implementation, performance

CHAPTER 3: GOVERNING STRUCTURES AND DELEGATION

Rote of the governing body

CHAPTER 4: GOVERNANCE FUNCTIONAL AREAS

Risk and opportunity governance

Therefore, the set KPI is successfully achieved as planned. This will lead to the next level of the implementation of the Housing Finance Risk and Fraud Plan Activities.

Human Settlements Entities Strategic Partnerships -

The IDP Human Settlements Plan also emphasizes the development of Strategic Partnerships aimed at aligning, coordinating and cross-pollinate matters of common interest and Programmes with all Spheres of Government and other stakeholders.

In line with any Plan the Implementation Plan suggested that Human Settlements Entities Strategic Partnerships be enhanced.

Chapter 3

As a result therefore for this year this found its way into the Municipal Plans for implementation. These entities have a mandate to forge partnership with government structures, the process will enhance such partnerships so as to improve service delivery and to the benefit of our communities.

The Municipal Performance Plan was as such designed to include the Entities Strategic Partnerships as a project for implementation.

Just like all other projects in ensuring that the objectives set with the outcome of this project, clear plans with identified targets through the process of Performance Management System, with clear periodic milestones were set for measuring progress performance on implementation set on quarterly intervals.

With regards to 2023/24 it was expected that the LM's to identify needs on Housing Entity support as per their housing needs.

As such, the 3 entities were identified for the next financial year. These were identified

- Property Practitioner's Regulatory Authority
- National Housing Finance Corporation, and
- Community Schemes Ombud Service, (CSOS)

Support in the Implementation of Human Settlements Development Projects in LMs

This Programme entails the support to LMs by the District based on its mandate in terms of Section 83(3) of the MSA

This relate to when a LM identifies a need for development of a Human settlements project in their space and has any intension for application and implementation of such project, it will be required to include such project in their Spatial Development Framework, their Housing Sector Plan and their Integrated Development Plan.

Municipal applications of such Projects to had to seek the assistance of the District Municipality for settlement formalization and preparation of readiness for such settlements. These are as detailed below :

The Department of Human Settlements is implementing a number of these projects in the current financial year and they relate to:

- Destitute Housing Projects.
- Individuals with disabilities
- Military Veterans
- Vulnerable groups and child-headed households.
- Anti-poverty sites
- Disaster

Chapter 3

- Issuing of title deeds
- Illegal occupations and vandalism
- Planned Delivery

All the above require support in terms of implementation. Detailed report per each individual project are as detailed in Chapter 3.10 below.

Therefore such encompasses the areas of progress in General Support provided to LMs on the Implementation of Human Settlements Development Projects in their Local Municipalities in terms of their Integrated Human Settlements Development Plans.

Conclusion

Amathole District Municipality with its 6 Local Municipalities agreed that ADM will assume direct responsibility of addressing the housing needs of its inhabitants in the manner outlined hereunder, especially where there is lack of personnel in those municipalities.

The Municipal role as was agreed and in line with the Housing Policy and related Legislation include Support, Guide, Co-ordinate, Advocacy and Implement Projects (where necessary)

This approach is as detailed in its Integrated Human Settlements Plan (Housing Strategy) (IDP Sector Plan).

In the IDP Housing Strategy it is also clear that the approach on housing is a strategic paradigm shift from the traditional housing delivery to an Integrated and Sustainable Human Settlements within the ambit of the 2030 vision on Human Settlements, in line with the “Breaking New Ground” Policy.

As such the Strategic Framework phase of the Plan suggested key Objectives for consideration moving forward being

- To facilitate the capacitation of the Local Municipalities to effectively deal with housing delivery
- To ensure the availability of authentic data on housing demand
- To facilitate for the upgrading of the informal settlements within the district
- To create an environment for spatial transformation and social cohesion
- To facilitate the provision of a variety of tenure options
- Capacitation programs on rural housing options
- To ensure the security of tenure in all housing project
- Minimize the environmental impact of settlements

The major role is on the creation of conducive environment for development of inclusive human settlements to progressively contribute to spatial transformation within the district.

The objective of the ADM IHSP is to provide sustainable human settlements, underpinned by the following:

Chapter 3

- Access to adequate accommodation that is suitable, relevant, appropriately located, affordable and fiscally sustainable.
- Access to basic services (water, sanitation, refuse removal and electricity);
- Security of tenure irrespective of ownership or rental, formal or informal structures.
- Access to social services and economic opportunity within reasonable distance.

During the year under review, the following programmes were implemented:

- Housing Projects Analysis Forum (Strategic Partnerships)
- Implementation of National Upgrading Support Programme (NUSP) Projects
- Support in the Implementation of Human Settlements Development Projects in LMs
- Implementation of Backyard Survey Project
- Farm Residents Housing Assistance Programme
- Land Release for Housing Delivery at LMs
- Implementation of Land Rights Enquiry on Settlements
- General Sales Administration of Land Reform Settlements
- National Upgrading of Informal Settlements
- Housing Finance Risk and Fraud Plan
- Housing Finance Risk Programme

In terms of progress these were performed as follows :

Implementation of National Upgrading Support Programme (NUSP) Projects

Municipalities are required to act as developers for the UISP and the NUSP provides support, in partnership with the province and the NDHS, to help them do so effectively.

The current Programme for ADM area is focusing on matters related to Business Plans that were submitted by Local Municipalities focusing on the following Informal Settlements BPs

- Raymond Mhlaba 14
- Mquma 13
- Amahlathi 8
- Great Kei 8
- Mbashe 5
- Ngqushwa 2

Implementation of Backyard Survey Project

General Concept document of Backyard Survey Programme in line with the Housing Policy with Status Quo on Backyard Survey Programme Data in place and concluded (per each LM).

Implementation of Housing Finance Risk and Fraud Plan

The ADM Housing Finance Risk and Fraud Plan recognizes that it is important, that all staff have a general awareness of fraud and corruption and should know how one should respond if this type of transgression is detected or suspected.

Chapter 3

In terms of the Implementation Plan it was expected that - - General Overview of the HFRF Plan be developed

A brief summary outline of the General Overview of the HFRF Plan with a Document outlining Areas of Update includes the following:

CHAPTER 1

Fraud and corruption prevention services can be built around four key elements

CHAPTER 2: PERFORMANCE AND REPORTING

Strategy, Implementation, performance

CHAPTER 3: GOVERNING STRUCTURES AND DELEGATION

Role of the governing body

CHAPTER 4: GOVERNANCE FUNCTIONAL AREAS

Risk and opportunity governance

STATUS QUO OF TITLE DEEDS ISSUED TO BENEFICIARIES OF LOW-COST HOUSING DEVELOPMENTS

A comprehensive exercise in order to determine the magnitude of title deeds issued in these human settlements development projects was conducted.

This includes all projects within the District, both pre-1994 and post 1994.

In this regard an extensive exercise through interaction with LMs was embarked upon to ensure ADM citizens are gaining access to tenure.

Part of the process included a liaison with all municipalities, the provincial government and the conveyancers that were appointed.

No of Projects: 71

Local Municipality	No of Projects	No of Expected Title Deeds	Subsidised	Outstanding Title Deeds	Title Deeds registered	No of Title Deeds Handled Over	No of Title Deeds with the Municipality
Mbhashe	6	1 599	1 599	707	885	624	261
Mnquma	8	4 672	4 672	3 818	854	519	335

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Great Kei	5	1 684	1 684	406	1 193	593	600
Ngqushwa	5	1 978	1 978	58	1 920	1 731	189
Raymond Mhlaba	32	13 170	13 370	2 643	7 993	5 383	2 610
Amahlathi	15	2 897	4 811	460	2 437	2 280	157
ADM	71	26 000	28 114	8 092	15 282	11 130	4 152

Implementation of Land Rights Enquiry on Settlements

The process includes among other things the transfer of communal land to communities by way of ;

- to provide for conversion into ownership of land rights in communal land to communities that own or occupy such land;
- to provide for the transfer of ownership to communities and community members of land acquired by the State to enable access to land on an equitable basis;
- to provide for the right to use by community members of land owned by the State;
- to provide for acquisition of more land for use as communal land; to provide for the choice on the administration of communal land;
- to provide for the provision of municipal services on communal land,

In this regard the communities had to be consulted to access land wherein the land rights still vest with the state and is to be used for development purposes. As a result in terms of the Land Tenure Bill read with Communal Land Rights Act, communal land rights enquiries had to be conducted.

These have since been done per each Local Municipality.

Therefore the Community Resolutions taken on those applications had to be processed by the Department of Rural Development and Land Reform.

In this regard, as part of co-ordination the ADM is co-ordinating all such applications per the District. As such, the interaction with the Municipalities is continuing requesting the LMs to submit all outstanding applications. In terms of the Performance Reporting a communication to all LMs requesting that they submit outstanding land rights enquiry applications with the Department of Land Reform was done and a formal written communication to the Department of Agriculture, Rural Development and Land Reform was made aimed at requesting the Department to fast-tracking community resolutions.

T 3.5.1

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Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs informal settlements
Year 2017/18	237 777	119 259	50.1%
Year 2018/19	229 150	123 692	53.97%
Year 2019/20	229 150	123 692	70.4%
Year 2020/21	223 776	119 256	52.6%
Year 2021/22	211 942	107 422	43.74%
Year 2022/23	245 431	128 185	47.7%
Year 2023/24	241 612	195 938	81.1%
T 3.5.2			

EC PROVINCIAL BUDGET FOR 2023/2024 FINANCIAL YEAR – R 1,608,515,000.00

AMAHLATHI LM - ANNUAL BUDGET - R 43 409 446.00

GREAT KEI LM - ANNUAL BUDGET - R 8 289 528.00

NGQUSHWA LM - ANNUAL BUDGET - R 150 000.00

RAYMOND MHLABA LM- ANNUAL BUDGET - R 46 491 135.00

MNQUMA LM - ANNUAL BUDGET - R 8 150 000.00

MBHASHE LM - ANNUAL BUDGET - R 690 000.00

DISASTER PROJECTS IN THE ENTIRE AMATHOLE DISTRICT – R 19 749 100.00

AMATHOLE BUDGET FOR 2023/2024 FINANCIAL YEAR

PLANNED DELIVERY

HOUSES : 49

SERVICES : 54

RECTIFICATION : 0

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OVER ALL BUDGET : R 119 229 209.00

PLANNED DELIVERY	ACHIEVED DELIVERY
626 Houses	569 Houses
839 Services	781 Services
0 Rectification	0 Rectification
Budget R 119 229 209,00	Expenditure R 154 909 319,18

LOCAL MUNICIPALITY	PLANNED DELIVERY	ACHIEVED DELIVERY
Mbashe	Services : 0 Sites	Services : 70 Sites
	New Sites : 0 Units	New Units : 108 Units
	Rectification : 0 Units	Rectification : 0 Units
		Expenditure R 15 521 226.00

LOCAL MUNICIPALITY	PLANNED DELIVERY	ACHIEVED DELIVERY
Raymond Mhlaba	Services : 296 Sites	Services : 226 Sites
	New Sites : 296 Units	New Units : 182 Units
	Rectification : 0 Units	Rectification : 0 Units
		Expenditure R 41 441 169.05

LOCAL MUNICIPALITY	PLANNED DELIVERY	ACHIEVED DELIVERY
Mnquma	Services : 0 Sites	Services : 47 Sites
	New Sites : 0 Units	New Units : 54 Units
	Rectification : 0 Units	Rectification : 0 Units
		Expenditure R 11 739 729.98

LOCAL MUNICIPALITY	PLANNED DELIVERY	ACHIEVED DELIVERY
Amahlathi	Services : 483 Sites	Services : 418 Sites
	New Sites : 270 Units	New Units : 206 Units
	Rectification : 0 Units	Rectification : 0 Units
		Expenditure R 83 402 867.91

LOCAL MUNICIPALITY	PLANNED DELIVERY	ACHIEVED DELIVERY
Great Kei	Services : 60 Sites	Services : 20 Sites
	New Sites : 60 Units	New Units : 20 Units
	Rectification : 0 Units	Rectification : 0 Units
		Expenditure R 2 804 325.74

ANNUAL BUDGET

R 119 229 209.00

LOCAL MUNICIPAL BUDGET

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LOCAL MUNICIPALITY	PLANNED DELIVERY	ACHIEVED DELIVERY
Ngqushwa	Services : 0 Sites	Services : 0 Sites
	New Sites : 0 Units	New Units : 0 Units
	Rectification : 0 Units	Rectification : 0 Units
		Expenditure R 0

EMERGENCY

ACTUAL ANNUAL DELIVERY - R 7 894 124.00

- 106 DISASTER UNITS
- 115 TEMPORARY SHELTERS AND
- 115 TEMPORARY SERVICES

Chapter 3

[illegible]

Chapter 3

Employees: Housing Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T 3.5.4

Chapter 3

MUNICIPALITY	PROJECT NATURE						ANNUAL BUDGET	
	Planning	Services	New Units	Rectification	Procurement	Blocked		
Amahlathi Local Municipality	4 Projects	52 Sites	279 Units	0	3 Projects	3 Projects	R 30 480 000, 00	
Great Kei Local Municipality	0 projects	0 Sites	105 Units	33 Units	1 Projects	0 Projects	R 21 552 000, 00	
Ngqushwa Local Municipality	3 projects	0 Sites	24 Units	0	1 Projects	2 Projects	R 7 808 000, 00	
Raymond Mhlaba Local Municipality	4 projects	25 Sites	121 Units	65 Units	0 Projects	8 Projects	R 42 017 154, 00	
Mnquma Local Municipality	4 projects	0 Sites	24 Units	0	1 Projects	2 Projects	R 4 170 000, 00	
Mbashe Local Municipality	1 projects	89 Sites	89 Units	10 Units	2 Projects	2 Projects	R 20 070 000, 00	

T 3.5.7

Capital Expenditure Year 0: Housing Services						R' 000
Capital Projects	Year 0					Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget		
Total All	260	326	378	31%		
Project A	100	130	128	22%		280
Project B	80	91	90	11%		150
Project C	45	50	80	44%		320
Project D	35	55	80	56%		90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).						T 3.5.6

COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain variances from budget for operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.5.7

Chapter 3

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

Free Basic Services

Free basic services are currently supplied in the form of a communal tap stand within 200 meters walking distance from each household and VIP latrines for sanitation purposes. ADM, however, recognizes that most communities aspire to a higher level of service and in this regard, the ADM is currently investigating methods of improving service level standards in a financial and technically sustainable manner. Limited water resources mean that the level of service cannot be improved infinitely, but it is believed that through careful management, higher levels of service can be attained.

Free basic sanitation consists of the construction of VIP latrines. These are being installed as quickly as funding will allow.

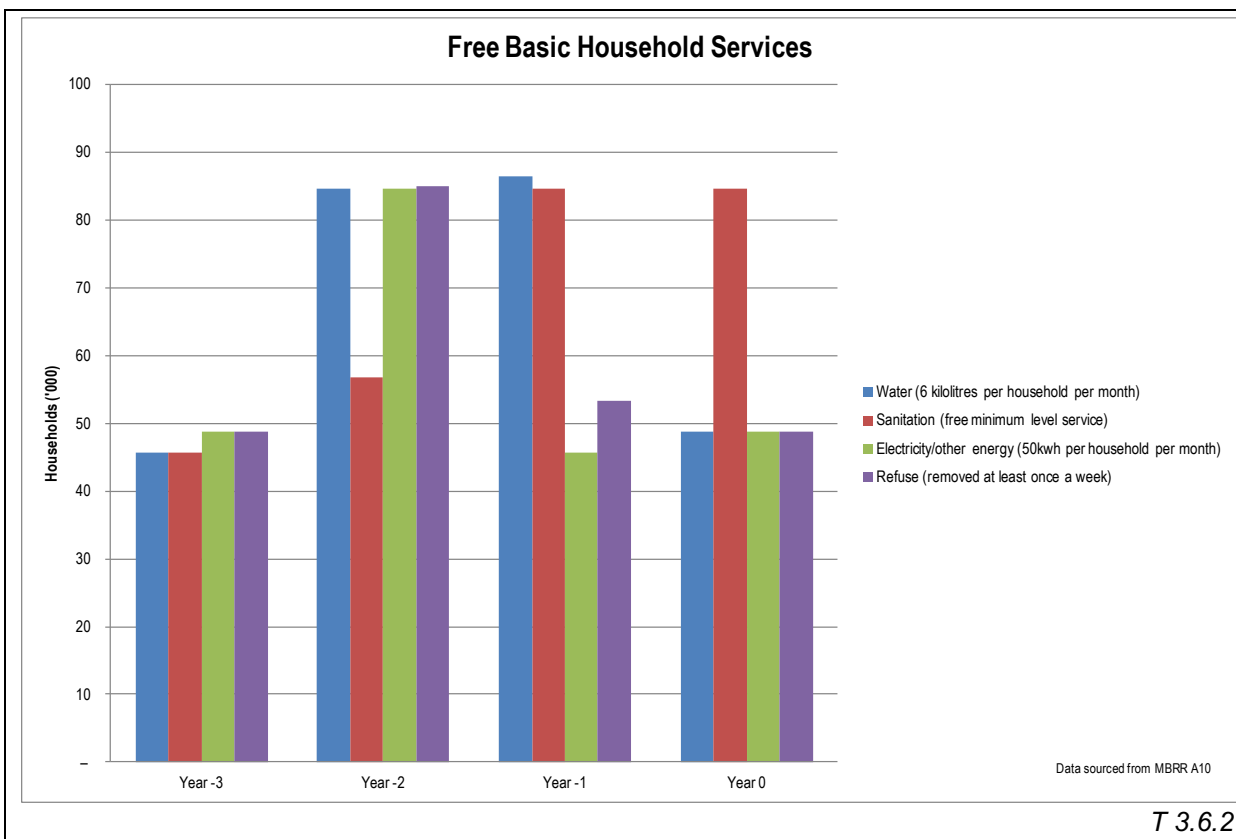
Indigent

Any household which is responsible for the payment of municipal services, earning a combined gross income equivalent or equal to two times the government social grant excluding Child Support grant is indigent as published by the National Department of Finance or in line with the National Indigence Framework issued by the Department of Co – Operative Governance and Traditional Affairs (COGTA). People who are indigent qualifies for support or a service subsidy according to the policy for rebates/remissions. These includes the child headed households which are unable to meet the municipal bills. The indigent subsidy is for a period of 24 months and only terminated when there has been an improvement in the house-hold income.

Provide brief introductory comments on the progress being made to achieve Free Basic Services and summarise your municipality's policies towards indigent support.

T 3.6.1

Chapter 3



Financial Performance Year 2023/24: Free Basic Services To Low Income Households										
	Number of households									
	Total	Households earning less than R1,100 per month								
		Total	Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
			Access	%	Access	%	Access	%	Access	%
Year 2019/20	240 000	240 000	235 338	98%	217 853	91%	N/A	N/A	N/A	N/A
Year 2020/21	240 000	240 000	235 626	98%	228 853	95%	N/A	N/A	N/A	N/A
Year 21/22	335 104	228 891	184 646	81%	220 064	96%	N/A	N/A	N/A	N/A
Year 22/23	335 104	229 691	184 646	80%	221 422	96%	N/A	N/A	N/A	N/A
Year 23/24							N/A	N/A	N/A	N/A

T3.6.3

Chapter 3

Financial Performance Year 0: Cost to Municipality of Free Basic Services Delivered					
Services Delivered	Year -1	Year 0			
	Actual	Budget	Adjustment Budget	Actual	Variance to Budget
Water	200	244	250	248	2%
Waste Water (Sanitation)	220	240	250	245	2%
Electricity	100	120	130	135	11%
Waste Management (Solid Waste)	105	110	120	125	12%
Total	625	714	750	753	5%
					T 3.6.4

Chapter 3

[illegible]

Chapter 3

COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT:

ADM is using the approved Indigent Policy for 2023/24 to execute its duties to register all consumers who meet the qualification criteria which is not limited to the following:

1. The applicant must reside within the Amathole District
2. Applicant must be in possession of a valid South African identity document
3. The combined or joint gross income of all occupants or dependents in a single household which receives services from the Municipality must be equivalent or equal to two times Government social grant excluding the Child Support Grant
4. The applicant must be the property owner/occupier who receives municipal services and is registered as an account holder on the Municipality's financial system
5. Any occupant or resident should not own more than 1 property.
6. The account of a deceased estate may be subsidised if the surviving spouse or dependents of the deceased, who occupy the property, also apply and qualify for indigent support.

Individuals who make themselves guilty of any malpractices will forfeit the payment of the subsidy. The Municipal Manager shall report such cases to the South African Police Services.

Indigent register as at 30 June 2024 has a closing figure of 40 964

Comment on the support given to low earners and in particular those affected by shortfalls in basic service provision. Provide detail of indigent policy, expenditure and grants received in year 0 and explain how these have been translated into programmes designed to improve levels of self sufficiency.

T 3.6.6

Chapter 3

COMPONENT B: ROAD TRANSPORT

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

INTRODUCTION TO ROAD TRANSPORT

Delete Directive note once comment is completed - Provide brief introductory comments on the strategy, priorities and provision regarding road development and maintenance and transport including public bus services.

T 3.7

3.7 ROADS

INTRODUCTION TO ROADS

Delete Directive note once comment is completed – Explain in brief your Roads strategy, the steps taken towards the implementation of the strategy and discuss the major successes achieved and challenges faced in year 0 (include your top 3 service delivery priorities and the impact you have had on them during the year). Set out measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty. Give the name and extent of service provision of any municipal entity(ies) responsible for rendering Roads Services within the municipality.

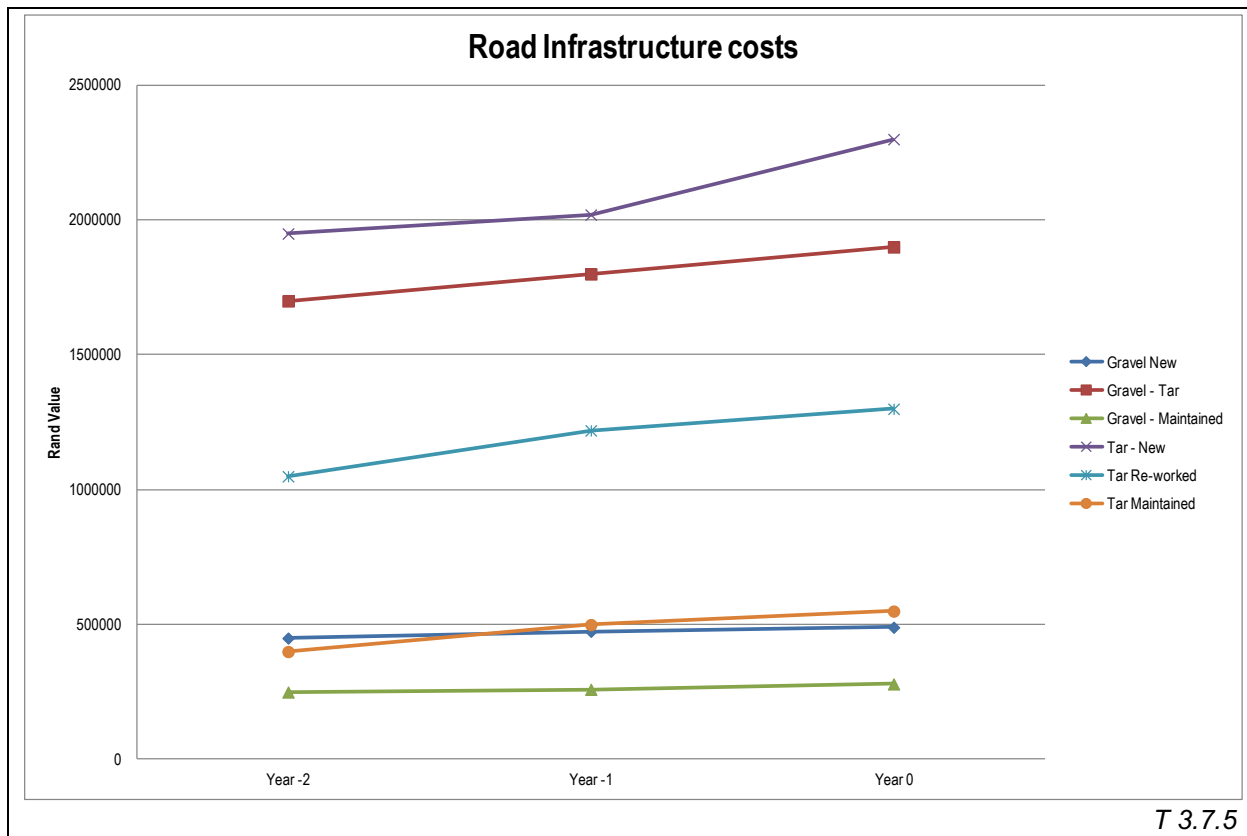
T 3.7.1

Gravel Road Infrastructure				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Kilometers Gravel roads graded/maintained
Year -2	145	15	10	100
Year -1	160	20	12	120
Year 0	166	25	14	140
				T 3.7.2

Tarred Road Infrastructure					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Kilometers Tar roads maintained
Year -2	85	10	23	18	100
Year -1	98	14	25	15	120
Year 0	114	20	30	25	140
					T 3.7.3

Chapter 3

Cost of Construction/Maintenance						
	Gravel			Tar		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
Year -2	450000	1700000	250000	1950000	1050000	400000
Year -1	475000	1800000	260000	2020000	1220000	500000
Year 0	490000	1900000	280000	2300000	1300000	550000
						T 3.7.4



Chapter 3

[illegible]

Chapter 3

Employees: Road Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T3.7.7					

Financial Performance Year 0: Road Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.7.8

Chapter 3

Capital Expenditure Year 0: Road Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.7.9

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

Delete Directive note once comment is completed - Explain the priority of the four largest capital projects and explain variances from budget for operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations). Where provincial roads have been delegated to your municipality ensure that this is presented as an additional major issue in this section.

T 3.7.10

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

INTRODUCTION TO TRANSPORT

Delete Directive note once comment is completed – Explain in brief the transport strategy and the steps taken towards the implementation of the strategy and discuss the major successes achieved and challenge faced in year 0. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the major efficiencies achieved by your service during the year. Outline approach to Public Bus Operation. Refer to support given to those communities that are living in poverty. Give the name and extent of service provision of any municipal entity(ies) responsible for rendering Transport Services within the municipality.

T 3.8.1

Chapter 3

Municipal Bus Service Data				
Details	Year -1	Year 0		Year 1
	Actual No.	Estimate No.	Actual No.	Estimate No.
1 Passenger journeys				
2 Seats available for all journeys				
3 Average Unused Bus Capacity for all journeys	%			
4 Size of bus fleet at year end				
5 Average number of Buses off the road at any one time	%			
6 Proportion of the fleet off road road at any one time	%			
7 No. of Bus journeys scheduled				
8 No. of journeys cancelled				
9 Proportion of journeys cancelled	%			
T 3.8.2				

Concerning T 3.8.2

Delete Directive note once table is completed – State name of entity followed by 'Entity' where this is applicable. Line 3 is calculated by sampling throughout the year using different routes, days of the week and times of day. Line 6 is calculated by taking the numbers from lines, as follows: $5/4 \times 100\%$. The average number of busses off the road is obtained by sampling the number off the road on different days at different times. Line 9 is calculated by taking numbers from lines as follows: $8/7 \times 100\%$.

T 3.8.2.1

Chapter 3

[illegible]

Chapter 3

Employees: Transport Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					

T3.8.4

Financial Performance Year 0: Transport Services					
					R'000
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.8.5

Chapter 3

Capital Expenditure Year 0: Transport Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.8.6

COMMENT ON THE PERFORMANCE OF TRANSPORT OVERALL:

Delete Directive note once comment is completed - Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.8.7

3.9 WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

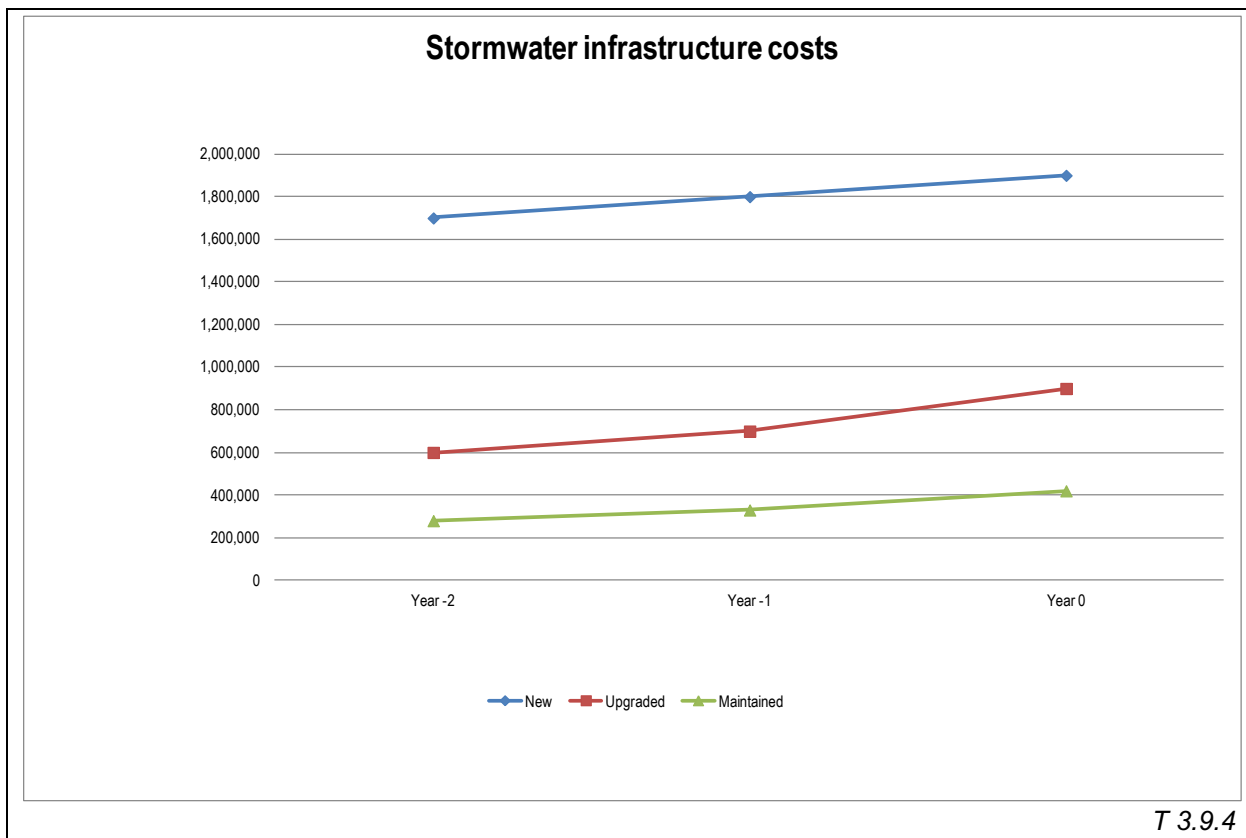
Delete Directive note once comment is completed – Provide brief introductory comments on the progress being made to improve stormwater drainage and discuss the major successes achieved and challenges faced in year 0 (include your top 3 service delivery priorities and the impact you have had on them during the year). Set out measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to informal settlement and rural development. Refer to support given to those communities that are living in poverty. Give the name and extent of service provision of any municipal entity(ies) responsible for rendering Stormwater Drainage Services within the municipality.

T 3.9.1

Chapter 3

Stormwater Infrastructure				Kilometers
	Total Stormwater measures	New stormwater measures	Stormwater measures upgraded	Stormwater measures maintained
Year -2	145	15	10	100
Year -1	160	20	12	120
Year 0	166	25	14	140
				T 3.9.2

Cost of Construction/Maintenance				R' 000
	Stormwater Measures			
	New	Upgraded	Maintained	
Year -2	1,700,000	600,000	280,000	
Year -1	1,800,000	700,000	330,000	
Year 0	1,900,000	900,000	420,000	
				T 3.9.3



Chapter 3

[illegible]

Chapter 3

Employees: Stormwater Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.9.6

Financial Performance Year 0: Stormwater Services						R'000
Details	Year -1	Year 0				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
Total Operational Revenue	120	125	100	95	-32%	
Expenditure:						
Employees	125	244	250	248	2%	
Repairs and Maintenance	25	244	250	248	2%	
Other	45	244	250	248	2%	
Total Operational Expenditure	195	732	750	744	2%	
Net Operational Expenditure	75	607	650	649	6%	

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.9.7

Chapter 3

Capital Expenditure Year 0: Stormwater Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.9.8

COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T3.9.9

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

INTRODUCTION TO PLANNING AND DEVELOPMENT

Delete Directive note once comment is completed - Provide brief overview of the opportunities and challenges in the fields of economic development and physical planning field for your municipality.

T 3.10

Chapter 3

3.10 PLANNING

INTRODUCTION TO PLANNING

INTRODUCTION TO SPATIAL PLANNING AND LAND DEVELOPMENT

The district is one of the rural districts that is endowed with natural resources which in terms of comparative and competitive advantages, agriculture and tourism are the important resources. ADM developed strategic plans (IDP Sector Plans) as instruments of integration, coordination and alignment with other sectoral interests in the district's space. Further, the district has a District Spatial Development Framework that seeks to transform the apartheid spatial patterns through integration and coordination for a sustainable development within the district. SDF seeks to guide overall spatial distribution of current and desirable land uses within a municipality to give effect to the vision, goals and objectives of a Municipal IDP.

Spatial Planning is derived from the National Spatial Development Plan. District Sector Plans requires a commitment from the municipality to invest in coordinating spatial planning and development. This includes the protection of agricultural land, addressing Service Backlogs in the previously disadvantaged areas, Promoting Economic Development in Nodal Areas and along Major Transport and Trade Routes, and Promoting Spatial Equity.

The future is dependent upon a level of specialisation in the District Economy.

The key drivers are

- Commercial Agricultural Production and Processing,
- Commercial Retailing,
- Biodiversity Management and
- Eco-Tourism.

Several factors and influences shape the future Spatial Transformation of the Amathole District Municipality. These include Social, Economic, Physical, and Environmental issues and can broadly be categorised as follows:

- Spatial development opportunities.
- Spatial Development Constraints
- Spatial patterns and trends

SUMMARY OF KEY SPATIAL DEVELOPMENT ISSUES

ENVIRONMENTAL KEY ISSUES

- The effects of climate change such as the rise in sea level, droughts, flooding
- Only certain types of activities can occur in these critical biodiversity areas

Chapter 3

- The reserving of high potential land for renewable energy projects;
 - The demand for housing and infrastructure versus high potential agriculture versus high conservation value
 - The effects of climate change such as the rise in sea level, droughts, flooding
-
- A large area that has low arable land for agriculture opportunities within ADM

SOCIO ECONOMIC ISSUES

- Mphashe, Ngqushwa and Mnquma Local Municipalities shows a high level of dependency on Social Grants, which has a negative effect on the economy and therefore translates into a low purchasing power.
 - Lack of education for the available jobs in demand within the district leading to outward migration.
 - Achieving equitable distribution of economic development opportunities in less economically developed areas
-
- Ageing road infrastructure for accessing heritage and tourist destinations.

BUILT ENVIRONMENT

- Slow implementation process of housing delivery as well as the creation of Sustainable Human Settlements
- Poor conditions and lack of maintenance to existing railway lines.
- The electricity capacity is under stress in the Amathole District Municipality and large development projects are often affected by these limitations.

SPATIAL DEVELOPMENT AND HUMAN SETTLEMENT KEY ISSUES

- Slow Land Release Process has a negative impact on the development of settlements throughout the district.
- The Growth trends within existing settlements, especially major transport routes, places a burden on local authorities with regard to Infrastructure Demand, due to insufficient funds.

3.10. 2 LAND REFORM

Amathole District Municipality developed a Land Reform and Settlement Plan (LRSP) that forms part of the IDP. LRSP was prepared with specific reference to the key land issues relating to land reform and settlement development in the District.

The complexity of the Land Reform environment has been acknowledged throughout the LR&SP, with specific reference to the identified challenges located within the areas of land access, land tenure, and land administration.

Land reform has a composite suite of issues and interlocking components; the precise make up of which differ from one Local Municipal Area to the other.

Some of these components include:

Chapter 3

- in-situ upgrade and tenure upgrade,
- land planning for residential and productive uses,
- Land-legal issues (eg. land rights audits, title adjustments, land survey, registration of ownership, etc.),
- post implementation livelihoods support,
- implementation land use management,
- Infrastructure/asset maintenance and operation issues.”
- land identification, and
- land acquisition,

Linked to the above, is the issue of Constitutional division of powers and functions to be performed by the three spheres of government, as well as the division of powers of functions between the Category Bs and Category C Municipalities, as per the recommendations of the Municipal Demarcation Board in terms of the Local Government: Municipal Demarcation Act 27 of 2000.

It is acknowledged that Land Reform is a specific functional competency of the National Department of Rural Development and Land Reform.

However, it has been the Policy of the National Department to ensure that the implementation of the delivery of land reform “products” is undertaken at the local level of government.

Within the ADM area of jurisdiction, the municipal assignment of powers and functions has resulted in the following division:

- Municipal Planning – assigned to the Category B municipalities;
- Settlement Planning, Planning for Land Development and Land Use Management – assigned to Category B municipalities;
- Capacity Building (in relation to abovementioned functions) – Category C municipality (ADM).

This effectively means, that within the context of the ADM LR&SP, the principle role in driving land reform processes and initiating land and settlement planning resorts with the Local Municipalities, whilst the ADM would only render support and assistance to these municipalities, in relation to the performance of these functions, when a specific need arises, or when called upon to do so by the relevant local municipality.

A visible manifestation of the implementation of the above will clearly be found in the Implementation Plan dealing with the areas of Support and Capacity Building for Local Municipalities.”

It is important to add that a legislative imperative exist in specifically the Local Government: Municipal Systems Act 117 of 1998, in terms of which the District Municipality is charged with the duty to build the capacity of local municipalities within its area of jurisdiction to ensure that such municipalities are capable of performing their duties and functions (Section 83).

In broad terms, the ADM Land Reform Plan has since had substantial changes as when it was initially conceived. These changes were effected due to changes in the applicable policy and legislation, well as policy changes relating to the acceptance of the validity of land claims made in cases of loss due to betterment planning.

The key challenge for the District in Land Reform process is to deal effectively with the injustices of land dispossession, equitable distribution of ownership, reduction of poverty and economic growth,

Chapter 3

tenure security as well as system of land management which will support sustainable land use patterns. This is in line with the National Policy on Land Reform, 1997. These will be dealt with in terms of the required land related legislations.

Key Issues

Land Reform issues within the Amathole area encompass a complex array of challenges and problems located within the spheres of land access, land tenure, and land administration. The legislative framework and functional responsibility for dealing with these issues lie across all tiers of Government and between different authorities.

During the analysis these have shown as “opportunities” of the Land Reform issues in the Amathole area

- Although the pace of land reform within the municipal area still lags behind nationally set targets as well as the expectations of communities, there has been a substantial increase in the delivery pace over the last 5 years;
- Land reform initiatives largely remain geographically focused and limited to certain types of interventions, to the detriment of a preferred, holistic implementation of the complete land reform package;
- Land Redistribution Planning Needs have focused on certain areas where eg. commonage needs are extensive throughout the district;
- Breakdown of Land Administration Systems (in respect of both the legislative, regulatory and administrative aspects thereof) throughout the district has led to uncertainty and tensions;
- Tenure insecurity remains prevalent notwithstanding interim protection measures as well as newly promulgated legislation (still to be enacted however);

In this regard the LRSP deals with the complexity of the Land Reform environmental challenges located within the areas of land access, land tenure, and land administration. It sets to interlocking components of challenges related to :

- land identification,
- land acquisition,
- in-situ upgrade and tenure upgrade,
- land planning for residential and productive uses,
- Land-legal issues (e.g. land rights audits, title adjustments, land survey, registration of ownership, etc.),
- post implementation livelihoods support,
- post implementation land use management, and
- Infrastructure/asset maintenance and operation issues.”

As such, just like all IDP Sector Plan the LRSP does have a Chapter of Programmes aimed at addressing identified Challenges and key issues.

Chapter 3

These were :

Implementation of 6 (Planning & survey) Land Reform and Settlement Plan Programmes

- Planning and Survey of 6 Elukhanyisweni Zone Settlements, Ndlovini Phase 2 Settlement, Cathcart Phase 2 Settlement, General Plan approval for Mt Pleasant and Kei Road Northern Node & Komga Zone 10 Settlement

With regard to 2023/24 financial year all these being Formalization and Tenure security were implemented incrementally as they are multi-year arrangement which covers various disciplines which include, Environmental Impact Assessment, Hydrology, Base Mapping, Layout Planning, Pegging amongst others, the annual target for this year is to ensure that Tacheys Survey for the settlements is completed.

The Project Goals and Objectives

- Inception Report
- Define the boundaries of settlements.
- Utilize public participation methods.
- Feasibility studies;
- Consents from various external departments
- Layout Plan
- Tacheys Survey
- Prepare and lodge a General Plan application for registering to the Surveyor General.
- Obtain the approval of the General plan from Surveyor General; &
- Beacon relocation should it be necessary.

As a result therefore these have since been achieved

- Public participation was concluded.
- Setting up of Institutional setup for implementation (Technical Team & Project Steering Committee) were established.
- Procurement of services of Town Planner and Land Surveyor have been done

Implementation of 6 (Land Reform) Land Reform and Settlement Plan Programmes

Transfer of Cenyulands and Gasela Settlement to Amahlathi LM, Land Release / Accessing of Land for Kubusie and Ndlovini Settlements, Komga Zone 10 Settlement Commonage Land, Land Identification for Development Initiatives, Community Resolutions, Registration of Title Deeds

- i. Transfer of Cenyulands and Gasela Settlement to Amahlathi LM

The project is aimed at transfer of the Settlement to the relevant authority being Amahlathi Local Municipality

For the 2023/24 financial year, the following projects were identified in LRSP:

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- Under Tenure Reform: 2 tenure reform projects are implemented for the 2023/24 financial year to provide tenure security to the beneficiaries of Cenylulands and Gasela Settlements.

These settlements were planned and surveyed, as such the other initiatives that include title Deeds that will have to be developed.

The transfer process is now at the level of appointment of conveyancer, which will finalise transfer in 2024/5,

ii. Land Release / Accessing of Land : Kubusie and Ndlovini Settlements

The project involves the Land Release / Accessing of Land for both these settlement Kubusie and Ndlovini Settlements situate in Amahlathi.

The intention is for beneficiaries gain access to land for commonage purposes.

The land identified is owned by the state and an application to the Department of Public Works (to whom the delegation of the Land Admin Act was made) was sent outlining the importance of release of Erven 895, 907, 921, 908, 922, 3538-41(portion of portion 80) Stutterheim for issuing of land release in terms of Item 28(1) of the Constitution, 1996.

The land release is expected to be considered by the State Land Disposal Committee in 2024/5.

iii. Komga Zone 10 Settlement Commonage Land

The IDP process identified that there is a need for land rights required for landless communities working around the farm areas of Komga. These communities were identified by the Plan as sometimes or often evicted in their workplaces with no rights of their own.

As a process of land reform, the identified landless communities have been settled now but the next process is to identify suitable land for commonage purposes.

This was done through the land identification process, and as such the following properties were identified and land with potential to lay out commonage needs.

The land parcels are as listed below.

Since they are mostly privately owned, a willing seller willing buyer process will be followed in 2024/25.

Below is a list of potential properties identified by the Land Reform and Settlement Plan for negotiations

FARM NAME	FARM No	ARABLE (Ha)
Fairview	2/31	10,0000
Fairview	3/31	0,0000
Reed Fountain	50	92,0000
Rietfontein	4/54	30,0000
Portion of Reed Fountain	5/50	11,0000

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Seven Fountains	51	20,0000
Simlapark	52	500,0000
Castleton	53	150,0000
Loan Oak	3/54	110,0000

iv. Land Identification process for Development Initiatives

A list of properties was developed per Municipal area which have a potential of development for investment purposes.

These are as listed below and are mostly owned by ADM.

Other parcels of land include those that are held by the “state” Municipality on behalf of the communities, pending registration of CPAs. These are held by the local authority (Municipality) so as to allow communities to form juristic persons, to be known as Communal Property Associations in order to acquire, hold and manage property on a basis agreed to by members of a community in terms of a written constitution.

These vary per Municipal area. They form part of the Municipal Asset Register and assist in liquidity ratio of the Municipality.

POSSIBLE INVESTMENT (PROPERTIES)

LAND DEFINE	PROPERTY DESCRIPTION
<i>Buffalo City Metropolitan Municipality</i>	
40 Cambridge Street East London	ERF 15678 / 15679
Calgary Transport Museum	FARM 651 Ptns 2 and 3
Whelan Depot Offices Workshop & Disaster Centre	ERF 2414 & 2415
Vacant	ERF 47912
Gonubie Farm	FARM 754 and Ptn 1
Slippers Site - Vacant land	ERF 71599 E. L
Fort Jackson Farm property	FARM 290 Ptn 6
Umkantsi River Kidds Beach Development	FARM 1067 and FARM 1068 East Lond
Fort Grey- Airport area	Remaining extent of FARM 871

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Amahlathi

Amahlathi

ERF 207 Cathcart	ADM satellite offices
ERF 208 Cathcart	ADM satellite offices
	used as a Clinic in the
940 Kati Kati	Township
10 Kei Road	
Erven 1676 and 1667 Erf 1437 is used by ADM as a satellite office	Erven 1676 has an empty house and 1667 is an empty site
Erf 1874 is	Ambulance Workshop
Erf 172 has been transferred to Transnet	Parcel of land (vacant) adjacent to railway line

Great Kei LM

Description	Use
ERF 36 Cintsa	Vacant (undetermined)
Haga Haga - Erf/Farm No-Location 137	Vacant (undetermined)

v. Facilitate the accessing of Community Resolutions

The process includes among other things the transfer of communal land to communities by way of ;

- to provide for conversion into ownership of land rights in communal land to communities that own or occupy such land;
- to provide for the transfer of ownership to communities and community members of land acquired by the State to enable access to land on an equitable basis;
- to provide for the right to use by community members of land owned by the State;
- to provide for acquisition of more land for use as communal land; to provide for the choice on the administration of communal land;
- to provide for the provision of municipal services on communal land,

In this regard the communities had to be consulted to access land wherein the land rights still vest with the state and is to be used for development purposes. As a result, in terms of the Land Tenure Bill read with Communal Land Rights Act, communal land rights enquiries had to be conducted.

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These have since been done per each Local Municipality.

Therefore, the Community Resolutions taken on those applications had to be processed by the Department of Rural Development and Land Reform.

vii Registration of Title Deeds on Human Settlements Projects

Amathole District Municipality (ADM) through its mandate to support, guide, co-ordinate and advocacy on housing development, as per the IDP Housing Strategy, the local Municipalities has requested information from the Municipalities with regard to the status quo on the issuing of title deeds to rightful beneficiaries, in so far as low cost housing projects is concerned.

It became clear that nationally not all Housing Subsidy Development Projects have issued Title Deeds to beneficiaries. This was further confirmed at National that the backlog of about 800 000 title deeds is a major focus point for the National Department of Human Settlements (DoHS).

General Challenges cited in delays included:

- Most of the underlying land (upon which the settlement is laid out) is not owned / registered in the name of the Municipality
- The Housing subsidy amount set aside for the conveyancing is sometimes far lesser than the gazette conveyancers fees
- Most of the underlying land is still registered in the Cape Town Deeds office. This means that the appointed conveyancer had to appoint its own correspondent to appear before the Registrar of Deeds Cape Town. That is tantamount to delays.
- Most of the Housing Projects that were approved were approved as People's Housing Programme being converted from the Project linked subsidy.

Since the District and National have embarked on a process to speed up the title deed issuing, the District has since conducted an urgent analysis of the status quo in terms of Progress in 2023/24 reflects that out of 71 Projects with 26 000 Title Deeds expected to be issued, a total of 15 282 have been registered with 4152 still outstanding

Conclusion

Therefore Land reform is essential to permit economic progress and to ensure that the required redress did in fact take place, and that women and youth also receive the necessary support.

It was also imperative that the land be optimally utilised. Possession of land and/or housing provides the owner with a valuable asset.

This could be defined as not merely fulfilling basic needs, but also the more concrete needs and also a right to live a meaningful life.

All development thus has to be based on the assumption that all people want to be treated as worthy individuals.

Chapter 3

This developmental process therefore should include all aspects of life within a community and the relationships amongst its peoples.

It thus acknowledges that development should be more than the striving for material improvement, but that "Ubuntu" should form an integral part of such development strategy which will imply a striving for:

- Social Justice
- comprehensive consultation and joint decision-making
- the alleviation of all forms of suffering (or satisfaction of basic needs)
- respect for the local eco-system & local and cultural patterns, and the advancement of people through their own endeavours-freedom of expression

As such everybody had to remain committed to ensure that ultimately the IDP & LR&SP that will translate in "improved humanness" for all communities will succeed.

The land development initiatives on Land Reform for the District are clearly outlined in the Revised Land Reform and Settlement Plan.

Set out in brief the main elements of your planning strategies (and make particular reference to achievements and challenges in year 0); Town Planning; and building regulation and enforcement). Set out your top 3 service delivery priorities and the impact you have had on them during the year. Set out measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.10.1

Applications for Land Use Development						
Detail	Formalisation of Townships		Rezoning		Built Enviroment	
	Year -1	Year 0	Year -1	Year 0	Year -1	Year 0
Planning application received						
Determination made in year of receipt						
Determination made in following year						
Applications withdrawn						
Applications outstanding at year end						
						T 3.10.2

Chapter 3

Planning Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Determine planning application within a reasonable timescale	Approval or rejection of all build environment applications within a x weeks	Determination within x weeks	Determination within x weeks	Determination within 12 weeks	Determination within 12 weeks	Determination within x weeks	Determination within 11 weeks	Determination within 8 weeks	Determination within 8 weeks
	Reduction in planning decisions overturned	X planning decisions overturned	X planning decisions overturned	5% planning decisions overturned	5% planning decisions overturned	X planning decisions overturned	4% planning decisions overturned	No planning decisions overturned	No planning decisions overturned
<i>Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. *'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.</i>									

Chapter 3

Employees: Planning Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.10.4

Financial Performance Year 0: Planning Services					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.10.5

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Capital Expenditure Year 0: Planning Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.10.6

COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

Delete Directive note once comment is completed - Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.10.7

Chapter 3

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

INTRODUCTION TO ECONOMIC DEVELOPMENT

The Amathole District Municipality council approved an Economic Growth and Development Strategy in 2019. In the following the following sector we identified as drivers of economic growth and development:

- Agriculture
- Rural development
- Enterprise Development
- Tourism and Heritage
- Poverty alleviation and job creation

The purpose of the strategy is to guide, direct and coordinates integrated economic development activities in Amathole district.

Furthermore, it is also aimed at ensuring that the municipality can efficiently and effectively

facilitate the creation of an appropriate enabling environment conducive to economic development and investment as to grow the economy of the district.

The strategy also offers the Amathole District Municipality, the private sector, and the local community, the opportunity to work together to improve the district economy. It focuses on enhancing the local business and competitive environment and thus increase sustainable growth and development in the area.

Below are the programs that were implemented during the year under review as guided by the Economic growth and development strategy.

Agriculture Sector

Amathole District Municipality has abundant land that is purely agricultural. However, according to statistics, Agriculture contributes only 3% to the GVA. This is attributed to the lack of interest to agriculture by the economic active persons and the high rate of outward migration but the very same age group. Thus, this sector focuses on unlocking agricultural opportunities that leads to sustainable growth for emerging farmers to commercial farmers. However, funding is a major challenge, in this regard, ADM has partnered with various stakeholders to achieve this objective.

Poverty Eradication Strategy

This strategy intends to improve and alleviate poverty in Amathole District Municipality. Amathole District Municipality is rural in nature, as such there are no industrial development. As such the strategy details programs that could alleviate poverty and job creation. During the current financial

Chapter 3

ADM created through EPWP 1370 work opportunities, and this has direct contributing poverty reduction.

□ Enterprise Development Strategy

This is the sector that plays a crucial role in the development of the local economy. A lot of Amathole District Municipality inhabitants are practising informal trading, and their products are of poor quality. Therefore, this strategy looks at improving the lives of its inhabitants by establishing Fora, Incubators, SMMEs and Cooperatives. This is done with the main purpose of making our people to commercially viable and self-developing.

□ Rural Development Strategy

Amathole District Municipality forms part of the Eastern Cape which is one of the largest and poorest provinces in South Africa. It is viewed as being behind in becoming the economic powerhouse of South Africa and is one of the poor performing province (and districts) in terms of economic activity, contributing less to the national Gross Domestic Product (GDP) for 2016.

Therefore, the development of this strategy is an attempt to change the status quo of the district. The aim is to increase the family lively woods through the provision of various economic opportunities. The development of the above documents is a means to an end. This means that Amathole District Municipality will use these documents to advocate for the Local Municipalities.

• Tourism and Heritage

ADM is one of the district municipalities boasts of rich tangible and intangible heritage. These contribute together with other tourist attractions situated in the district.

IMPLEMENTATION OF ECONOMIC GROWTH AND DEVELOPMENT AND THE SECTOR PLANS

TOURISM AND HERITAGE DEVELOPMENT

ADM has embarked on a number of Tourism and Heritage activities as part of promoting the district as a tourist destination of choice. Through existing strategic partners, ADM in partnership with National Department of Tourism (NDT), Mbashe LM, Raymond Mhlaba LM and project beneficiaries have developed Mthontsi Lodge Accommodation and Conference Facility and Qatywa Lodge with the support from the Department of Tourism both projects received an amount of R30 000 000.00 each for the development of tourism facilities. The projects are in the process of being completed.

ADM in collaboration with Department of Sport, Recreation, Arts & Culture (DSRAC) and various LMs facilitated the craft selection process for crafters that had the best, unique, authentic, and marketable arts product to be exhibited at the National Arts Festival held in Makhanda in June 2024.

The objective is to expose crafters to potential craft market. The Arts and Culture has been identified as one of the key contributors to poverty alleviation, creation of job opportunities and social cohesion. Craft selection assists emerging crafters to improve the quality of merchandise and also ensuring production of quality craft products through learning from fully fledged crafters.

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As a way of encouraging a consolidated approach towards tourism marketing & promotion; events are hosted as September is declared as a Tourism month. Eastern Cape Parks and Tourism Agency in collaboration with ADM and Raymond Mhlaba Municipality successfully hosted the Tourism Month Launch held on 01st September 2024. The event took place at Fort Fordyce Nature Reserve.

In addition, ADM also collaborated with Amahlathi municipality and Community Tourism Organisation (CTO) as part of heritage and tourism month initiatives, successfully hosted hike in Amathole Mountain Escape in exposing the area of Amahlathi municipal area as adventure destination.

Capacity building programme for emerging tourism businesses, ADM was selected to be part of the support provided for home stays incubation programme implemented by the National Department of Tourism, wherein 7 homestays and bed and breakfast were part of the selected products.

ADM is one of the district municipalities that is rich with both tangible and intangible heritage, hence the development of four heritage routes, which are Maqoma, Makhanda, Phalo and Sandile Heritage Routes. During 2023/24 financial year the ADM concentrated on two heritage programmes that is conservation of heritage resources and recollection of heritage resources within outside the district. The ADM has also long since held the idea that we are culturally and historically rich. This was the case with the Mqwashu heritage site which is symbolic of the history of the not only aBambo (formally known amaMfengu) but of peoples of the South Africa in the KZN and Western Cape and of course the Eastern Cape. Subsequently the ADM heritage unit had convinced the various LMs within its jurisdiction regarding heritage sites and the value of the sector as a whole and Ngqushwa LM had made plans for the physical erection of a site that would depict this history to bring tourists so that they understand the cultural significance of the aBambo clans mainly these were: amaBhele, Rhadebe, Tshezi, amaZizi, ooDlamnini and other clans.

The ADM having conveyed the importance of heritage as a sector was instrumental in developing a case for the Mqwashu heritage site to be declared as a heritage site on national level. The application has since been confirmed by all parties. This forms part of the Conversation of heritage resources within the district. The same process has been done to assist Maqoma Foundation in site declaration of Chief Maqoma's Grave to be declared as a national heritage site. With regards to the site the ADM and SAHRA has requested additional information such as the land ownership and development plans. ADM has also participated in the heritage awareness programmes that were hosted by Mnquma, Ngqushwa, Mbashe and Amahlathi. These heritage empowerment programs were made for communities in order to promote sense of culture and values amongst the communities and also promote social cohesion within the district

ENTERPRISE DEVELOPMENT

The aim of enterprise development unit objective is to develop, support and create an enabling environment for Small, Medium and Micro Enterprises (SMMEs) within the district. The ADM working with various players within the sector has facilitated support towards SMME growth and development in various areas. The following programmes were implemented, Informal Trade Support, Cooperative Support, SMME Support, Film Development and Incubator Programmes.

SMME Support and Development

Partnership between ADM and UN Women

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ADM in partnership with UN Women implemented two capacity building programs. The first program called Start or Improve Your Business Program aimed at improving the progressive stages of business development. The program was structured into four (4) different trainings, namely:

- Generate your business idea
- Start your business
- Improve your business
- Marketing your business

Master trainers from all six (6) local municipalities were trained by UN Women through E-Watchdog trainers. This initiative resulted in 1200 business owners trained in the four (4) areas.

The second program that was implemented in partnership with UN Women is Innovative Building Technology (IBT). Thirty-six (36) women from across ADM municipalities participated in the program, which empowered them in new building technologies called light weight steel building system. The program aimed at empowering women in construction to create conducive conditions for inclusive, resilient and sustainable economies. The program comprised of both practical and theoretical sessions and on completion, the beneficiaries were issued certificates of competence. The training program was implemented through Tshwane University of Technology, and it is accredited by the South African Qualification Authority (SAQA).

ADM has partnered with National Home Builders Registration Council (NHBRC) to provide mentorship to the program beneficiaries.

Partnership with Small Enterprise Development Agency (SEDA)

To ensure that SMMEs can submit winning business plans, ADM in partnership with SEDA, identified companies that are specialize in business plan development. Twenty-three companies benefited from the program. The intensive three (3) day program empowered participants in using assessment tools used by different Development Funding Institutions.

The second training targeted twenty (20) SMMEs in agriculture and tourism sectors. The five (5) day comprehensive program covered the following modules: business management, marketing, financial management and human resources management.

To support Informal Traders operating in Mbhashe and Raymond Mhlaba and Local Municipalities, ADM mobilized resources from the Department of Small Business Development (DSBD) to provide equipment through its Informal and Micro Enterprise Development Programme (IMEDP) for one hundred and sixty-nine (169) informal traders in the catering, beauty, hospitality sectors. The official handover of the event was done by DSBD led by the Minister in Mbhashe and the Deputy Minister in Raymond Mhlaba.

Under the emerging film support programme the ADM working with its strategic partners assisted 15 emerging film makers participate in the re-enactment of the Battle of Lurhwayizo that was showcased in the National Arts Festival held annually in Makhanda.

Incubator programme Women in construction capacity development was organized by ADM and UN Women in collaboration with Tshwane University of Technology. The program took place from June 29

Chapter 3

to July 1, 2022. The program aims were to provide opportunities for women contractors in a variety of economic areas by encouraging green entrepreneurial activities among them. program will gradually strengthen the economy, which raises human well-being and lowers inequality, with a particular emphasis on poor neighborhoods. The coordinated drive to expedite the delivery of human settlements with ADM is the main emphasis of this training session. Additional sessions for resubmission and supplemental exams were scheduled for June and July. Out the 15 candidates that only 5 failed the exam. The certifactes were handed over to ADM and the 10 canditates received their certificates.

AGRICULTURE AND RURAL DEVELOPMENT

ADM has identified the agriculture industry as a top priority area. A result of the disparity caused by past racial discriminatory laws, it has been noted that only a small number of farmers have profited from government support programs, favorable market conditions, and access to productive resources, while other emerging farmers have not had access to these resources or, in the worst-case scenario, have been left without means.

All the while, support for emerging farmers has been hindered by a lack of information, resources, appropriate infrastructure, and advisory assistance. For this reason, ADM has chosen agricultural programs

through its Agricultural Plan that will act as solutions to the highlighted core concerns. The initiatives cover

livestock development, assistance for beginning farmers, delivery of inputs, creating an enabling environment, and rural development.

ADM has undertaken a profiling and monitoring of the support provided towards the following cooperatives;

- Gcinubuzwe Farming based in Amahlathi municipality,
- Ilinge Honey Producers, Siyakhula Beehive & Thembaletu Beekeeping based in Ngqushwa LM

In order to enable Amahlathi farmers to sell their fresh product and give the next generation of farmers access to

markets, ADM, Amahlathi, and DRDAR collaborated to build a market center. SEDA provided support in the form

of a capacity building program on the type of entity that the center would operate under upon its registration.

Additionally, Anglo Gold Ashanti, ADM, and Ngqushwa partnered to support the honey farmers in the Ngqushwa municipality with the newly finished state of the art Honey Processing Plant.

The processing plant's water equipment has been installed by the ADM Engineering Department, and Eskom helped by adding power.

Given the amount of rainfall seen this past summer, which encouraged bees to pollinate more blossoming plants, it is expected that the beekeeping endeavor would be successful. There was probably more honey produced as a result of this. Large volumes of produced honey will be packaged and sold to neighboring businesses.

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As part of the continued support for 4u and 4me cooperative, additional assistance was given to Great Kei emerging farmers. DRDAR visited the area and led a training session on poultry management for the objective of improving livestock. The training covered topics such as the preparation of the poultry house, cleaning of drinkers and feeders, common poultry diseases, and vaccinations. The cooperative is breeding both broiler and layer chicks, and sells their produce locally, including to a local Spar store in Komga. This training is expected to help the cooperative improve their production and increase their income.

With the support provided by DRDAR, ADM has facilitated the support of Raymond Mhlaba municipality farmers to be supported in the form of dipping material for Buxton Farm, a 360-hectare farm leased by the farmers and utilized for the rearing of cattle and goats. Eight people work at the farm right now. In order to prevent and treat parasites that might cause disease and lower cattle productivity, dipping is a crucial component of animal husbandry. The health and productivity of the farm's animals will be improved with the assistance of these intervention.

T 3.11.1

Economic Activity by Sector R '000				
Sector	Year 2020/21	Year 2021/22	Year 2022/23	Year 2023/24
Agric, forestry and fishing	288	288	288	289
Mining and quarrying	20	20	20	20
Manufacturing	120	120	120	120
Wholesale and retail trade	50	50	50	50
Finance, property, etc.	190	185	185	185
Govt, community and social services	1 211	1 211	1 211	1 211
Infrastructure services	565	565	565	565
Total	2 456	2 439	2 439	2 440

T 3.11.2

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Economic Employment by Sector				
Sector	Year 2020/21	Year 2021/22	Year 2022/23	Year 2023/24
Agric, forestry and fishing	0.61	0.60	0.61	0.61
Mining and quarrying	0.05	0.05	0.05	0.05
Manufacturing	2.08	2.14	2.18	2.18
Wholesale and retail trade	4.44	4.56	4.66	4.66
Finance, property, etc.	5.28	5.40	5.48	5.48
Govt, community and social services	10.95	11.06	11.04	11.04
Total	2341	23.81	2402	2402
				T3.11.3

COMMENT ON LOCAL JOB OPPORTUNITIES:

Extended Public Works Programme

Amathole District Municipality is rural, and therefore the rate of unemployment is high. To contribute towards the job creation, ADM in partnership with the Department of Public Works and Infrastructure are implementing the Expanded Public Works Program.

ADM have identified environmental, social, infrastructure and non state in all six local municipalities. This job creation covers areas which include, data capturers, bush clearing, filling of potholes, removal of alien vegetation and home base care.

Comment briefly on the short and longer term prospects for economic growth and development referring to the above. Include in this section references to Tourism and Market Places (including street traders)

T 3.11.4

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Jobs Created during Year 0 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created No.	Jobs lost/displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created/lost
Total (all initiatives)				
Year -2				
Year -1				
Year 0				
Initiative A (Year 0)				
Initiative B (Year 0)				
Initiative C (Year 0)				
T 3.11.5				

Job creation through EPWP* projects		
	EPWP Projects No.	Jobs created through EPWP projects No.
Year 2018/19	4	1 516
Year 2019/20	4	2 116
Year 2020/21	4	2 111
Year 2021/2022		82520
Year 2022/2023	8	1202
Year 2023/2024	4	1370
* - Extended Public Works Programme		
T 3.11.6		

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Local Economic Development Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
Service Indicators									
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Training of people in essential skills: x, y, z	Number of people trained (including retrained upskilled)	x people trained	x people trained	x people trained	x people trained	x people trained	x people trained	x people trained	x people trained
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									T 3.11.7

Chapter 3

Chapter 3

Employees: Local Economic Development Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.					

T 3.11.8

Financial Performance Year 0: Local Economic Development Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.11.9

Chapter 3

Capital Expenditure Year 0: Economic Development Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.11.10

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

The Local Economic Development, as an important component of the Municipality, continues to achieve 100% of the set targets. Socio-economic development can only be achieved through collaborative action and a shared vision. Efforts to leverage alternative resources to perform the set targets are in place.

Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.11.11

Chapter 3

COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes: libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes, theatres.

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

Delete Directive note once comment is completed – Provide brief introductory comments. Refer to support given to those communities that are living in poverty.

T 3.52

3.12 LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

INTRODUCTION TO LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES

Delete Directive note once comment is completed – Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T3.12.1

SERVICE STATISTICS FOR LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

T 3.12.2

Chapter 3

[illegible]

Chapter 3

Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.12.4

Financial Performance Year 0: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.12.5

Capital Expenditure Year 0: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate. T 3.12.6

Chapter 3

COMMENT ON THE PERFORMANCE OF LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES;
COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC) OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.12.7

3.13 CEMETORIES AND CREMATORIIUMS

INTRODUCTION TO CEMETORIES & CREMATORIIUMS

Delete Directive note once comment is completed – Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.13.1

SERVICE STATISTICS FOR CEMETORIES & CREMATORIIUMS

T 3.13.2

Chapter 3

[illegible]

Chapter 3

Employees: Cemeteries and Crematoriums					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.13.4

Financial Performance Year 0: Cemeteries and Crematoriums					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.13.5

Capital Expenditure Year 0: Cemeteries and Crematoriums					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate. T 3.13.6

Chapter 3

COMMENT ON THE PERFORMANCE OF CEMETORIES & CREMATORIALS OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.13.7

3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

INTRODUCTION TO CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Delete Directive note once comment is completed – Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.14.1

SERVICE STATISTICS FOR CHILD CARE

T 3.14.2

Chapter 3

Child Care; Aged Care; Social Programmes Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; * 'Current Year' refers to the targets set in the Year 0 Budget/IDP round. * 'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									T 3.14.3

Chapter 3

Employees: Child Care; Aged Care; Social Programmes					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T 3.14.4

Financial Performance Year 0: Child Care; Aged Care; Social Programmes					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

T 3.14.5

Capital Expenditure Year 0: Child Care; Aged Care; Social Programmes					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).

T 3.14.6

Chapter 3

COMMENT ON THE PERFORMANCE OF CHILD CARE; AGED CARE; SOCIAL PROGRAMMES OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.14.7

COMPONENT E: ENVIRONMENTAL PROTECTION

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

INTRODUCTION TO ENVIRONMENTAL PROTECTION

Delete Directive note once comment is completed – Provide brief introductory comments.

T 3.14

3.15 POLLUTION CONTROL

INTRODUCTION TO POLLUTION CONTROL

Delete Directive note once comment is completed – Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.15.1

SERVICE STATISTICS FOR POLLUTION CONTROL

T 3.15.2

Chapter 3

Pollution Control Policy Objectives Taken From IDP									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Water and air purity	Water: x% of all readings taken throughout the year on at least weekly to be found acceptable (clean) by National Standards	T0% clean	A0% clean	T1% clean	T1% clean	A1% clean	T2% acceptable	T5% acceptable	T5% acceptable
	Air: x% of all readings taken throughout the year on at least weekly to be found acceptable by National standard	T0% clean	A0% clean	T1% clean	T1% clean	A1% clean	T2% acceptable	T5% acceptable	T5% acceptable
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; * 'Current Year' refers to the targets set in the Year 0 Budget/IDP round. * 'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by									T 3.15.3

Chapter 3

Employees: Pollution Control					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.15.4

Financial Performance Year 0: Pollution Control					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.15.5

Capital Expenditure Year 0: Pollution Control					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate. T 3.15.6

Chapter 3

COMMENT ON THE PERFORMANCE OF POLLUTION CONTROL OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.15.7

Chapter 3

3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

Coastal Development (blue flag programme)

The ADM has a coastline of approximately 190km=34.14% of the Eastern Cape coastline. ADM possesses both the Sunshine Coast and the Wild Coast. ADM in partnership with the Department of Environmental Affairs developed a coastal management plan, that serves as a guide for coastal and environmental management programs. The plan outlines the state of the coast, challenges, and opportunities.

In promoting tourism in ADM, ADM in collaboration with Ngqushwa conducted a blue flag awareness and clean-up campaign program at Hamburg Beach. The program targeted school going youth and two high schools participated in the program.

ADM in collaboration with DEDEAT has revived Mquma, Great Kei, Mbashe and Ngqushwa coastal committees. The coastal committees' primary responsibility is to coordinate coastal related programs in their respective municipalities.

Climate Change Programme

The ADM is amongst the districts that are prone to drought in the Eastern Cape. During the year under review, ADM in partnership with DEDEAT conducted a climate change awareness campaign workshop in Ngqushwa local municipality. Furthermore, ADM has trained community members residing in Xhilinx Administrative Area in Mquma Local Municipality on wetland Rehabilitation, environmental Awareness and education and alien Plant Removal.

Environmental Empowerments

ADM and its LMs observe and implement all the statutory environmental campaigns as a way of promoting awareness on environmental related issues. It has partnered with communities across the district observing labor, marine, water, environmental management weeks.

In an effort to support its LMs, ADM has supported Raymond Mhlaba municipality, to develop the State of Environment report and during the 2023/2024 financial year. ADM facilitated support for Raymond Mhlaba through DEDEAT, DRDAR and DFFE in agro-processing of aloe plant.

ADM also participated in Mbashe Recycling Indaba, the purpose of the event was to conduct the environmental outreach on the latest methods of waste management and provide exhibition opportunity for product and services across waste value chain.

Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.16.1

Chapter 3

SERVICE STATISTICS FOR BIO-DIVERSITY AND LANDSCAPE

Marine Protected Areas (MPA)

ADM has two MPA, i.e., Dwesa-Cwebe at Mbhashe local municipality and Amathole MPA at Great Kei local municipality. Dwesa- Cwebe is the “No take Zone” because it is one of only two breeding sites for critically endangered fish species in South Africa, .e., white & red steenbras; the second being the Saldahan.

Freshwater Ecosystems

ADM has 56 Rivers and two major water management areas, i.e., Mzimvubu –Keiskamma and Fish River- Tsitsikama and numerous major Dams and Waterfalls. There are four major drainage regions in the ADM, i.e., Great Fish River catchment, Amathole catchment, Great kei River basin, and Mbashe River basin. The major rivers of the Amathole DM are the Koonap and Kat Rivers of the Groot Vis River in the western extent; the Keiskamma and Groot-Kei in the central extends; and the Mbhashe River in the eastern extent. The dams of the Amathole DM include: Binfield Dam, Bridle Drif Dam, Cata Dam, Debe Dam, Gcuwa Dam, Gubu Dam, Katrivier Dam, Laing Dam, Maden Dam, Mnyameni Dam, Nahoon Dam, Pleasant View Dam, Rooikrans Dam, Sam Meyer Dam, Sandile Dam, Stanford Dam, Toleni Dam and Xilinx Dam.

ADM has benefited from the collaboration of SALGA and Government of Flanders funding of three South African Municipalities. An amount of £4.99million will be shared amongst the selected 3 District Municipalities. The project name is the Adaptive Capacity Facility which will be implemented in Xhilinxi Dam as a means of reducing the rate of silting up of the dam, thereby increasing the lifespan of the dam and ensuring better water quality for the inhabitants.

Wetlands

There are 9565 wetlands at Amathole district municipality with more recorded at Amahlathi local municipality.

Estuaries

The Eastern Cape has the highest concentration of estuaries of all provinces (estimated at 50% of South Africa's estuaries), the major systems including the Great Fish, Nahoon, Kei, Mthatha and Umzimvubu estuaries. Two of these, the Great Fish and Kei, are located in Amathole.

Within the Amathole DM there are five recognized estuarine types, namely temporarily closed estuaries (43 estuaries) and permanently open estuaries (6 estuaries).approximately 49 functional estuarine systems. These estuarine systems comprise only two of the five recognized estuarine types, namely temporarily closed estuaries (43 estuaries) and permanently open estuaries (6 estuaries).

Biodiversity

The biodiversity of the Amathole DM is represented in 5 major biomes that describe the different biotic communities. These biomes are Savanna (34.5%), Grasslands (31.5%), Albany Thicket (29.6% of the area), Indian Ocean Coastal Belt (3.7%) and Forests (0.7%). The variety in landscape and biodiversity within the Amathole DM is recognized within the Pondoland Centre of Endemism that stretches along the east coast below the Great Escarpment. One type of forest (Licuáti forest), three types of thicket, six types of bushveld, and five types of grassland are found only within the hotspot. About 80 percent of South Africa's remaining indigenous forests fall within the Pondoland centre of endemism.

The region includes warm temperate forests that hold nearly 600 tree species, the highest tree richness of any temperate forest on the planet. The Amathole Complex is home to high biodiversity and is regarded as a center of endemism. It falls within an area classified as Critically Endangered by the Subtropical Thicket Ecosystem Project (STEP). During 2020/21 financial year, Department of Enviromnent, Forestry and Fisheries appointed a services provider for the development of a Biosphere

Chapter 3

Reserve which traverses three (3) Municipalities, that is, Amahlathi LM, Raymond Mhlaba LM, and Ngqushwa LM.

Coastal

ADM coastline ranges from moderately protected to well protected. ADM coastal Environment is part of the large marine ecosystems (LMEs) of the world, namely the Agulhas Somali Current.

ADM has 63 functional estuaries which comprise approximately 40% of all the estuaries within the Eastern Cape and approximately 22% of all estuaries within South Africa. Only 11% of the 63 estuaries are classified as moderately modified. ADM - priority areas for operation Pakisa are Kob farm and the oyster farm in Hamburg, & the Qolora Aquaculture Development Zone. ADM has 21 beaches but one full blue flag status and one pilot status.

T 3.16.2

Chapter 3

Bio-Diversity; Landscape and Other Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. *'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by									T 3.16.3

Chapter 3

Employees: Bio-Diversity; Landscape and Other					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.16.4

Financial Performance Year 0: Bio-Diversity; Landscape and Other					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.16.5

Capital Expenditure Year 0: Bio-Diversity; Landscape and Other					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate. T 3.16.6

Chapter 3

COMMENT ON THE PERFORMANCE OF BIO-DIVERSITY; LANDSCAPE AND OTHER OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.16.7

Chapter 3

COMPONENT F: HEALTH

This component includes: clinics; ambulance services; and health inspections.

INTRODUCTION TO CLINICS

The District Municipality does not perform the function in terms of its powers.

Note: Recent legislation includes the National Health Act 2004.

Delete Directive note once comment is completed – Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty

T 3.17

3.17 CLINICS

INTRODUCTION TO CLINICS

N/A

Delete Directive note once comment is completed – Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.17.1

Service Data for Clinics					
	Details	Year -2	Year -1		Year 0
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Average number of Patient visits on an average day				
2	Total Medical Staff available on an average day				
3	Average Patient waiting time	mins	mins	mins	mins
4	Number of HIV/AIDS tests undertaken in the year				
5	Number of tests in 4 above that proved positive				
6	Number of children that are immunised at under 1 year of age				
7	Child immunisation s above compared with the child population under 1 year of age	%	%	%	%

T 3.17.2

Concerning T 3.17.2

Delete Directive note once table is completed – Average patient waiting time and total medical staff availability on an average day are obtained but sampling staff and patients on different days at different times at regular intervals throughout the day.

T 3.17.2.1

Chapter 3

Clinics Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Proportion of population visiting public health clinics	% of children under 1 year that are immunised.	T0% immunised	A0% immunised	T1% immunised	T1% immunised	A1% immunised	T2% immunised	T5% immunised	T5% immunised
Proportion of population visiting public health clinics	% of those tested for HIV/AIDS that proved positive; (number of those tested)	T0% tested positive; (xxxxxx tested)	A0% tested positive; (xxxxxx tested)	T1% tested positive; (xxxxxx tested)	T1% tested positive; (xxxxxx tested)	A1% tested positive; (xxxxxx tested)	T2% tested positive; (xxxxxx tested)	T5% tested positive; (xxxxxx tested)	T5% tested positive; (xxxxxx tested)
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. *'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									
T 3.17.3									

Chapter 3

Employees: Clinics					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T 3.17.4

Financial Performance Year 0: Clinics					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

T 3.17.5

Chapter 3

Capital Expenditure Year 0: Clinics					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.17.6

COMMENT ON THE PERFORMANCE OF CLINICS OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.17.7

Chapter 3

3.18 AMBULANCE SERVICES

INTRODUCTION TO AMBULANCE SERVICES

N/A, as the District does not perform the function.

Delete Directive note once comment is completed – Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.18.1

Ambulance Service Data					
	Details	Year -2	Year -1		Year 0
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Number of patients taken to medical facilities during the year				
2	Average time from emergency call to arrival at the patient - in urban areas				
3	Average time from emergency call to arrival at the patient - in rural areas				
4	Average time from emergency call to the transportation of patient to a medical facility - in urban areas				
5	Average time from emergency call to the transportation of patient to a medical facility - in rural areas				
6	No. ambulance				
7	No. paramedics				
T 3.18.2					

T 3.18.2

Concerning T 3.18.2

Delete Directive note once table is completed –Average turnout and turn-round times are determined by logging the times taken from initial call to reaching an emergency incident and from initial call to the incident and then on to the medical facility and analysing the record.

T 3.18.2.1

Chapter 3

Ambulances Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Ambulance turnaround time (Timeout to patients and back to medical facility)	Average turnaround time in rural areas	T0 min on average	A0 min on average	T1 min on average	T1 min on average	A1 min on average	T2 min on average	T5 min on average	T5 min on average
	Average turnaround time in urban areas	T0 min on average	A0 min on average	T1 min on average	T1 min on average	A1 min on average	T2 min on average	T5 min on average	T5 min on average
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; * 'Current Year' refers to the targets set in the Year 0 Budget/IDP round. * 'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									
T 3.18.3									

Chapter 3

Employees: Ambulances					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.18.4

Financial Performance Year 0: Ambulances					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.18.5

Capital Expenditure Year 0: Ambulances					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90

Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate. T 3.18.6

Chapter 3

COMMENT ON THE PERFORMANCE OF AMBULANCE SERVICES OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.18.7

Chapter 3

3.19 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC

INTRODUCTION TO HEALTH INSPECTIONS; FOOD AND ABATTOIR LICENCING AND INSPECTIONS, ETC

The primary goal of environmental health actions is disease prevention by addressing adverse environmental practices behaviours that can have adverse impact on health. This can be achieved by, among other means, inspection of premises, health promotion, community involvement, intersectoral collaboration and law enforcement. Emphasis is also placed on voluntary compliance through education and awareness

In terms of the National Health Act, 2003 (Act No. 61 of 2003), ADM is entrusted with the following functions:

- Water Quality Monitoring;
- Food Control;
- Waste Management
- Health Surveillance of Premises;
- Surveillance and Prevention of Communicable Diseases, Excluding Immunization;
- Vector Control;
- Environmental Pollution Control;
- Disposal of the Dead.
- Chemical Safety

This is one of the core functions of the Amathole District Municipality (ADM) in terms of Section 32 of the Act. The National Environmental Health Norms and Standards for Premises were gazette in December 2015, these determine the frequency, norms and standards to be adhered to by premises.

In the last financial year ADM has been focusing on Water Quality Monitoring, Food Control, Waste Management, Health Surveillance of Premises, Surveillance and Prevention of Communicable Diseases, Vector Control, Environmental Pollution Control, Disposal of the Dead as its functional areas.

There is a District Health Information System (DHIS) that is used by the Department of Health for reporting purposes as required by the National Health Act. The reports of the system are generated by the Information Managers at sub - district to the District Health office to the Provincial Department of Health and presented to National Department of Health for planning purposes. The system has 13 data elements that are reported on by Environmental Health Services. Municipal Health Services of Amathole District Municipality is utilizing this system for reporting purpose on the data elements.

The ADM Environmental Health Practioners conducted the inspections of business premises with a special focus on Funeral Undertakers and later on included personal care businesses. Funeral undertaker premises and mortuaries were inspected to ensure compliance with Regulation 363.

Chapter 3

SERVICE STATISTICS FOR HEALTH INSPECTION, Etc

Water Quality Monitoring

A total of 1821 drinking water samples were taken from fixed drinking water sources for testing and the results of the analysis directly loaded onto the IRIS (former Blue Drop) system via the Laboratory Information Management System (LIMS). A total of 156 waste water samples were taken for analysis,

Food Control

The Food Quality Monitoring Programme is ongoing and it encompasses inspection of food handling premises, sampling and analysis, and capacitation of food handlers, in order to ensure that food sold to the public is fit for human consumption and complies with relevant legislation.

A total of 50 capacitation sessions were held for food handlers including caterers and street vendors that are running businesses within Amathole's area of jurisdiction. This is done to ensure food safety, and improve the quality of food sold to consumers as well as the minimisation of food poisoning incidents. The capacitation sessions held in the form of workshops and on site education during inspections for both the formal and informal food handlers.

Food handling premises were inspected in terms of Regulation 638. A total of 2076 inspections were conducted. Food products that were found to be unfit for human consumption were condemned and disposed of in a safe manner in terms of Regulation 1128.

212 Milk samples were taken and the non-compliance was high as most samples in the outlets did not comply with Regulation 1555. 45 inspections to 15 dairy farms were inspected and randomly when a need arises. Dairy farms are inspected on quarterly bases.

Waste Management

Landfill sites – Landfill sites inspections were conducted in the ADM areas on an adhoc basis.

Health Surveillance of Premises

Health Surveillance of Premises was conducted in line with the National Norms and Standards set in terms of the National Health Act as follows: Day care centers, a total of (745) inspections conducted, Accommodation Establishments (96) inspections to 25 accommodation establishments, Old Age Homes (12) were inspected, Beauty Salons (45) were inspected, (40) Schools were inspected, 161 inspections to 84 Health facilities were conducted.

Surveillance and Prevention of Communicable Diseases, Excluding Immunization

41 awareness campaigns were conducted in schools and communities. Awareness campaigns were conducted in collaboration with other stakeholders.

Disposal of the Dead

Funeral Undertakers' premises are inspected on quarterly basis in order to ensure compliance with the Regulation Relating to the Management of Human Remains, Government Notice No. 363 of 22 May 2013. This is done in order to prevent the spread of communicable diseases due to the unsafe handling of corpses. 180 inspections were conducted, and exhumations and reburials were monitored as per applications received.

Chapter 3

Health Inspection and Etc Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; * 'Current Year' refers to the targets set in the Year 0 Budget/IDP round. * 'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									
T 3.19.3									

Chapter 3

Employees: Health Inspection and Etc (Municipal Health Services)					
Job Level	Year 2022/23	Year 2023/24			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
TG 15 & above	2	32		1	33%
TG 13-14	7	10	7	3	30%
TG 9-12	21	49	21	28	57 %
TG 8	0	0	0	0	0%
TG 4-7	0	0	0	0	0%
Total	30	62	30	32	52%
T 3.19.4					

Chapter 3

Financial Performance Year 2022/23: Health Inspection and Etc					
Details	Year 2022/23	Year 2023/24			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:	34 480				
Employees	26 780				
Repairs and Maintenance	0				
Other	7 701				
Total Operational Expenditure	34 480				
Net Operational Expenditure					
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					

T 3.19.5

Chapter 3

Capital Expenditure Year 0: Health Inspection and Etc					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.19.6

COMMENT ON THE PERFORMANCE OF HEALTH INSPECTIONS, Etc OVERALL:

The Municipal Health Services unit is implementing their functions as per the National Environmental Health Norms and Standards for premises. The MHS Section has implemented cost recovery in terms of collecting revenue through payment for the COAs, COC, Health Certificates and processing of exhumation applications. The amount obtained is minimal as it is less than 1% of the total cost of the MHS budget.

Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.19.7

Chapter 3

COMPONENT G: SECURITY AND SAFETY

This component includes: police; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

INTRODUCTION TO SECURITY & SAFETY

Security and Safety comprises the following three sub units:

- 1) Fire Services as per responsibilities of District Municipalities and Fire Fighting Services assigned by the MEC in 4 of the seven 6 Local Municipalities in the ADM.
- 2) Disaster Management as per the responsibilities of a District Municipality - Disaster Management Act 57 of 2002
- 3) Community Safety Services [Excluding City Police and or VIP Protection Services] operates in terms of the National and Provincial Crime Prevention Strategies

Provide brief introductory comments.

T 3.20

3.20 COMMUNITY SAFETY

INTRODUCTION TO COMMUNITY SAFETY

Community Safety operates in terms of the Constitution, the National Crime Prevention Strategy, the Provincial Crime Prevention Strategy the National Establishment of Community Safety Forums Policy.

The Constitution of the Republic of South Africa as amended relates to the promotion of a safe and healthy environment. The Provincial Crime Prevention Strategy relates to multi-agency collaboration on crime prevention matters (particularly between government departments as per the.

Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) and the Policy regulates the formation and responsibilities of Community Safety Forums and is detailed enough to serve as a Terms of Reference for Community Safety Forums.

In light of the above, Amathole District Municipality supports the following:

- The establishment and support to Community Safety Forums in each local municipality within the District, aimed at coordinating and increasing efficiency of various stakeholders in dealing with

Chapter 3

various aspects of community safety e.g. Social Development programs, Education initiatives, SAPS, NGO and Community Policing activities.

- Capacitating Community Safety stakeholders and affected communities in the concept of Community Safety, Roles and responsibilities of stakeholders, areas of social need to improve safety of vulnerable groups e.g. parenting skills, drug abuse, road and animal safety.
- The District supports initiatives that are identified by Community Safety Forum stakeholders which respond to address crime prevention in identified hotspots and in general. The focus is on the youth, Gender Based Violence and Femicide [GBV] and other designated groups.
- Create a District Platform for the co-ordination of Community Safety Activities in the District by convening a quarterly District Community Safety Forum.
- Community Safety Ward Based Audits, eight (8) Community Safety Audits were targeted for the 2020 2021 financial year

Delete Directive note once comment is completed – Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.20.1

PROGRAMS	PURPOSE AND OUTCOMES
Convened 4 quarterly District Community Safety Fora. One virtual meeting convened.	P: Provide a platform for the sharing and coordination of stakeholder activities towards crime prevention. O: During the COVID-19 epidemic where all reporting of community interventions was reported through the COVID-19 Councils, Mnquma, Mbhashe, Ngqushwa and Amahlathi started returning back to separation of functions and were once again reporting to its Community Safety Forums and stakeholders. Great Kei is still reporting through its COVID-19 Council and Raymond Mhlaba remains a challenge in terms of getting its Community Safety function running. The regression in COVID-19 levels may impact on this return to functionality
13 Capacity Building sessions for Stakeholders were held [Target was 4]. The mid-term review amended the target as it was deemed unsafe to conduct class room type interactions, transect walks and face to face interviews in community's as per the requirements of conducting the Audits. Application for amendment of the target was submitted and the audits target was set aside for quarters three and four: The amended annual audit target of four (4) was achieved	P: To capacitate stakeholders in their role in Community Safety and other activities and functions that encourages a safer and more law abiding citizenry. O: Community members capacitated on how to assist with ensuring compliance of COVID 19 Safety protocols at local level and Gender Based Violence(GBV).

Chapter 3

Supported 25 **initiatives** [target was 10] identified by Local Municipality Forums aimed at preventing crime; addressing social issues that escalate into criminal activities. Most of the initiatives were of a non-contact nature with small groups and loud-hailer type awareness's being done in conjunction with other stakeholders. The fourth Quarter however concentrated largely on schools with Gender Based Violence and Femicide, which increased during COVID Lockdown periods, substance abuse and crime prevention as the thematic areas of priority. Outdoor groups with health protocols adhered to was the norm.

P: To support and participate in mobilization of communities through loud hailing and pamphlet distribution. COVID 19 Safety protocols always observed.

O: Pre and post Initiative reports at Joint Operation Centres (JOC) at local level from SAPS, the Departments of Social Development, and Education as well as Community Leaders in areas where community mobilization efforts were implemented indicated a short term improvement of conditions as the levels were adjusted as per the escalation of the pandemic.

- Covid -19 Safety, health requirements and social distancing, substance abuse and GBV and Femicide, Disaster Declaration and Regulations Awareness were the main focus through. Emphasis on super spreaders i.e. funeral, liquor outlets and traditional ceremonies

Concerning T 3.20.2

Delete Directive note once table is completed – the number of officers available is determined by sampling the number of officers in the field and in offices and stations on the same day, sampling different times of day and different days of the week throughout the year.

T 3.20.2.1

Chapter 3

Police Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Reduction in road accidents	x% reduction in road accidents over the target for the previous year	T0% reduction in year -1	A0% reduction in year -1	T1% reduction in year 0	T1% reduction in year 0	A1% reduction in year 0	T2% reduction in year 1	T5% reduction in year 3	T5% reduction in year 3
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; * 'Current Year' refers to the targets set in the Year 0 Budget/IDP round. * 'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									T 3.20.3

Chapter 3

Employees: Police Officers					
Job Level	Year -1	Year 0			
Police	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Police Officer & Deputy					
Other Police Officers					
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June.
 *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.

T 3.20.4

Financial Performance Year 0: Police					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Police Officers					
Other employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

T 3.20.5

Chapter 3

Capital Expenditure Year 0: Police					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.20.6

COMMENT ON THE PERFORMANCE OF POLICE OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.20.7

Chapter 3

3.21 FIRE

INTRODUCTION TO FIRE SERVICES

ADM provide fire services in the four (4) local municipalities which are Mbhashe, Mquma, Great Kei and Ngqushwa. Raymond Mhlaba and Amahlathi are providing fire services in their jurisdiction with ADM providing a planning and co-ordination role as per section 84 1 (j) of the Municipal Structures Act 117 of 1998. Section 3 of the Fire Brigade Services Act requires the local municipalities to establish and maintain the fire brigade service for the purpose of Preventing the outbreak or spread of fires. Fire Brigade Services as per section 3 of the Fire Brigade Services Act 99 of 1987 are established to:

- Fighting or extinguishing of fire
- Protection of life and property against a fire or other threatening danger
 - Rescue of life or property from a fire or danger
 - Any function connected with the above

1) Basic service delivery and infrastructure development

The ADM conducted one hundred and forty (140) Fire Safety Compliance Inspections in the four local municipalities. From the fire compliance inspections conducted twenty-five (25) were carried-out in Mquma, thirty-one (31) in Mbhashe, fifty-five (55) in Great Kei and Twenty-nine (29) in Ngqushwa Local Municipalities. An amount of R74 391,35 was collected as fire safety inspections were conducted. One hundred and ninety-six (196) awareness campaigns were conducted during the 2023/24 financial year. The campaigns focused more in preventing fires in informal settlements where the rate of fire incidents is high. Three hundred and forty-six (346) fire calls were attended to during the 2023/24 financial year as compared to two hundred and twenty-one (221) in 2022/2023. The increase in calls may be due to the high rainfall season which caused grass to grow faster and longer.

2) Local Municipal Financial Viability and Management

A total amount of R74 391.35 was collected from fire inspections conducted in the four local municipalities.

3) Local Economic Development

The continuous capacitation enhances the firefighting and rescue skills of the firefighters. One fire protection association was established in Mquma, Mbhashe Local and Ngqushwa Local Municipalities. The Fire Protection Association will assist in the management of veld fires in the 2 local municipalities.

T 3.21.1

Chapter 3

FIRE STATISTICS FOR THE PERIOD JULY 2023 – JUNE 2024

TYPE OF INCIDENT	GREAT KEI		MNQU MA		MBHASHE		NGQUSHWA		TOTAL
Buildings	1		2		1		3		7
Dwellings (formal - brick & mortar)	14		20		19		10		63
Informal Dwellings (Shacks/mud/hut etc.)	12		2		4		3		21
Electrical	0		0		0		1		1
Rubbish	1		0		1		0		2
Vegetation	46		39		47		55		187
Transport (Cars/busses/trains/aircraft/ship)	18		5		19		15		57
Ancillary Services: Provision of Potable Water	-		-		-		-		-
Ancillary Services: Locked premises	3		-		-		-		3
Rescue (people/animals trapped/lost from machinery or water etc.)	-		-		-		-		-
Spillages (oil, diesel on road services)	-		1		-		-		1
Hazmat Spillages (chemicals ect.)	-		-		-		-		-
Any other types of humanitarian services	2		3		1		1		7
TOTAL CALLS ATTENDED	97		72		92		88		346
Estimated cost	R 39 905 000		R47 135 700.00		R24 666 487		R 30 955 110		R142 662 297.00
Fatalities	Adult	Child	Adult	Child	Adult	Child	Adult	Child	TOTAL
	8	0	0	0	7	4	15	3	37

Chapter 3

Injured victims treated by ADM Fire Services	Adult	Child	Adult	Child	Adult	Child	Adult	Child	TOTAL
	17	1	9	6	38	2	16	3	92

Concerning T3.21.2

Turn out times within the urban and peri-urban settings of the towns of Dutywa, Butterworth, Komga and Peddie are 15 to 20 minutes, however the rural turn-out times are not ideal due to:

- Long distances to rural areas from the town based fire stations
- Poor road infrastructure
- Lack of water sources for fire- fighting thus large water carrying vehicles are utilized

In an effort to address this, the Amathole District Municipality has embarked on the establishment of satellite fire stations in the 4 local Municipalities for which it has been assigned the fire-fighting function.

- Three (3) major pumper, five (5) medium pumper, seven (7) sedans, six (6) skid unit vehicles are in operation.

Average turnout times are determined by logging the times taken to reach an emergency incident from receipt of call and analysing the record. Average Fire appliances off the road. The average number of busses off the road is obtained by sampling the number off the road on different days at different times.

T 3.21.2.1

Chapter 3

Fire Service Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Turnout time compared to National guidelines	% turn out within guidelines (total number of turn outs)	T0% within guidelines	A0% within guidelines or x if x is larger	T1% within guidelines or A0% if that is larger	70% within guidelines or A0% if that is larger	A1% within guidelines	75% within guidelines or A1 if that is larger; (xxxxx emergency turn outs in year)	95% within guidelines or A4 if that is larger; (xxxxx emergency turn outs in year)	95% within guidelines or A4 if that is larger; (xxxxx emergency turn outs in year)
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. *'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; **Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									
T 3.21.3									

Chapter 3

Employees: Fire Services					
Job Level	Year 2022/23	Year 2023/24			
Fire Fighters Administrators	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
Chief Fire Officer & Deputy	0	0	0	0	0%
Other Fire Officers	0	0	0	0	0%
TG 15 & above	1	1	0	1	100%
TG 13-14	0	0	0	0	0%
TG 9-12	34	40	28	12	30%
TG 8	46	87	63	24	27.58%
TG 4-7	0	0	0	0	0%
Total	81	128	91	37	28.90%
					T3.21.4

Chapter 3

Financial Performance Year 2023/24: Fire Services					
R'000					
Details	Year 2022/23	Year 2023/24			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	(133)	(7 738)	(7 738)	(2 133)	-263%
Expenditure:					
Fire fighters	59 399	55 866	60 147	56 916	2%
Other employees	-	-	-	-	#DIV/0!
Repairs and Maintenance	91	73	73	17	-327%
Other	3 103	6 282	8 312	5 908	-6%
Total Operational Expenditure	62 594	62 222	68 532	2 937	
Net Operational Expenditure	62 726	69 960	76 270	2 940	-8%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					
T 3.21.5					

Chapter 3

Capital Expenditure Year 0: Fire Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.21.6

COMMENT ON THE PERFORMANCE OF FIRE SERVICES OVERALL:

A total number of one hundred and forty (140) inspections were conducted in 2023-2024 financial year. The more fire safety compliance inspections are conducted to promote safety; the more funds are generated by fire services. The Fire Service is intensifying fire safety inspections in the ADM area for the safety of communities and businesses.

A total number of four main fire stations and six satellite fire stations are in operation in four local municipalities.

CHALLENGES

ADM does not have enough permanent fire fighters to assist throughout the district.

There are not enough response vehicles in cases of breakdowns.

The turn around time for vehicles in for repairs is too long

Vehicles are pass their replacement date and breakdown often occur.

Fire station buildings, especially the rented ones are in a state of disrepair.

T 3.21.7

Chapter 3

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

INTRODUCTION TO DISASTER MANAGEMENT

The Disaster Management Act 57 of 2002, the Disaster Management Amendment Act 16 of 2015 and the National Disaster Risk Management Policy Framework promote inter alia:

- A coordinated approach to disaster management, with special emphasis on the prevention and mitigation of disasters;
- The facilitation of the development and implementation of public awareness to inculcate a culture of risk avoidance;
- The promotion of disaster management capacity through training and education.

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support of COGTA. The establishment of disaster volunteers was implemented in Mbhashe, Great Kei, Ngqushwa and Amahlathi local municipalities except for Mquma and Raymond LMs. The ADM disaster officials provided the relevant support in the establishment of the disaster volunteers.

The local municipalities conducted Joint Operation Committee meetings on various days and reported for consolidation to the Covid 19 Disaster Command Centre and Council as per agreed protocols. One of the common challenges reported with regards to the seating of the of the local JOCs was the poor attendance by stakeholders within the local municipalities.

PROGRAMS	PURPOSE AND OUTCOMES
Responded to significant incidents of severe weather elements to multiple homes.	To provide means to repair homes to families affected by disastrous incidents.
	Provide sustainable shelter to vulnerable/ needy families by making consolidated submissions from affected local municipalities to the National and Provincial Department of Human Settlements.
	During the financial year 2023/2024, severe weather elements were reported to have caused damage to dwellings and infrastructure in all six Local Municipalities within the jurisdiction of Amathole District. Three fatalities reported due to flooding and heavy rains during 15 th and 16 th

Chapter 3

	October 2023 incident. Two fatalities with one drowning and eight injuries were reported in the December/ January summer season period. Damages to dwelling structures: Three hundred and eighty-three (383) dwellings were partially damaged, while one thousand four hundred and sixty-nine (1,469) houses were completely destroyed leaving the affected homeless. Damages to infrastructure: Roads and Bridges: All the six local municipalities have suffered significant damage to roads and low-lying bridges as a result of the heavy rain and flooding during the third and fourth quarter of 2023/24 financial year. Education Facilities: Fourteen schools were reported damaged, with mostly during the first quarter, and were repaired. Health Facilities: Three health facilities in the district were reported damaged and were rehabilitated. The Amathole District Municipality coordinated applications for grant funds from affected local municipalities, which were submitted to the Provincial Disaster Management Centre together with costed business plans as well as the lists of damaged road and bridges. The National Disaster Management Centre granted an amount of R141,325,000 to ADM local municipalities affected by flooding during the April 2022 disaster through under the Municipal Disaster Recovery Grant.
Coordination of the development and implementation of Community Integrated Response Plans.	The Disaster Management Centre is responsible to give guidance to the relevant stakeholders on ways and means of determining levels of risk; assessing vulnerability of communities

Chapter 3

	to disasters that may occur; increasing the capacity of communities to minimize the risk and impact of disaster that may occur; and monitoring the likelihood and state of alertness to potential disasters. To address the above challenges, these Community Integrated Response Plans in all six local municipalities were developed and implemented at ward level. During the 2023/2024 financial year, a total of twenty-three (23) Community Integrated Response Plans have been implemented in five Local Municipalities in the district.
Capacitation of learners, educators and Community members in disaster risk management in order to promote disaster risk avoidance:	Disaster risk management campaigns aim to increase awareness about potential disasters and promote preventative measures in communities. A total number of hundred and six (106) awareness campaigns were coordinated in all six local municipalities in the district in 2023/24 financial year.
T3.22.1	

CHALLENGES

The district has more rural villages that are especially vulnerable to disasters due to their incapacity to cope with their poor socioeconomic situations. Poverty, communication-related information management, socio-economic status, community participation, and a lack of other sector departments involvement in disaster risk management are among the issues faced by the district. This makes it difficult for the Disaster Management Unit to effectively coordinate its activities.

Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.22.1

Chapter 3

SERVICE STATISTICS FOR DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL,
CONTROL OF PUBLIC NUISANCES, ETC

T 3.22.2

Chapter 3

Disater Management, Animal Licencing and Control, Control of Public Nuisances, Etc Policy Objectives Taken From IDP									
Service Objectives <i>Service Indicators</i> (i)	Outline Service Targets (ii)	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
<i>Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; **Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.</i>									
T 3.22.3									

Chapter 3

Job Level	Year 2021/22	Employees: Disaster Management Year 2022/23			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
TG 15 & above	1	1	1	0	0%
TG 13-14	1	1	1	0	0%
TG 9-12	8	8	7	1	12.5%
TG 8	0	0	0	0	0
TG 4-7	0	0	0	0	0
Total	10	10	9	1	9.09%
T 3.22.4					

Financial Performance Year 2020/21: Disaster Management, Animal Licencing and Control, Control of Public Nuisances, Etc					
R'000					
Details	Year -2021/22	Year 2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	(2 259)	0	(1 116)	(709)	100%
Expenditure:					
Employees	6 763	6 852	940	6 181	-11%
Repairs and Maintenance	0	0	100	0	0%
Other	3 854	2 363	(229 912)	2 910	19%

Chapter 3

Total Operational Expenditure	10 617	9 215	(228 872)	9 091	-1%
Net Operational Expenditure	8 358	9 215	(229 989)	8 382	-10%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and original Budget.					T 3.22.5

Chapter 3

Capital Expenditure Year 0: Disaster Management, Animal Licencing and Control, Control of Public Nuisances, Etc					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.22.6

COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL OF PUBLIC NUISANCES, ETC OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.22.7

Chapter 3

COMPONENT H: SPORT AND RECREATION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

INTRODUCTION TO SPORT AND RECREATION

Amathole District Municipality continues to use sports development as an investment to health, vitality and productivity of the communities in which it functions including our own employees. As reflected in the ADM's District Sport Development Strategy, the social benefits of investing in sport include an overall improvement in the quality of life, physical, -mental and moral well- being of a population.

Youth unemployment across the district is on the rise and through our sports development programs we are able to minimize them getting into illegal activities such as stealing including drug and alcohol abuse and all other social ills. Close collaborations with our strategic partners like sector departments, SALGA in the province and SAFA, we have been able to implement some of these programs over the years.

Inward looking to employee sports, it should be noted that employee sport plays an important role in the wellness of employees as it keeps people physically and mentally healthy, and therefore contributes in improving productivity. Hence one of the objectives of the ADM's District Sport Development Strategy is to promote continuous participation in sport by ADM staff members and Councillors. Sporting codes that are popular among employees are soccer, rugby, netball, tennis, hockey to mention but a few. During the year under review sporting activities were put on hold and that had an impact in the normal sporting activities our employees usually engage in.

Delete Directive note once comment is completed – Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year. Refer to support given to those communities that are living in poverty.

T 3.23

Chapter 3

3.23 SPORT AND RECREATION

SERVICE STATISTICS FOR SPORT AND RECREATION

T 3.23.1

Chapter 3

Sport and Recreation Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
<i>Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. *'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.</i>									
T 3.23.									

Chapter 3

Employees: Sport and Recreation					
Job Level	Year 2021/22	Year 2022/23			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
TG 15 & above	0	0	0	0	0%
TG 13-14	0	0	0	0	0%
TG 9-12	2	2	1	1	50%
TG 8	0	0	0	0	0%
TG 4-7	0	0	0	0	0%
Total	2	2	1	1	50%
T 3.23.3					

Chapter 3

Financial Performance Year 0: Sport and Recreation					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.23.4

Capital Expenditure Year 0: Sport and Recreation					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.23.5

Chapter 3

COMMENT ON THE PERFORMANCE OF SPORT AND RECREATION OVERALL:

Sport development programs contribute in diverting the youth's energy from crime activities and improving the general health of citizens. It is also through these programs that new talent is identified in all sport codes.

Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.23.6

Chapter 3

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services, ICT services, property services.

INTRODUCTION TO CORPORATE POLICY OFFICES,

Delete Directive note once comment is completed – Provide brief introductory comments.

T 3.24

Chapter 3

3.24 EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councilors; and municipal manager).

INTRODUCTION TO EXECUTIVE AND COUNCIL

Amathole District Municipality is an Executive Mayoral Type of Municipality with Executive Mayor, established in terms of section 56 of the Municipal Structures Act and Chapter 7 of the Municipal Financial Management Act,

There are 6 Section 80 Standing Committees of Council led by Portfolio Heads directly report to the Executive Mayor namely:

Good Governance and Public Participation
Municipal Transformation and Organizational Development
Community Services
Municipal Financial Viability
Local Economic Development
Basic Service Delivery and Infrastructure Investment

The Committees are established in alignment with the Local Government Key Performance Areas.

The Council in Total has 47 Councillors from diverse political formations and Local Municipalities and 3 Traditional Leaders participating in Council in accordance with Section 81 of the Municipal Structures Act of 1998 as amended.

The Portfolio Councillors are delegated specific functions by the Executive Mayor to perform and report to the Mayoral Committee in turn the Executive Mayor reports to Council

The Council has established section 79 Committees to assist Council to fulfil its oversight functions. The Committees are established in terms of section 160(8) of the Constitution of the Republic of South Africa, 1996 as amended with proportional representation of all the parties in council. The Committees are as follows:

- (i) The Rules Committee
- (ii) The Municipal Public Accounts Committee
- (iii) The Women Caucus
- (iv) Ethics Committee

These Committees perform the functions assigned to them in terms of their terms of reference and report to Council.

Provide brief introductory comments. Set out your top 3 service delivery priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by your service during the year.

T 3.24.1

Chapter 3

SERVICE STATISTICS FOR THE EXECUTIVE AND COUNCIL

T 3.69.2

Chapter 3

The Executive and Council Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
Service Indicators		(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
(i)	(ii)								
Service Objective xxx									

Chapter 3

Employees: The Executive and Council					
Job Level	Year 2021/22	Year 2022/23			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
TG 15 & above	8	9	8	1	11.11%
TG 13-14	6	12	7	5	41.66%
TG 9-12	2 8	33	25	8	24.24%
TG 8	3	4	3	1	25%
TG 4-7	0	0	0	0	0%
TOTAL					
T3.24.4					

Chapter 3

Financial Performance Year 2022/23: The Executive and Council					
					R'000
Details	Year -2021/22	Year 2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	(1 141 839)	1450 129	15 197 81	826 642	75%
Expenditure:					
Employees	62 302	320 247	710 336	276 148	16%
Repairs and Maintenance	9 985	1326	11 326	99 36	87%
Other	532 824	729 906	513 159	225 885	-223%
Total Operational Expenditure	883 955	1051 479	12 348 22	511 969	-105%
Net Operational Expenditure	307 884	398 649	284 959	314 673	-27
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.24.5
Total	⁴ 5	47	43	15	31.91%
					T 3.24.4

Chapter 3

Capital Expenditure Year 0: The Executive and Council					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.24.6

COMMENT ON THE PERFORMANCE OF THE EXECUTIVE AND COUNCIL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.24.7

Chapter 3

3.25 FINANCIAL SERVICES

INTRODUCTION FINANCIAL SERVICES

The key performance area is the focus on long-term financial sustainability. It is imperative that the generated revenue base is of such a nature that the Municipality is able to fund its short-, medium- and long-term operations in order to ensure continuity and a financially sound and stable organisation.

The major key functional areas that have been identified and linked to financial sustainability are revenue enhancement, credit control measures and expenditure management.

Revenue Enhancement and Credit control

The outstanding debtors' balance for the 2022/23 financial year (before the provision for bad debt impairment) was R1 035 billion in which 64% of the total debt is owed by domestic category.

The average annual collection rate is 22% for the 2022/23 financial year; institution billed R709 million and managed to collect R155 million which equates to 22%. ADM continues to implement revenue enhancing strategies. These include;

- resuscitation of a call centre for debt collection;
- electronic platforms for communication and access to statements; and
- integrated indigent registration.
- Full implementation of credit control and debt collection policy thereby implementing disconnections and restrictions to all defaulters

Monitoring of supplier payments within legislative timeframes

The municipality continues to monitor payments to suppliers within 30 days of receipt of the invoice. 98.5% invoices were paid within 30 days for the financial year ending 30 June 2023.

Preparation of Annual Financial Statements

Amathole District Municipality continues to prepare the annual financial statements in house for submission to the Auditor General South Africa, in accordance with Sec 122 and Sec 126 of the Municipal Finance Management Act. These statements were submitted in compliance with the legislative timeframes.

ADM achieved a Disclaimer audit opinion during the year which ended on 30 June 2022, because the Auditor General could not express an opinion on the financial statements, due to the significance of the matters described in the basis for disclaimer opinion section of the Auditor's report. AG was unable to obtain sufficient and appropriate audit evidence to provide a basis for an audit opinion on both the consolidated and separate financial statement.

Management responses to audit queries

After the Audit report was issued by the Auditor General, an action plan to address the matters in both these documents was compiled. The Amathole District Municipality has implemented the Operation Clean Audit template to manage the actions and timeframes. The progress on the resolution of the audit queries is monitored closely by the Executive management, Internal Audit and Provincial Treasury, with weekly meetings to discuss progress. The delay in completion of the 2020/2021 audit has resulted in the resolution of the audit action plan not being at the desired level.

Chapter 3

mSCOA compliance

ADM is transacting on mSCOA version 6.4 as required by National Treasury for the 2021/22 financial year. The municipality is still experiencing challenges around the submission of the data strings via the portals as the IDP and budget modules are not yet live. Data strings have however been submitted manually, with all monthly data strings being submitted.

Provide brief introductory comments. Set out priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by financial service during the year.

T 3.25.1

Debt Recovery							
R' 000							
Details of the types of account raised and recovered	Year 2020/21		Year 2021/22			Year 2022/23	
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected
Property Rates	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Electricity - B	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Electricity - C	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Water - B	16 968	38%	25 464	18 923	26%	15 278	60%
Water - C	282 685	38%	424 226	80 686	19%	254 536	60%
Sanitation	97 735	43%	146 671	41 921	29%	88 003	60%
Refuse	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A
B- Basic; C= Consumption.							T 3.25.2

Chapter 3

Concerning T 3.25.2

Delete Directive note once table is completed – The proportion of account value billed is calculated by taking the total value of the year's revenues collected against the bills raised in the year by the year's billed revenues.

T 3.25.2.1

Chapter 3

Financial Service Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year 0		Year 1			Year 2	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Increase in speed of payment of tariffs, tax demands, invoices	No more than x% of creditors raised (in Rand value) during the year outstanding (o/s) at year end	No more than T0% of current yr creditors o/s at yr end	No more than A0% of current yr creditors o/s at yr end	No more than T1% of current yr creditors o/s at yr end	No more than T1% of current yr creditors o/s at yr end	No more than A1% of current yr creditors o/s at yr end	No more than T2% of current yr creditors o/s at yr end	No more than T5% of current yr creditors o/s at yr end	No more than T5% of current yr creditors o/s at yr end
Reducing the number of invoices raised by increasing advance payment for services rendered (A project requiring participation by all departments but let by the central finance department)	x% reduction in number of invoices raised over the previous year's target	T0% reduction in invoices raised; target limit of invoices	A0% reduction in invoices raised; target limit of invoices	T1% reduction in invoices raised; target limit of invoices	T1% reduction in invoices raised; target limit of invoices	A1% reduction in invoices raised; target limit of invoices	T2% reduction in invoices raised; target limit of invoices	T5% reduction in invoices raised; target limit of invoices	T5% reduction in invoices raised; target limit of invoices
Improving speed of legal measures to recover revenues	Commence legal proceedings for recovery of revenues within 4 weeks of the due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	Legal proceeding within 4 weeks of due date	% of legal proceeding commenced within 4 weeks of due date	% of legal proceeding commenced within 4 weeks of due date	% of legal proceeding commenced within 4 weeks of due date
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *Current Year' refers to the targets set in the Year 0 Budget/IDP round. *Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									T 3.25.3

Chapter 3

Employees: Financial Services					
Job Level	Year 2019/20	Year 2020/21			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
TG 15 & above	11	14	11	3	21.42%
TG 13-14	14	41	24	17	41.46%
TG 9-12	48	64	48	16	25%
TG 8	0	86	57	29	33.72%
TG 4-7	0	0	0	0	0%
Total	73	205	140	65	31.70%
T 3.25.4					

Chapter 3

Financial Performance Year 2020/21: Financial Services					
R'000					
Details	Year -2019/20	Year 2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	15 938	1 674 406	273 561	1 474 593	-11.93%
Expenditure:		1 637 324	241 948	2 160 750	31.97%
Employees	112 636	782 924	(30 031)	726 710	-7.18%
Repairs and Maintenance	–	17 647	–	23 576	33.60%
Other	8 511	836 753	271 980	1 410 463	68.56%
Total Operational Expenditure	121 146	1 637 324	241 948	2 160 750	31.97%
Net Operational Expenditure	105 208	37 682	31 613	(146 959)	-490.00%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget.					T 3.25.5

Capital Expenditure Year 0: Financial Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.25.6

Chapter 3

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.25.7

Chapter 3

3.26 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

COVID-19 Response by ADM

In the middle of the financial year, the Country was gripped by the Covid-19 pandemic and the organisation had to quickly review systems and the manner of doing things. The Government on the other hand had introduced a National Lockdown under the Disaster Management Act which organisations had to comply with. ADM quickly responded to the unfortunate events by appointing a Covid-19 Compliance Officer who was assigned the responsibility of developing ADM Covid -19 Response Plan and other related protocols.

All the necessary Plans were developed and submitted to Council for Approval.

ADM also set aside a budget for the purchase of Protective Clothing in line with the needs and requirements of employees. The Organisation ensured that there was constant communication with all its stakeholders including employees and Councillors to ensure that there was no information gap and that all were pulling in our direction.

In all instances where there were positives cases reported in the workplace, the affected offices would be closed for decontamination and such still continues to-date.

Protective clothing is ordered in bulk and distributed periodically to all employees as per the needs.

Proper SCM processes are followed in the procured of the PPE to ensure that all relevant prescripts are adhered to.

Regarding the Institutional arrangements assignment and In line with the Municipal Turnaround Strategy, Amathole District Municipality has managed to develop Job Descriptions for positions in the new Organogram and a Job Evaluation Committee was established and is fully functional. Job descriptions developed are continuously subjected to the committee for evaluation and ultimately submitted to the Provincial Audit Committee to prepare for the migration. The intention is to have all jobs in the new structure graded by the District Job Evaluation Committee and audited by the Provincial Audit Committee, which is a SALGA body, so that ADM could reach a maintenance stage of job evaluation.

Another intended goal is the implementation of Migration Plan that was approved by Council. This process can only be objectively conducted when all positions in the structure have grades. The approved Migration Plan makes provision for the consideration of skills possessed by each individual and relevant experience to ensure that employees are properly placed where their skills and experience are needed

The Corporate Services Department has also conducted an extensive skills and competency audit for the entire establishment which will not only assist during the implementation of the Migration Plan, but also in the establishment of a credible database of skills and competencies in the institution.

As part of lowering the staff complement and also lowering the salary bill, ADM embarked on a process of introducing the Mutual Separation Agreements and an application for funding was made to

Chapter 3

the Department of National Treasury and National Department of Cooperation and Traditional Affairs. The National Department has shown keep interest in funding this initiative as it is in line with the pronouncements made by the Minister of Finance in his Budget speech in early 2019.

The institution was directed by the department to develop a concrete Business Plan for submission and that was subsequently done and a positive outcome has still not been secured.

ADM has now opted to look for funding internally and take an approach of staggering the applications to ensure affordability. Many options were considered and will be tabled in Council. Such include but not limited to Bank loans, utilizing the salary budget etc.

The institution has also managed to institute disciplinary actions within 3 months of all reported cases and with that, it is compliant with the South African Local Government Bargaining Council Collective Agreement. The institution also prides itself on the filling of Section 56 Manager positions as all positions are currently filled including that of the Municipal Manager.

The Organisation has about 6 suspensions of senior employees which extend beyond the 3 months stipulated in the SALGBC and the Accounting Officer has now ensure that all such cases are speeded up through the appointment of Presiding Officers and Prosecutors.

The institution has finalised the Delegation Framework to give effect to the new Regional Model which has now been introduced to manage the satellite offices. This will enhance the service delivery initiatives and provide for a speedy response rate to areas of need.

To note as well is that Amathole District Municipality has achieved 90 % of its Municipal Transformation and Institutional Arrangements Key Performance Indicator targets and that performance guarantees that all institutional targets as set out in the IDP and in the institutional Strategic Planning Session are achieved.

The KPIs delivered by the institution are in line with Vision 2058 objectives.

or the next financial year (2021/2022), the department plans to reconfigure the Biometrics system to derive best value for money and also ensure that there is no time lost due to poor access control.that there is no time lost due to poor access control.

In the year under review, due to the challenges experienced with the Biometrics system, ADM management re- introduced Manual register to ensure that attendance of staff is monitored and there is compliance with all relevant prescripts. The manual registers and the Biometrics system have been running concurrently and without any glitches.

The Human Resource Plan

In the 2019/2020 financial year, ADM developed a Human Resource Plan which sought to provide s strategic direction in respect of the sourcing of human capital to ensure that the resources are directed towards pertinent programmes. ADM is a Water Service Authority and Water Service Provider and therefore, it is necessary for the Establishment Plan (Organogram) to be designed and engineered in order to be responsive to the powers and functions of the District Municipality. The last approved Organogram, in June 2018, was designed to offer technical positions in order to be able to deliver on the mandate of the organisation which is the provision of water and sanitation. More positions have been added on the technical services which include the Engineering Department.

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The Human Resource Plan that was approved by Council in March 2019 seeks to identify critical talent pipelines with the intention of building on those and the Corporate Services department is charged with the responsibility of ensuring that the organisation is able to deliver on its mandate utilising talent and skills available within the organisation. As part of developing the HR Plan,

The HR Plan provides guidance on how to manage the ADM human capital from the stage wherein the skills are recruited into the organisation until a stage where employees exit the organisation. The HR Plan provides a blueprint that ensures that ADM is able attract the best skills available within the country and be able to sustain and hold on to that skill and more-over, be able to speedily replace such skills should it be lost.

The Human Resource Plan further provides for the conducting of Exit Interviews for those employees who exit the organisation in order to ensure that the information gathered through such exercises is utilised to benefit the organisation. The Plan will be a living policy which will be reviewed annually to ensure that it remains relevant and useful for the organisation

Employment Equity Plan

The Employment Equity Plan (EE) was reviewed and adopted in 2022. The analysis of the existing employee profile of ADM revealed that at ADM race is not a problem, but the main challenges are: Under representation of females and Gross under representation of People with Disabilities. The EE plan's objective is to pursue and achieve a female representation of 47.2% as per the Provincial EAP Gender Statistics, and 2% in People with Disability category. The 2012 baseline (a year in which a report was released after the first adoption of the EE plan) for Female representation and People with Disabilities was 36% and 0.3% respectively in the institution.

In 2023/2024 financial period, female representation stands at 46% whilst the percentage is 0.3% on People with Disabilities. The current Employment Equity Plan that stretches to 30 June 2027 seeks to address the percentage gaps.

Employee Wellness & Occupational Health & Safety

The Employee Wellness and Occupational Health and Safety Unit has the following policies and strategies:

Employee Wellness policy & strategy

Occupational Health and Safety policy & strategy

Bereavement policy

HIV and Chronic Illnesses strategy

All the above guiding documents are still within, and programs are implemented in line with strategies. These programs are promoting the health and Safety of employees at work, preventing the occurrence of diseases and injuries on duty. They also help the employees solve the problems they encounter at work and those that affect their personal lives, which in turn negatively impact their work performance.

The following programs were conducted on 3 strategies Commemoration of TB , workplace inspections, Employee Wellness Day; HIV& AIDS testing and education, General Health Checks; Inspection of ADM office; Health & Fitness Session, HIV&AIDS Awareness Financial Management, Flu Vaccine, Snake Awareness

Workshop on Conflict Management.

Health Exposition and Financial Management Workshop.

Chapter 3

Organisational Development and Job Evaluation

The aim of Organisational Development and Job Evaluation Unit amongst other things, is to provide advisory services in developing an appropriate organisational structure, maintain organisational charts, provide work study services to departments and coordinate job evaluation services in order to fulfil the primary objective of Section 66

(1) of The Local Government Municipal Systems Act 32 of 2000.

The establishment plan was developed and tabled before Council on the 29th June 2018, where it was approved. The 2018/19 organogram contains 2092, this figure includes Section 55 and 56 Managers positions which six are filled and 1 position is vacant. Amathole District Municipality has introduced a Regional model in the organisational structure that will enhance the existing satellite model to deliver quality and integrated services in the six local municipalities. This on-the-ground approach helps to streamline the delivery process and ensure effective and efficient response. The Regional Offices focuses on coordination and monitoring integrated service delivery within the different satellite offices.

The table below depicts the newly approved organogram and the distribution positions as per directorate:

Department	Number of Positions	Percentage
Office of the Municipal Manager	77	3.68
Strategic Planning & Development	66	3.15
Budget & Treasury Office	253	12.09
Corporate Services	130	6.21
Engineering & Infrastructure Services	1 272	60.8
Community Services	240	11.47
Spatial Planning & Economic Development	54	2.58
TOTAL	2 092	100%

NOTE: Amathole District Municipality Council adopted the reviewed Organisational Structure with a process plan that outlined:

- Job Descriptions development;
- Evaluation of Job Descriptions;
- Auditing of Job Descriptions;
- Workforce Transition Process; and
- Criteria for Filling of Vacant Critical Positions.

OD & Job Evaluation Unit has the following policy & Strategy

- Job Evaluation Policy
- Organizational Development Strategy

Chapter 3

Proposed structural Review 2021/22

Due to relentless financial crisis ADM has decided on a need to review its organisational structure afresh, and further reduction in its salary bill and gaining more financial viability are some of the targeted outcomes. The decision was complemented by the implementation of a Regional

Management Support Contractor Programme, commonly referred to as the Financial Recovery Plan (FRP), which is an instrument that is designed to provide guidance in addressing financial distress in the municipality.

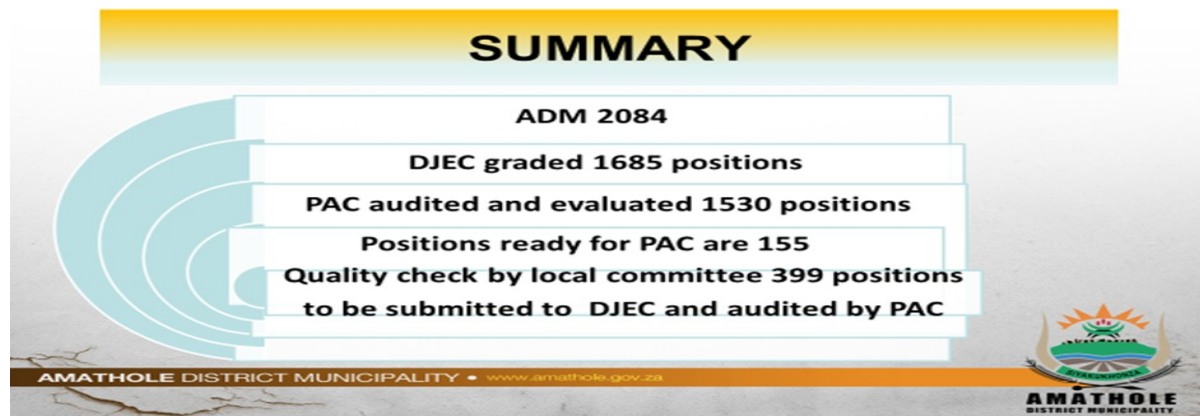
The Section ensured that critical Organizational Design principles were adhered to throughout the process, such as

- Core mandate of the institution as a District Municipality - powers and functions
- strategic goals of the institution – a structure follows function notion
- function (not person) consideration to develop an objective structure
- Objectives of the Financial Recovery Plan etc.

The proposed structure is still undergoing processes within relevant structures such as consultation with Local Labour Forum until it gets approval by the Council.

Progress of Job Evaluation and Auditing

As at 30 June 2021; 1685 (one thousand six hundred and eighty-five) positions have been graded by DJEC and 1530 positions have been confirmed by the PAC, and this translates to 81% and 73% respectively of the total positions ready for migration. This gives a total of 399 positions (three hundred and ninety-nine) that are outstanding for evaluation and auditing. To this end, 155 (one hundred and fifty-five) positions have been evaluated by the DJEC and will be submitted to the relevant structure accordingly.



Delays experienced in jobs grading processes are negatively affecting the implementation of the above plan as all data relating to the new structure can only be available after all jobs have been audited by the PAC and confirmed by the institution.

Chapter 3

At Amathole District Municipality there are no scarce skills, in keeping with the ADM's Scarce Skills Policy, if ADM advertises twice without success, then that position is categorised as a scarce skill. (head hunting commences). However, the institution has not been faced with that challenge. Even though skills may be critical, but it is not scarce.

The new approved structure for the year 2018/19 has not yet implemented, however below is the list of filled positions and vacancies, since we still using the old structure: -

- 2018/2019 Establishment plan has 2299 positions
 - Filled positions are a total of 1469 (one thousand four hundred and sixty-nine)
 - Vacancies equals to 875 (eight hundred and seventy-five)
 - No of positions budgeted are 1500 (one thousand five hundred), positions vacated on 31 January 2021 backwards are not funded.
- Vacancy rate – 36% Filled positions – 64%

Provide brief introductory comments. Set out priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by HR service during the year.

T 3.26.1

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

T 3.26.2

Chapter 3

Human Resource Services Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; *'Current Year' refers to the targets set in the Year 0 Budget/IDP round. *'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									T 3.25.3

Chapter 3

Employees: Human Resource Services					
Job Level	Year 2021/22	Year 2022/23			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
TG 15 & above	10	18	9	9	50%
TG 13-14	9	23	10	13	56.52%
TG 9-12	19	35	19	16	45.71%
TG 8	16	19	15	4	21.05%
TG 4-7	47	66	46	20	30.30%
Total	101	161	99	62	38.50%
T3.26.4					

Chapter 3

Financial Performance Year 2022/23: Human Resource Services					
R'000					
Details	Year -2021/22	Year 2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	2 545	0	1 635	1495	100%
Expenditure:					
Employees	37 049	45 233	44 115	11792	284%
Repairs and Maintenance					
Other	30 772	5 767	232 350	98	6001%
Total Operational Expenditure	6 277	51 000	276 465	11694	-336%
Net Operational Expenditure	3 732	51 000	274 830	10198	-400%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.26.5

Capital Expenditure Year 0: Human Resource Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.26.6

Chapter 3

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

The institutional diagnosis conducted at ADM, revealed amongst other findings, that ADM staff establishment was bloated. In an effort to deal with that anomaly and to achieve other envisaged strategic goals, the institution took a decision to embark on a comprehensive organizational re-engineering. An Institutional Arrangement project which involved a number of key interventions that were aimed at enabling ADM to move closer to achieving its desired goal, commenced in 2018/2019. In the main, the envisaged outcomes were to ensure that ADM has a lean and affordable structure that is directed at core functions of the institution, and that all jobs are in the correct skills level and TASK Grade. In order to ensure that all jobs are in the correct skill level and task grades, twelve officials were trained on job description writing and job evaluation, and were tasked to review all the written job description, and further participate in the job evaluation processes, in line with South African Local Government Association (SALGA) policies

Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.26.7

Chapter 3

3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

This component includes: Information and Communication Technology (ICT) services.

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The main responsibility of ADMs ICT services is providing and maintaining Information Systems (IS) that responds to the information needs and requirements of the municipality as well as to ensure connectivity of ADM users at all times by focusing on the following areas;

- Security of all Information Technology (IT) systems and assets;
- Availability of systems;
- High performance of systems;
- Increase service delivery of ADM to its greater customers through highly effective systems;
- Support and maintain systems used by ADM departments;
- Ensure IT systems work according to business requirements;
- Ensure seamless integration of systems and platforms; and
- To lead delivery of IT systems and services according to industry best practices and government based procedures.

The municipality procured an Integrated Financial Management system known as ADMac – (Accurate Data Management Capsule). This was to ensure compliance to mSCOA – (municipal Standard Chart of Accounts) requirements of 01 July 2017 by municipalities as mandated by National Treasury. ADM started transacting on the system in July 2016 on a phased approach a year earlier to the required date of 01 July 2017. One of the aims of the project is to integrate systems and ensure one central point of financial reporting whilst taking full advantage of automated business processes and enhancing how ADM conducts its business. There has been system challenges post implementation and a service provider has been appointed to address system issues.

Continuing with the implementation of the GIS Strategy, the established shared services for the local municipalities that do not have the GIS skills continues to yield much better fruits. The baseline for the use of GIS is based on the programmes and projects undertaken such as an audited land audit and verification for the whole district, which is updated with the cadastral information, land ownership with land use including DEEDS data (title deeds). The cadastral information is updated on a quarterly basis and the latest is up until March 2021.

A Property Base Workflow system has been developed to assist with the processing and management of land use applications submitted for land administration. The benefit is contributing towards revenue management in terms of ensuring that land use and ownership information is updated and any applications thereof are managed and monitored thus being tracked in the system. The other deliverable was the integration of the billing information to the GIS system where it is used by the revenue unit for revenue enhancement. The project is currently at Bid

Evaluation stage and it is anticipated that the appointment will be done in 2021.

Chapter 3

Furthermore, the updating and integration of the infrastructure assets onto GIS is an ongoing exercise including the geo-referencing of ADM IDP projects in the GIS system by capturing coordinates in the system to give a spatial view. Also, the updating of the local amenities on the system such as but not limited to community halls, schools, clinics, health facilities, businesses etc and disaster areas and this is done on an ongoing basis in collaboration with the Local Municipalities and ward councillors. The scanning and processing of building plans is done and uploaded onto the GIS website once completed and linked with the property information. ADM has managed to source and place GIS interns in Great Kei, Mbhashe and Ngqushwa LMs through Messrs Little Pig Pty Limited and their contracts came to an end in October 2020. ADM Customer care complaints have also been captured, mapped and integrated onto GIS.

The GIS system is available over the web or internet for use by the local municipalities and communities or anyone that has internet access, as a flagship. Awareness training workshops have been conducted to all ADM internal departments and LMs on the use and benefits of the system.

Provide brief introductory comments. Set out priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by ICT service during the year.

T 3.27.1

SERVICE STATISTICS FOR ICT SERVICES

T 3.27.2

Chapter 3

ICT Services Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	 (iv)	*Previous Year (v)	*Current Year (vi)	 (vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year -1 Budget/IDP round; * 'Current Year' refers to the targets set in the Year 0 Budget/IDP round. * 'Following Year' refers to the targets set in the Year 1 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									
T 3.27.3									

Chapter 3

Employees: ICT Services					
Job Level	Year 2021/22	Year 2022/23			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
TG 15 & above	3	5	3	2	40%
TG 13-14	10	17	9	8	47.05%
TG 9-12	1	1	1	0	0%
TG 8	0	0	0	0	0%
TG 4-7	0	0	0	0	0%
Total	14	23	13	10	43.47%
					T3.27.4

Chapter 3

Financial Performance Year 2022/23: ICT Services					
R'000					
Details	Year -2021/22	Year 2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	0	0	0	0	0
Expenditure:					
Employees	11 608	11 522	16 527	10 130	-14%
Repairs and Maintenance	15	0	0	6	100%
Other	42 821	40 871	39 684	21 326	-92%
Total Operational Expenditure	54 444	52 394	56 211	31 462	-67%
Net Operational Expenditure	54 444	52 394	56 211	31 462	-67%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					
T 3.27.5					

Capital Expenditure Year 0: ICT Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T 3.27.6

Chapter 3

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

The Municipality under the year of review experienced challenges with the licensing of IT Infrastructure software to ensure optimal functionality and guaranteed availability of ICT services due to financial constraints. Onsite support continues to be rendered to the Integrated Financial Management System and user confidence in its understanding and use has improved. Historical data from legacy systems is accessible to the Municipality. Service providers for SAP support and ICT Co-source have been appointed for three years to address system gaps and challenges identified in the implementation of ADMaC and to augment internal ICT unit capacity. Data allocation has been consolidated into one service rather than individual data contracts which have proven difficult to manage over time and is now managed centrally.

Support has been received through SALGA and GIZ and an IT Capability Maturity Assessment was performed to identify areas that require improvement and/maintained to ensure the ICT unit is able to render acceptable services to end users. The next phase is to conduct an end-user survey on provisioning of ICT services which will be analyzed against the IT Capability Maturity Assessment report to provide a holistic view and areas of improvement. Due to financial constraints in the previous financial year critical systems i.e. backups, firewall, server hardware maintenance and support etc have been licensed. In the advent of Covid-19 ADM has been able to conduct virtual meetings and council meetings and have been able to pilot the use of digital signatures and the system has been setup and functional for use in 2021/22.

The land Audit cadastral information has been updated up until March 2021. Routine maintenance i.e. Capturing and Linking of building plans to the cadastral land audit update, update of "Who is My Councillor" application etc is done to ensure that both systems are always available and with up to date information. ADM Internal datasets including Customer care complaints, VIP toilets as well Water sampling points have been captured and integrated onto the GIS system

Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T3.27.7

Chapter 3

3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes: property; legal; risk management and procurement services.

INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

Delete Directive note once comment is completed – Provide brief introductory comments. Set out priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by Property, legal, risk management and procurement services during the year.

T3.28.1

SERVICE STATISTICS FOR PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

T 3.28.2

Chapter 3

Property; Legal; Risk Management; and Procurement Services Policy Objectives Taken From IDP									
Service Objectives Service Indicators (i)	Outline Service Targets (ii)	Year -1		Year 0			Year 1	Year 3	
		Target	Actual	Target		Actual	Target		
		*Previous Year (iii)	(iv)	*Previous Year (v)	*Current Year (vi)	(vii)	*Current Year (viii)	*Current Year (ix)	*Following Year (x)
Service Objective xxx									
Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. * 'Previous Year' refers to the targets that were set in the Year 0 Budget/IDP round; *'Current Year' refers to the targets set in the Year 1 Budget/IDP round. *'Following Year' refers to the targets set in the Year 2 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Intergrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.									T 3.28.3

Chapter 3

Employees: Property; Legal; Risk Management; and Procurement Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%
Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.28.4					

Financial Performance Year 0: Property; Legal; Risk Management and Procurement Services					
					R'000
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-32%
Expenditure:					
Employees	125	244	250	248	2%
Repairs and Maintenance	25	244	250	248	2%
Other	45	244	250	248	2%
Total Operational Expenditure	195	732	750	744	2%
Net Operational Expenditure	75	607	650	649	6%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual. T 3.28.5					

Chapter 3

Capital Expenditure Year 0: Property; Legal; Risk Management and Procurement Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T 3.28.6

COMMENT ON THE PERFORMANCE OF PROPERTY SERVICES OVERALL:

Delete Directive note once comment is completed – Explain the priority of the four largest capital projects and explain the variations from budget for net operating and capital expenditure. Confirm your year 5 targets set out in the IDP schedule can be attained within approved budget provision and if not then state how you intend to rectify the matter. Explain the priority of the four largest capital projects and explain variances from budget for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 0 and/or previous year actuals, or expected future variations).

T 3.28.7

COMPONENT J: MISCELLANEOUS

This component includes: the provision of Airports, Abattoirs, Municipal Courts and Forestry as municipal enterprises.

INTRODUCTION TO MISCELLANEOUS

Delete Directive note once comment is completed – Provide brief introductory comments. Set out priorities and the impact you have had on them during the year. Explain the measures taken to improve performance and the major efficiencies achieved by this service during the year.

T 3.29.0

[illegible]

Chapter 4

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

INTRODUCTION

Delete Directive note once comment is completed - Provide a brief introduction to your municipality's organisational development function.

T 4.0.1

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees					
Description	Year -1	Year 0			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
Water	26,485	26,485	23,572	23,572	%
Waste Water (Sanitation)	8,541	8,541	8,285	8,285	%
Electricity	12,355	12,355	10,254	10,254	%
Waste Management	14,232	14,232	13,235	13,235	%
Housing	6,542	6,542	5,496	5,496	%
Waste Water (Stormwater Drainage)	5,643	5,643	5,530	5,530	%
Roads	5,643	5,643	5,530	5,530	%
Transport	5,322	5,322	4,470	4,470	%
Planning	1,254	1,254	1,003	1,003	%
Local Economic Development	2,516	2,516	2,063	2,063	%
Planning (Strategic & Regulatory)	12,546	12,546	10,413	10,413	%
Local Economic Development	2,355	2,355	2,190	2,190	%
Community & Social Services	4,565	4,565	3,698	3,698	%
Environmental Protection	5,649	5,649	4,971	4,971	%
Health	5,649	5,649	4,971	4,971	%
Security and Safety	5,649	5,649	4,971	4,971	%
Sport and Recreation	5,649	5,649	4,971	4,971	%
Corporate Policy Offices and Other	5,649	5,649	4,971	4,971	%
Totals	136,240	136,240	120,592	120,592	–
Headings follow the order of services as set out in chapter 3. Service totals should equate to those included in the Chapter 3 employee schedules. Employee and Approved Posts numbers are as at 30 June, as per the approved organogram.					T 4.1.1

Chapter 4

Vacancy Rate: Year 0			
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	1	100.00
Other S57 Managers (excluding Finance Posts)	10	1	10.00
Other S57 Managers (Finance posts)	3	1	33.33
Police officers	12	3	25.00
Fire fighters	20	3	15.00
Senior management Levels 13-15 (excluding Finance Posts)	25	5	20.00
Senior management Levels 13-15 (Finance posts)	6	2	33.33
Highly skilled supervision: levels 9-12 (excluding Finance posts)	35	8	22.86
Highly skilled supervision: levels 9-12 (Finance posts)	8	1	12.50
Total	121	25	20.66
<i>Note: *For posts which are established and funded in the approved budget or adjustments budget (where changes in employee provision have been made). Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</i>			T 4.1.2

Turn-over Rate			
Details	Total appointments as of beginning of Financial Year No.	Terminations during the Financial Year	Turn Over Rate
Year 2021/2022	1487	81	5%
Year 2022/2023	1 434	87	6%
Year 2023/24	1291	74	6%
<i>* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year</i>			T 4.1.3

Chapter 4

COMMENT ON VACANCIES AND TURNOVER:

ADM has for the past years been facing serious challenges to deliver on its mandate of providing improved services to its constituency due to its oversized salary bill, which is beyond the acceptable National Treasury norms of 25% - 35%. Subsequent to the high salary bill, a Municipal Turnaround Strategy was developed and adopted. Moreover, the Financial Recovery Plan has been instituted with the assistance of National Treasury and Provincial Department of Cooperative Governance and Traditional Affairs and the progress is remarkable. The turnover rate for 2023/2024 stands at 6%.

All positions below the management levels are advertised internally for the benefit of the internal candidates and only if there is no suitable candidate found are the positions advertised externally. The positions of section 56 managers are advertised nationally.

Detail the attempts made to fill the posts of senior management and highly skilled supervision and explain why there are no appropriate internal staff to fill the vacancies. Explain how long, at a minimum, the section 57 vacancies (including MM and CFO) have remained unfilled and the reasons for this. Give reasons for the turnover rate experienced by your municipality. Explain measures taken to successfully attract and retain staff.

T 4.1.4

Chapter 4

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

Amathole District Municipality is a progressing district municipality which has a wide range of policies which are reviewed annually and also, as and when need arises. Amongst these policies are the Recruitment and Selection Policy, Leave policy, cell phone policy and the Fleet Management Policy. The workforce is managed appropriately within the institution with clear reporting lines and proper delegation and authority given to the appropriate and relevant offices.

The Municipal Manager has delegated some authority to the Section 56 Managers through a delegation framework that provides guidance on delegations matters. The Heads of Departments have in-turn, delegated some authority to the Senior Managers in order to enable them to be able to manage their divisions on a day to day basis. With regards to management practices, the municipality has a system of reporting and processing issues which commences with the departmental Working Group meetings which is comprised of all employees from TG 14 upwards. The intention to extend the participation to Task Grade 14 is to build a new layer of management echelon in the department and to impart skills. Each Unit Manager is permitted to bring along one subordinate to the Working Group to observe and learn. The decentralized Working Group approach was introduced to ensure that there is maximum participation of assistant manager in the business of Council and to empower them. Further motivation for that was to begin to develop a layer of management that would be able to rise through the ranks at some point, and to ensure that there is institutional memory throughout.

The second structure of Council that processes issues is the Executive Management Committee which is composed of all Section 56 managers and is chaired by the Municipal Manager.

ADM also established Standing Committee linked to the 5 key performance areas of local government which are: Good Governance & Public Participation, Municipal Transformation & Institutional Development, Local Economic Development, Municipal Financial Viability, and Basic Service delivery & Infrastructure Development.

On the 15th March 2020, Co-operative Governance Minister, Dr N Dlamini-Zuma declared a national State of Disaster in Government Gazette 43096, citing the magnitude and severity of the Covid-19 outbreak which had been declared a global pandemic, and the need to augment the measures undertaken by organs of state to deal with the pandemic. As a department that is tasked with the responsibility of looking after the wellbeing of the organization's internal stakeholders, the Corporate Services Department, in consultation with the Community Services Department immediately established a COVID-19 Response Task Team which was representative of all ADM Departments. This set in motion a series of actions, including the development of ADM response to Covid-19 Action Plan that was subsequently tabled through all structures of Council and eventually approved for implementation.

In a concerted effort to combat the transmission of this infectious disease, The plan is intended to outline measures to guide ADM staff and Councillors on keeping safe, becoming accustomed to healthy practices, mitigating against possible negative impacts on their wellbeing, and becoming advocates for the disease prevention and control even at their homes. This, by implication, means that

Chapter 4

it will be the responsibility of each person to ensure that a conducive working environment is created within the institution.

Below is the Lockdown COVID – 19 operational plan which, although Corporate Services Department will be at the forefront, all managers in various departments will be responsible to ensure that the plan and accompanying regulations are adhered to by each person:

Strengthening of the existing COVID-19 Response Task Team to include all Managers and Supervisors such that it is representative of all levels in the organization

- ADM partnering with the Provincial Department of Health or procuring of external Service Providers to screen all ADM employees and Councillors of COVID-19 prior to resumption of work.
- Disinfect the internal environment of all ADM buildings after the initial screening on recommencing of duties, ADM employees and Councillors are encouraged to visit the EAP unit for screening every month.
- Establishment of mechanisms for reporting of identified cases of transmission and infection, without raising alarm and fear.
- Conducting awareness sessions electronically which will also address de-stigmatization; and distribution of pamphlets to ADM employees (head office, satellite offices and treatment plants).
- Procuring of cloth masks on a large scale instead of surgical masks, and each Employee / Councillor to be provided with a pair.
- Wearing of cloth masks to be compulsory at all times where more than two people are gathered,
- Making available 60%+ alcohol based sanitizers and soap to wash hands in all work places at all times
- Sanitizing of hands to be compulsory at the entrance. Alcohol based sanitizer to be always used for all cleaning or cleansing purposes
- Stringent social distancing measures to be compulsory and observed at all times
- Providing good ventilation in all gatherings with more than two people
- Taking of temperature of all those visiting the assessment rooms of the Wellness Unit in the Corporate Services Department
- Prohibiting of office to office visits at all costs and use of telephones and other electronic devices to be encouraged
- Visiting of offices by people from outside ADM to be avoided, unless there are compelling reasons

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- Encouraging employees to get tested in available facilities.
- Encouraging employees to get vaccinated for flu.
- Providing frontline staff and those working in the open plan space with the materials or equipment necessary to prevent person-to – person transmission. Wearing of such protective gear will be compulsory
- Prioritizing electronic document routing measures to minimize person-to-person transmission through document and stationery handling.
- Devising means to revive electronic signatures to eliminate person-to-person touching of Papers
- Providing online training for frontline and general staff on hygiene and sanitizing of workplaces and on COVID-19 risk identification and response protocols.
- Developing a new set of rules for the cleaning staff, ensuring frequent cleansing and sanitizing of reception areas, offices and boardroom surfaces, chairs, floors, lifts, door handles, walking rails and taps. Such should be done as frequently as possible
- Discontinuation of sharing utensils, including cups (staff to bring their own, and keep them in their offices/spaces).
- Discontinuation of sharing water and glasses in Boardroom, (to bring/fetch own water from the kitchen)
- Sanitizing ADM vehicles after every use
- Ensure that sufficient stock is available for the duration of the national state disaster.
- Identifying the most vulnerable employees and Councillors (old and those with underlying health conditions) and recommending that they work from home.
- Cleaners to be supplied with disposable gloves and pinafores; (Importance of “disposable” pinafore to avoid contamination or use of daily sterilized pinafores is encouraged.

The objective of introducing extreme precautionary measures is to curtail or delay the spread of virus. Consideration has also been taken that the virus is sometimes incubated and people remain asymptomatic while unknowingly affecting others. For this reason, it is advisable that each person perceives the other as a carrier of the virus, and such could even be adopted as ADM slogan; “stay safe- perceive the other as a carrier of the virus”.

Periodical measurement and evaluation of the plan will be necessary as to ascertain its continuous effectiveness.

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4.2 POLICIES

HR Policies and Plans				
	Name of Policy	Completed %	Reviewed %	Date adopted by council or comment on failure to adopt
1	Affirmative Action Framework	100%		March 2015
2	Attraction and Retention	100%		Talent Retention Strategy adopted in 2010
3	Code of Conduct for employees	100%		6 June 2024
4	Delegations, Authorisation & Responsibility	100%		
5	Disciplinary Code and Procedures	100%		
6	Essential User Scheme	100%	N/A	6 June 2024
7	Employee Assistance / Wellness	100%	100%	30 June 2020
8	Employment Equity	100%	100%	Plan reviewed in 2022
9	Exit Management	100%	100%	Included in Recruitment & Selection Policy reviewed on 31 May 2023
10	Grievance Procedures			
11	HIV/Aids and Chronic Illnesses	100%	100%	Reviewed in June 2018
12	Human Resource and Development / Training and Development	100%	100%	Reviewed 31 May 2022
13	Information Technology	100%	100%	6 June 2024
14	Job Evaluation	100%	100%	6 June 2024
15	Leave	100%	100%	6 June 2024
16	Occupational Health and Safety	100%	100%	Reviewed 31 May 2023
17	Official Housing / Homeowners Allowance	100%		Collective Agreement
18	Placement Policy	100%	100%	Reviewed 31 May 2023

Chapter 4

19	Bereavement Policy for ADM Employees	100%	100%	6 June 2024
20	Official Working Hours and Overtime / Overtime and Emergency	100%	100%	Reviewed 6 June 2024
21	Organisational Rights	100%		
22	Payroll Deductions			
23	Performance Management Framework	100%	100%	PM Framework is reviewed yearly as part of the IDP review process
24	Recruitment, Selection and Appointments	100%	100%	Reviewed 31 May 2023
25	Remuneration Scales and Allowances			
26	Resettlement			
27	Sexual Harassment / EAP Policy	100%	100%	Covered in EAP Policy last reviewed in March 2019
28	Skills Development/Training & Development	100%	100%	31 May 2022
29	Smoking	100%	100%	Covered in EAP Policy under addictive behaviours, last reviewed in June 2020
30	Special Skills/Scarce Skills	100%		Reviewed in March 2013
31	Work Organisation / Organisational Development Strategy	100%		Adopted in March 2019
32	Uniforms and Protective Clothing	100%	100%	Included in OHS Strategy reviewed 31 May 2023
33	Other: Substance abuse	100%	100%	30 June 2020
34	Travel Allowance Policy	100%	100%	6 June 2024
35	Subsistence and Travel Policy	100%	100%	30 June 2020
36	Cellphone Policy	100%	N/A	6 June 2024
37	Termination Policy	100%	N/A	
38	Transfer, Secondment & Acting Allowance Policy	100%	100%	31 May 2023
39	Learnership	100%	100%	Reviewed in June 2018
40	Workplace Integrated Learning (WIL)	100%	100%	Reviewed in June 2018
41	Human Resource Plan	100%	100%	Reviewed in March 2019

T 4.2.1

Chapter 4

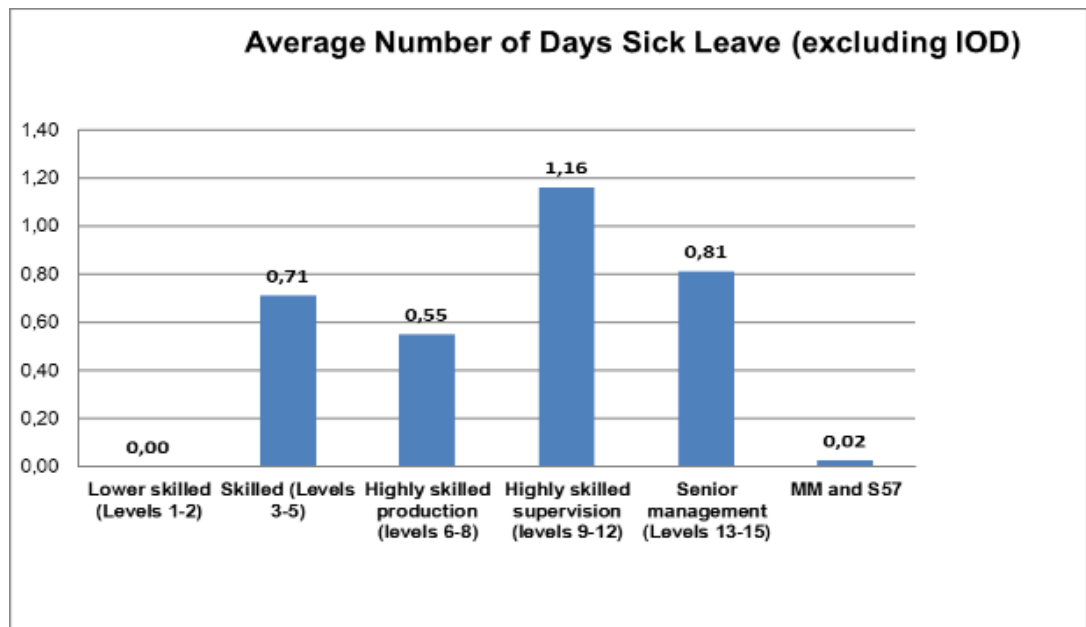
COMMENT ON WORKFORCE POLICY DEVELOPMENT:

Delete Directive note once comment is completed – Comment on progress made during the year and plans for completing this work.

T 4.2.1.1

Number of days and Cost of Sick Leave (excluding injuries on duty) 2023/2024						
Salary band	Total sick leave Days	Proportion of sick leave without medical certification %	Employees using sick leave No.	Total employees in post* No.	*Average sick leave per Employees Days	Estimated cost R' 000
Unskilled Occupational level (TG 1-3)	0	0%	0	0	0,00	0
Semi-Skilled Occupational level (TG 4-8)	2 206	17%	300	785	2,81	1 599
Skilled Occupational level (TG 9-13)	3 168	27%	276	427	7,4	4 840
Mid-management Occupational level (TG 14-16)	426	27%	54	95	4,84	1 132
Senior management (TG 17-20)	142	27%	23	34	4,17	559
MM and S57	4		2	6	0,67	23
Total	5 946	20%	655	1 347	4,41	8 153
* - Number of employees in post at the beginning of the year *Average is calculated by taking sick leave in column 2 divided by total employees in column 5T 4.3.2						

Chapter 4



T.4.3.3

T 4.3.3

COMMENT ON INJURY AND SICK LEAVE:

Training of employees on workplace hazards and occupational diseases and safety workshops were conducted to ensure that all ADM employees understand the importance of reporting unsafe practices to prevent workplace injuries. When an accident happens in a particular workplace, the investigation is conducted, and the findings are discussed with all employees to prevent re-occurrences. Each area has trained First Aider and Health and Safety Representatives who assist when an emergency occurs. Fire Marshals have been trained and equipped with knowledge on how to assist in cases of emergency, fire evacuation, and to assist during emergency evacuation drills.

During the Policy Roll out of ADM Policies that was conducted in June and July 2024, Leave Policy was presented to employees and all types of leaves including the sick leave.

T 4.3.4

Chapter 4

NUMBER AND PERIOD OF SUSPENSION				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Director Corporate Services	Gross Misconduct	02 June 2023	The matter is still under investigation	Not scheduled yet
Director Engineering Services	Gross Misconduct	02 June 2023	The matter is still under investigation	Not scheduled yet
Senior Help Desk Operator	Gross misconduct	02 June 2023	The matter is still under investigation	Not scheduled yet
T 4.3.5				

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
N/A	N/A	N/A	N/A
T 4.3.6			

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:

The cases relating to financial misconduct are all at different stages of progress. ADM does not yet have the Financial Misconduct Board and the cases are dealt with in line with the Labour Relations Act and SALGBC Disciplinary Code Collective Agreement

T 4.3.7

Chapter 4

4.4 PERFORMANCE REWARDS

Performance Rewards By Gender					
Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 1 R' 000	Proportion of beneficiaries within group %
Lower skilled, Highly skilled production and Highly skilled supervision (TG 4-10)	Female	437	223	N/A	51%
	Male	642	271	N/A	42%
Junior, Middle and Senior management (TG 11-20)	Female	190	82	N/A	43%
	Male	183	77	N/A	42%
MM and S56	Female	2	-	0	0
	Male	5	-	0	0
Total					
Has the statutory municipal calculator been used as part of the evaluation process?					Yes
T 4.4.1					

COMMENT ON PERFORMANCE REWARDS:

The Municipal Manager and section 56 managers are the only employees who qualifies to receive performance bonus at ADM. However, during 2019/2020 performance cycle, no performance bonuses were paid out due to financial constraints. Performance rewards for employees below section 56 managers are non-financial, they are in a form of medals and special leave days and the categories are as follows:

117% - 132% - Silver Medal and 3 special leave days
 133% - 159% - Gold Medal and 4 special leave days
 160% and above - Platinum Medal and 5 special leave days.

The overall total of employees whom their performance was evaluated during 2019/2020 performance cycle was 1452, of which 90% of the total employees' performance was fully effective whereas 10% was not fully effective for 2019/2020 performance cycle. However, 45% of those employees qualified for performance rewards whereas 55% did not qualify for performance rewards. Out of 45% of employees qualified for performance rewards, 35% received 3 special leave days and 10% received 4 Special leave days.

T 4.4.1.1

Chapter 4

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

MINIMUM COMPETENCY LEVEL TRAINING

According to Government Gazette 29967, National Treasury (NT) specified occupational categories that need to be sent for this training. From the NT designated categories the status is as follows; Municipal Manager, CFO, 2 x Senior Managers (HODs) reporting directly to MM are all currently enrolled for outstanding Unit Standards as required by National Treasury regulations on Minimum Competency Levels.

One “Manager who reports directly to CFO” also is currently enrolled for the outstanding Unit Standards in line with National Treasury regulations.

ADM even went further and provided this regulated training to other “Managers” that were not necessarily specified by National Treasury and the majority of them was from ADMs Budget & Treasury Office. This was done for purposes of Succession Planning as well as to enable them to be aligned with national regulations regarding capacity building. This will allow them to ascend to higher positions when time comes. These categories include the erstwhile General Managers, Senior Managers and other Managers who do not necessarily report directly to the Municipal Manager or CFO, nor are at Finance Department, as per National Treasury guidelines.

SKILLS DEVELOPMENT PROGRAMS

In trying to keep with the skills development landscape within the District, Amathole District Municipality in financial year 2023/24, conducted 9 Training programmes for both Councillors and Officials, as well as two Strategies which were implemented as follows;

- Implementation of WSP through Training and Development of Councillors
- Implementation of WSP through Training and Development of Officials.
- Internship Programme – ADM was a host employer and offered practical workplace training to forty (40) unemployed FULL GRADUATE candidates to enable them to be eligible for employment opportunities. This is in line with the Skills Development Act and was done through partnerships with Local Government SETA, & National Treasury.
- Workplace Integrated Learning (WIL) Programme was accessible to thirteen (13) unemployed UNDERGRADUATES during 2023/24 to enable them to graduate;
- Minimum Competency Level Training Programme – Training by University of Fort Hare is currently underway for designated candidates.

Chapter 4

4.5 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix													
Management level	Gender	Employees in post as at 30 June Year 2020-21	Number of skilled employees required and actual as at 30 June Year 2024										
			Learnerships			Skills programmes & other short courses			Other forms of training			Total	
			Actual:End of Year - 2020-21	Actual:End of Year - 2020-21	Year2020-21 Target	Actual:End of Year - 2020-21	Actual:End of Year - 2020-21	Year2020-21 Target	Actual:End of Year - 2020-21	Actual:End of Year - 2020-21	Year 2020-21 Target	Actual:End of Year - 2020-21	Actual:End of Year - 2020-21
MM and s57	Female	2											
	Male	4											
Councillors, senior officials and managers	Female	20	10	10	10							10	10
	Male	79	6	6	6							6	6
Technicians and associate professionals*	Female	198	23	23	23	10	10	10				33	33
	Male	345	24	24	24	9	9	9				33	33
Professionals	Female	35	5	5	5							5	5
	Male	94	5	5	5							5	5
Sub total	Female	161					10	10				48	48
	Male	522					9	9				44	44
Total		1 468	73	73	73	19	38	38	0	0	0	0	184

*Registered with professional Associate Body e.g. CA (SA)

Chapter 4

Financial Competency Development: Progress Report*						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting officer	1	0	1	1	1	1
Chief financial officer	1	0	1	1	1	1
Senior managers	4	0	4	4	4	4
Any other financial officials	2	0	2	0	0	2
Supply Chain Management Officials						
Heads of supply chain management units	1	0	1	0	0	1
Supply chain management senior managers	3	0	3	0	0	3
TOTAL	12	0	12	6	6	
* This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007)						

Chapter 4

SKILLS DEVELOPMENT EXPENDITURE							
MANAGEMENT LEVEL	GENDER	EMPLOYEES AS AT THE BEGINNING OF THE FINANCIAL YEAR	ORIGINAL BUDGET AND ACTUAL EXPENDITURE ON SKILLS DEVELOPMENT				
			LEARNERSHIPS		SKILLS PROGRAMMES & OTHER SHORT COURSES		OTHER TRAINING
		NO. 1468	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET	ACTUAL	ORIGINAL BUDGET
MM AND S57	FEMALE	2					
	MALE	4					
LEGISLATORS, SENIOR OFFICIALS AND MANAGERS	FEMALE	25	320 000	200 000			
	MALE	79		120 000			
PROFESSIONALS	FEMALE	15					
	MALE	11					
TECHNICIANS AND ASSOCIATE PROFESSIONALS	FEMALE	80					
	MALE	110					
CLERKS	FEMALE	212					
	MALE	110					
SERVICE AND SALES WORKERS	FEMALE	65	940 000	460 000	170 000	102 200	
	MALE	220		480 000		68 000	
PLANT MACHINE OPERATORS AND ASSEMBLERS	FEMALE	240	200 000	100 000			
	MALE	112		100 000			
ELEMENTARY OCCUPATIONS	FEMALE	144					
	MALE	39					
SUB TOTAL	FEMALE	783	1 260 000	660 000	170 000	102 200	
	MALE	685		600 000		68 000	
TOTAL		1 468	1 260 000	1 260 000	170 000	170 200	
*% AND *R VALUE OF MUNICIPAL SALARIES (ORIGINAL BUDGET) ALLOCATED FOR WORKPLACE SKILLS PLAN.							

Chapter 4

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

Comment on the adequacy of training plans and the effectiveness of implementation at your municipality. Explain variances between actual and budgeted expenditure. Also comment on the adequacy of funding (e.g. is it intended to increase or decrease this level of spending in future years and how is the value of the training activity assessed?) Refer to MFMA Competency Regulations, the range of officials to which it relates and the deadline of 2013 by which it will become fully effective. Discuss the progress made on implementation at your municipality as reflected in T4.5.4 above.

T 4.5.4

Chapter 4

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

The point of departure in managing workforce expenditure is that positions are created in the establishment plan and approved by Council on an annual basis. The fact that the posts are part of the establishment plan does not necessarily mean that the posts will be filled in the current financial year. This requires departments to prioritise critical posts. Departments budget for their own overtime and such funds are kept within the departmental commitment items. This kind of an approach assists with the management of overtime as departments become aware that should the funds be exhausted before the end of the financial year, there will be no overtime authorised for the remainder of the financial year. Overtime is restricted to essential services and carefully monitored and managed to avoid abuse, including pre- authorisation of all overtime to be worked.

To avoid the long turnaround time in the filling of vacancies, a system whereby departments fill in a form to indicate if a position should be filled or not when an employee leaves a post was introduced. This has assisted in the turnaround time of filling vacant positions.

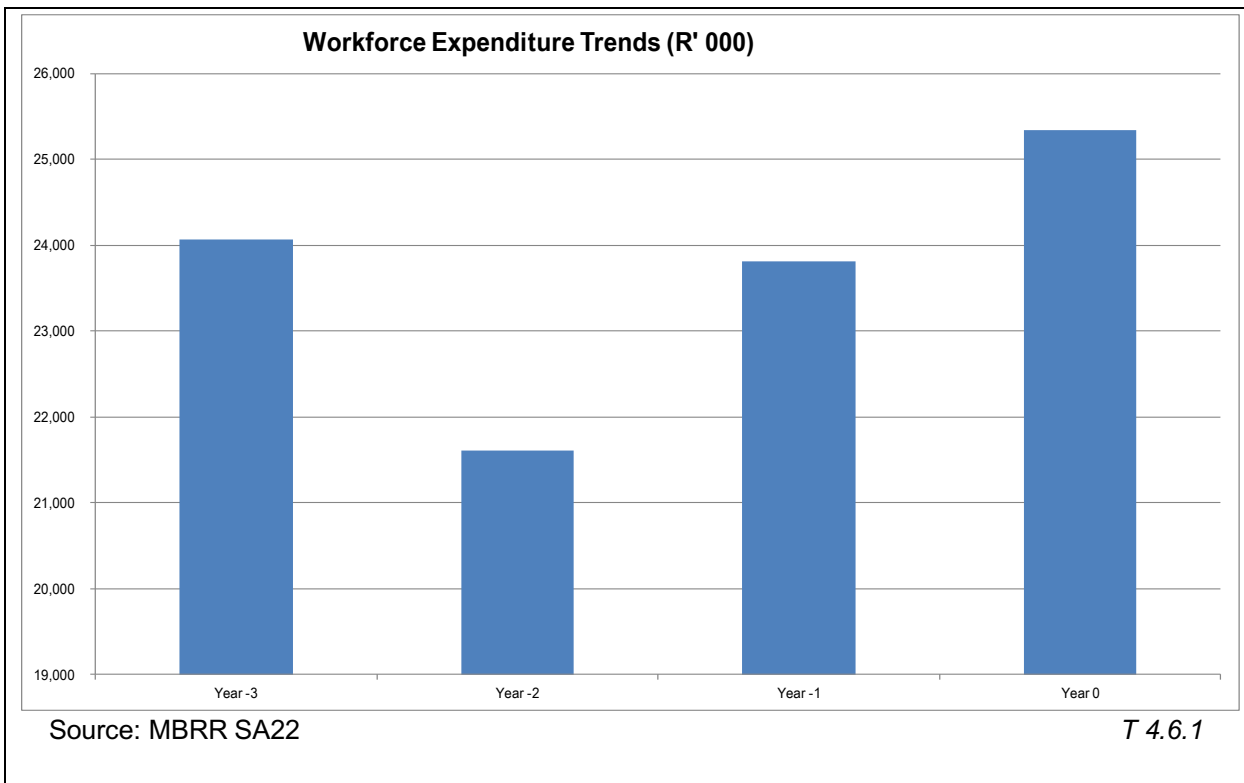
To ensure that the municipality receives value for money, the municipality takes special care when advertisements for positions are crafted it ensure that the requirements and qualifications are properly designed to source the most appropriate skill for the position.

Explain the importance of managing workforce expenditure, the pressures to overspend and how spending is controlled (e.g. within approved establishment and against budget and anticipated vacancy rates arising from turnover). Also explain how municipality seeks to obtain value for money from work force expenditure.

T 4.6.0

Chapter 4

4.6 EMPLOYEE EXPENDITURE



COMMENT ON WORKFORCE EXPENDITURE:

ADM budgets for all employee related costs and the budget takes into cognisance the overtime to be worked, possible leave encashment and bonuses to be paid. In the previous years, a sizeable quantity of the budget has been utilised towards the payment of overtime with the Engineering department being the most prominent in that area. The work done at the Engineering department justify the high number of claims in respect of overtime due to the nature of their work. The department provides water to the communities and the water provisioning has to operate 24 hours non-stop as it is classified as a basic human right in the Constitution of the republic of South Africa.

Some of the factors that influence workforce expenditure are the yearly increments which the municipality has to budget and issues relating to drought and disasters which the municipality is unable to anticipate. Fortunately, provision is made in the budget for such occurrences.

Due to the financial constraints that ADM is experiencing excessive leave accruals by employees which needs to be reduced therefore the Leave Policy was amended and adopted by Council on 19 March 2020. The amendment was that an employee is required to take leave within each leave cycle and further granted 6 months grace period after leave cycle before forfeit

Explain the spending pattern in the context of the actual and two previous years plus the budget year. Refer to implications for workforce ratio in Chapter 5. Comment on factors influencing workforce expenditure during the year.

T 4.6.1.1

Chapter 4

Number Of Employees Whose Salaries Were Increased Due To Their Positions Being Upgraded		
Beneficiaries	Gender	Total
Lower skilled (Levels 1-2)	Female	0
	Male	0
Skilled (Levels 3-5)	Female	0
	Male	0
Highly skilled production (Levels 6-8)	Female	0
	Male	0
Highly skilled supervision (Levels 9-12)	Female	0
	Male	0
Senior management (Levels 13-16)	Female	0
	Male	0
MM and S 57	Female	0
	Male	0
Total		0
Those with disability are shown in brackets '(x)' in the 'Number of beneficiaries' column as well as in the numbers at the right hand side of the column (as illustrated above). T 4.6.2		

Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation				
Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Artisan Plumber	14	Task Grade 09	Post Level 08	Salary more than the highest Task Grade Notch
Assistant Accountant	5	Task Grade 09/10	Post Level 09	Salary more than the highest Task Grade Notch
Foreman	3	Task Grade 07/08	Post Level 10	Salary more than the highest Task Grade Notch
General Assistant	1	Task Grade 03	Post Level 17	Salary more than the highest Task Grade Notch
Switchboard Operator	1	Task Grade 06	Post Level 11	Salary more than the highest Task

Chapter 4

				Grade Notch
T 4.6.3				

Employees appointed to posts not approved				
Department	Level	Date of appointment	No. appointed	Reason for appointment when no established post exist
N/A	N/A	N/A	N/A	N/A
T 4.6.4				

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:

Since the implementation of the Standardisation process, there has been overwhelming challenges regarding the method used to standardize positions. Moreover Amahlathi Local Municipality has since visited Amathole District Municipality to enquire about the Standardisation model and after lengthy engagements, Amahlathi failed to implement the Standardisation model.

Comment on T4.6.2 as appropriate and give further explanations as necessary with respect to T4.6.3 and T4.6.4.

T 4.6.5

DISCLOSURES OF FINANCIAL INTERESTS

Refer to disclosures made by officials and councillors concerning their financial interests as required by PM Regulations 805 of 2006 are set out in **Appendix J**. Make other comments as appropriate.

T 4.6.6

Chapter 5

CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

The municipality closely monitors its performance of budget versus actual on a monthly basis through the use of management accounts which reflect material variances. These variances are investigated and remedial action is taken where required.

The municipality vigilantly tries to reduce its reliance on consultants, with its annual financial statements being prepared in-house.

T 5.0.1

Chapter 5

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

The annual financial statements have been prepared on the accrual basis of accounting and in accordance with historical cost convention, unless otherwise specified. The annual financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practice (GRAP), including any interpretations and directives issued by the Accounting Standards Board in accordance with Section 122(3) of the Municipal Finance Management Act, (Act No. 56 Of 2003). The principle accounting policies adopted in the preparation of the annual financial statements are set out in the annual financial statements contained in this document.

Financial performance

The municipality reflects a surplus of R294 million for the 2022 financial year. A total revenue of R2.1 billion has been recognised in the 2022 financial year. The ADM's revenue sources predominantly comprise operating fiscal transfers from the national government that accounted for 71% of operating revenue in 2022. Equitable share comprises the bulk (62%) of these operating fiscal transfers and are utilised at the municipality's discretion to provide basic services to poor communities within its jurisdiction.

The Amathole District municipality is one of few district municipalities in the country that provides water and sanitation services to all local municipalities within its jurisdiction.

However, given the wide spread poverty in the area, the revenue collection is very low, at 28%, which places a large burden on the municipality to sustain this service.

Financial Position

The liquidity of the municipality is sustained by transfers from the national government. Revenue enhancement strategies are in place to improve the own revenue generated. The municipality has implemented the adopted financial recovery plan. At the end of 2022, the municipality reported a positive cash and cash equivalents balance of R219 million. The municipality's liquidity ratio has increased slightly from 0.4 to 0.5. The ratio is still below the norm and indicates vulnerability and high risk in the event of financial shocks or setbacks.

The largest asset remains the property plant and equipment at R4.8 billion carrying value. These mainly consist of water and sanitation infrastructure assets.

*Note: Statements of Revenue Collection Performance by vote and by source are included at **Appendix K**.*

Delete Directive note once comment is completed - This component provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

T 5.1.0

Chapter 5

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Description R thousands	Year 0											Year -1			
	Original Budget	Budget Adjustments (i.i.o. s28 and s31 of the MFMA)	Final adjustments budget	Shifting of funds (i.i.o. s31 of the MFMA)	Virement (i.i.o. Council approved policy)	Final Budget	Actual Outcome	Unauthorised expenditure	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget	Reported unauthorised expenditure	Expenditure authorised in terms of section 32 of MFMA	Balance to be recovered	Restated Audited Outcome
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Financial Performance															
Property rates			-			-									
Service charges			-			-									
Investment revenue			-			-									
Transfers recognised - operational			-			-									
Other own revenue			-			-									
Total Revenue (excluding capital transfers and contributions)															
Employee costs			-			-									
Remuneration of councillors			-			-									
Debt impairment			-			-									
Depreciation & asset impairment			-			-									
Finance charges			-			-									
Materials and bulk purchases			-			-									
Transfers and grants			-			-									
Other expenditure			-			-									
Total Expenditure															
Surplus/(Deficit)															
Transfers recognised - capital			-			-									
Contributions recognised - capital & contributed assets			-			-									
Surplus/(Deficit) after capital transfers & contributions															
Share of surplus/ (deficit) of associate			-			-									
Surplus/(Deficit) for the year															
Capital expenditure & funds sources															
Capital expenditure															
Transfers recognised - capital			-			-									
Public contributions & donations			-			-									
Borrowing			-			-									
Internally generated funds			-			-									
Total sources of capital funds															
Cash flows															
Net cash from (used) operating			-			-									
Net cash from (used) investing			-			-									
Net cash from (used) financing			-			-									
Cash/cash equivalents at the year end															

T 5.1.1

Chapter 5

Financial Performance of Operational Services						
Description	Year 2019/20	Year 2020/21			Year 0 2020/21 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustment Budget
Operating Cost						
Water	687 475	749 088	967 050	1 154 778	35%	16%
Waste Water (Sanitation)	252 194	185 519	187 161	266 922	30%	30%
Waste Management	7 301	6 914	7 411	3 469	-99%	-114%
Housing	1 588	2 047	7 946	(556)	468%	1528%
Component A: sub-total	948 558	943 568	1 169 568	1 424 613	22%	6,15%
Road Transport	4 805	3 582	3 583	3 238	-11%	-11%
Component B: sub-total	4 805	3 582	3 583	3 238	-11%	-11%
Planning and Development	5 370	115 590	109 144	131 496	12%	17%
Component B: sub-total	5 370	115 590	109 144	131 496	12%	17%
Community & Social Services	20 622	9 215	13 173	9 637	4%	-37%
Health	40 752	50 788	51 559	40 493	-25%	-27%
Security and Safety	62 461	65 255	67 231	68 632	5%	2%
Corporate Policy Offices and Other	891 722	449 325	465 015	415 583	-8%	-12%
Component D: sub-total	1 015 557	574 583	596 978	534 345	-8%	-12%
Total Expenditure	1 993 673	1 637 324	1 879 272	2 093 692	22%	10%
In this table operational income is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						

T 5.1.2

Chapter 5

COMMENT ON FINANCIAL PERFORMANCE:

Delete Directive note once comment is completed – Comment on variances above 10%.

T5.1.3

Chapter 5

5.2 GRANTS

GRANTS PERFORMANCE R' 000						
Description	Year 2020	Year 2021		Year 2021 Variance		
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
Operating Transfers and Grants						
National Government:	842 661	972 217	972 217	970 953		
Equitable share	461 782	561 909	561 909	560 645	-	-0,002
Municipal Systems Improvement Expanded public works programme (EPWP)	-	-	-	-	0,002	-
Levy	2	3	3	3	-	-
replacement	466	085	085	085	-	-
COVID-19 grant	371 903	404 259	404 259	404 259	-	-
Rural Roads Asset Management Grant (RAMS)	3 397	-	259	-	-	-
	3 113	2	-	2	-	
		964	2	964		
		964				
Provincial Government:	1 000	1 000	1 000	1 000		
Health subsidy	-			-		
Housing	-			-		
Ambulance	-			-		
subsidy Sports and Recreation	-			-		
Rural Roads Asset Management Grant (RAMS)	1 000	1 000	1 000	1 000	0,00 %	0
	-	-	-	-		
District Municipality:						
[insert description]	-	-	-	-		
Other grant providers:						
[insert description]						
Total Operating Transfers and Grants	843 661	973 217	973 217	971 953		

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Full list of provincial and national grants available from published gazettes.

T 5.2.1

Chapter 5

COMMENT ON OPERATING TRANSFERS AND GRANTS:

At the end of the 2021 financial year 99.9% of the operational grant allocation received has been spent, this equates to R974 million.

All operating transfers and grants were fully received and utilized for the purpose for which they were intended, except for the Equitable share Grant was short received by R1.2 million.

*Note: For Municipal Infrastructure Grant (MIG) see T5.8.3. For other conditional transfers including Neighborhood Development Partnership Grant (NDPG); Public Transport Infrastructure and Systems Grant (PITS) see **Appendix L**.*

Delete Directive note once comment is completed – Comment on the variances in the above table and other and indicate high value projects & total the remaining project.

T 5.2.2

Grants Received From Sources Other Than Division of Revenue Act (DoRA)						
Details of Donor	Actual Grant Year -1	Actual Grant Year 0	Year 0 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind
Parastatals						
A - "Project 1"						
A - "Project 2"						
B - "Project 1"						
B - "Project 2"						
Foreign Governments/Development Aid Agencies						
A - "Project 1"						
A - "Project 2"						
B - "Project 1"						
B - "Project 2"						
Private Sector / Organisations						
A - "Project 1"						
A - "Project 2"						
B - "Project 1"						
B - "Project 2"						
Provide a comprehensive response to this schedule						T 5.2.3

Chapter 5

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

MIG: The purpose of the grant is to provide specific capital finance for basic municipal infrastructure backlogs for poor households, micro enterprises and social institutions servicing poor communities. The grant was fully spent during 2020/21

EPWP Incentive Grant: This is an incentive grant received by the Municipality to expand work creation efforts through the use of labour intensive delivery methods in identified focus areas, in compliance with the Expanded Public Works Program guidelines. This grant has been fully committed to the program of employing graduates as interns to give them exposure and experience in their respective areas of study. The grant has been spent in full during the 2020/21 financial year.

Regional Bulk Infrastructure Grant: This is an allocation in kind and its purpose is to develop infrastructure required to connect or augment a water resource, to infrastructure serving extensive areas across municipal boundaries or large regional bulk infrastructure serving numerous communities over a large area within a municipality, and in the case of sanitation, to supplement regional bulk collection as well as regional waste water treatment works. Only 33% of the total gazetted amount was claimed and received. 100% of the allocations received has been spent.

Financial Management Grant

The Financial Management Grant is paid by National Treasury to municipalities to help implement the financial management reforms, capacity building and finance management interns required by the Municipal Finance Management Act (MFMA), 2003. The 2020/21 allocation amounted to R1 million, which has been spent in full.

Roads Asset Management Grant

The RAMS funds amount to R2.9 million. The strategic goal of the RRAMG is to ensure efficient and effective investment in rural roads through the development of Road Asset Management Systems (RAMS) and the collection of associated road and bridge inventory data condition assessments and traffic information. Improved data on rural roads will guide infrastructure investment, improve accessibility to and mobility of rural communities. 100% of the grant has been received for 2020/21, however 91% of the grant was spent.

WSIG

To subsidize and build capacity in water schemes owned and/or operated by the Department of Water Affairs or by other agencies on behalf of the department and transfer these schemes to local government, the total received at the end of the 2021 financial year amounts to R92 million. 92% of the allocation has been spent.

Use this box to provide additional information on grant benefits or conditions and reason for acceptance. Please also provide comments on grant surrendered to the National Revenue Fund with reasons that led to this.

T 5.2.4

Chapter 5

INTRODUCTION TO ASSET MANAGEMENT

Asset Management refers to all activities and processes carried out during the cycle of acquisition or construction, maintenance, renewal or refurbishment and disposal of all resources consumed during the provision of services by the municipality to the communities or customers.

These resources are consumed on the basis that there is future economic benefit derived from their consumption or their utilization results in economic benefit for the municipality. These resources range from the water and sanitation infrastructure network used to deliver water and sanitation services to households, vehicles used by personnel to maintain the network, tools utilized in the maintenance of the network, equipment used by field and office staff during the delivery of services, furniture used by staff in support of the services to the communities, materials consumed during the construction of service facilities and work in progress in service infrastructure projects.

Section 63 of the Local Government Municipal Finance Management Act requires the accounting officer to have consistent regulatory framework in which the Municipality operates. An Asset Management Policy was designed to promote efficient and effective management, monitoring, control and safeguarding of all assets controlled and owned by Municipality. To ensure accurate recording of asset information in the asset register is in accordance with the applicable accounting standards approved by National Treasury.

Provide a brief overview on Asset Management as practiced within your organisation and outline the key elements of your Asset Management Policy. Explain how asset management is organised, the staff involved and the key delegations. Describe key issues under development. Indicate the approach to capacity development for this activity. Refer to the illustrations of asset management approach in relation to the new assets set out below.

T 5.3.1

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 2021

Asset 1

Name	Gcuwa West Water Supply Scheme Phase 2			
Description	Water supply			
Asset type	Water infrastructure			
Key Staff Involved	Stephen Nash			
Staff Responsibilities	Engineering Services			
Asset Value	Year-3	Year-2	Year-1	Year-0
				R32,250,493
Capital Implications	None			
Future Purpose of Asset	Engineering Services			
Describe Key Issues	None			
Policies in Place to Manage Asset	Assets Management Policy			

Asset 2

Name	Komga Commonage Settlement Project
------	------------------------------------

Chapter 5

Description	Water Supply Scheme
Asset type	Water Infrastructure
Key Staff Involved	Stephen Nash
Staff Responsibilities	Engineering Services

COMMENT ON ASSET MANAGEMENT:

Asset Management refers to all activities and processes carried out during the cycle of acquisition or construction, maintenance, renewal or refurbishment and disposal of all resources consumed during the provision of services by the municipality to the communities or customers. These resources are consumed on the basis that there is future economic benefit derived from their consumption of their utilization results in economic benefit for the municipality.

These resources range from the water and sanitation infrastructure network used to deliver water and sanitation services to householders, vehicles used by personnel to maintain the network, tools utilized in the maintenance of the network, equipment used by the field and office staff during the delivery of services, furniture used by the staff in support of the services to the communities, materials consumed during the construction of service facilities and work in progress in the service infrastructure projects. Capital Assets are classified into the following categories for the financial reporting purposes:

1. Property, Plant and Equipment

Land and Buildings (Land and Buildings not held as Investment)

Infrastructure Assets (Immovable Assets that are used to provide basic services) Community Assets (Resources contributing to the general well-being of the community) Housing Assets (Rental stock or housing stock not held for Capital gain)

Heritage Assets (Cultural significant resources) Other Assets (Ordinary operational resources)

2. Intangible Assets (GRAP 102) – Intangible Assets (Assets without physical substance held for ordinary operational resources.

3. Investment Property (GRAP 16) – Investment Assets (Resources held for Capital or Operational Gain)

4. Assets classified as held-for-Sale (GRAP 100) – Assets held-for-sale (Assets identified to be sold in the next 12 months and reclassified as Inventory)

5. Challenges

Ownership of the water assets pose a threat to ADM as the owners of the land through which ADM infrastructure passes have a tendency to restrict our access to that infrastructure causing obstructions and delays in the service delivery. The major challenge is that no registered servitudes exist over those land.

With reference to the three projects approved in the year, set out above, describe how these projects were evaluated from a cost and revenue perspective, including Municipal tax and tariff implications (See MFMA section 19 (2) (a) & (b) and MSA section 74 (2) (d), (e) & (i)). Ensure that these projects are maintained on files that are readily accessible for audit inspection. Financial data regarding asset management may be sourced from **MBRR Table A9**

Chapter 5

Repair and Maintenance Expenditure: Year 2020/21				
				R' 000
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	17 617	-	23 576	133,33%
				T 5.3.4

COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

Budgeting for repairs and maintenance is for both reactive and planned maintenance. It is very difficult to budget accurately for reactive maintenance as it is not possible to predict when infrastructure is going to fail. Nevertheless, adequate budget provision needs to be available in order to attend to problems if and when they occur.

The repairs and maintenance budget is 1% of the total operating budget.

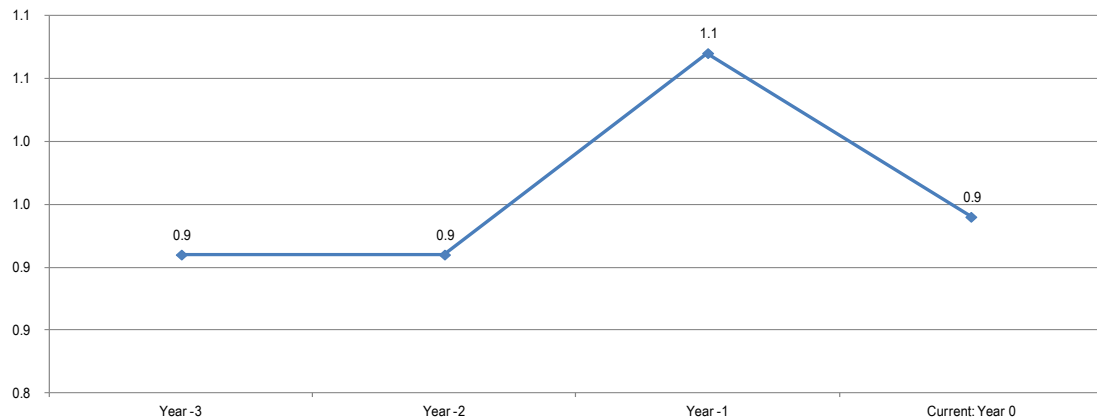
Comment on adequacy of Repair & Maintenance Expenditure and variances show in T5.3.4 above and on the implications of the proportion of operating budget spend on repairs and maintenance over the past four years set out below. Note that the repairs and maintenance expenditure in T5.3.4 must reconcile with the operational repairs and maintenance expenditure for all services set out in Chapter 3.

T 5.3.4.1

Chapter 5

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Liquidity Ratio

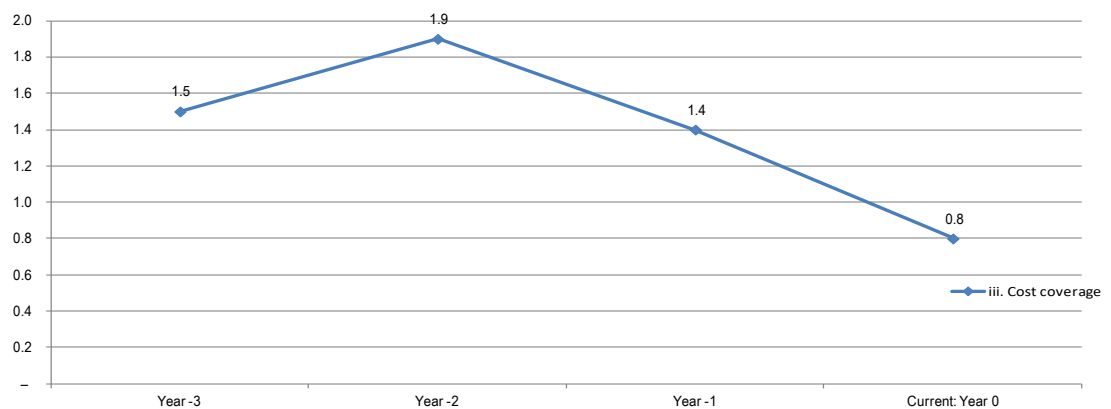


Liquidity Ratio – Measures the municipality's ability to pay its bills and is calculated by dividing the monetary assets (due within one year) by the municipality's current liabilities. A higher ratio is better.

Data used from MBRR SA8

T 5.4.1

Cost Coverage



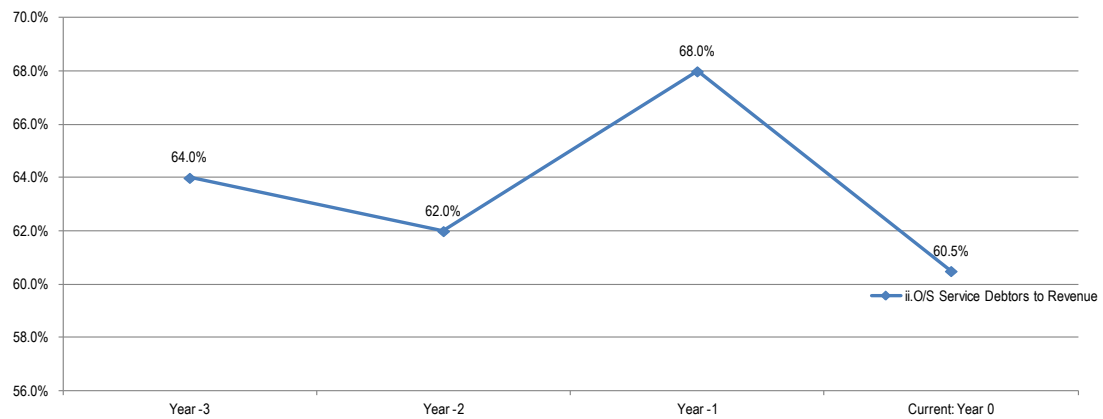
Cost Coverage– It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated

Data used from MBRR SA8

T 5.4.2

Chapter 5

Total Outstanding Service Debtors

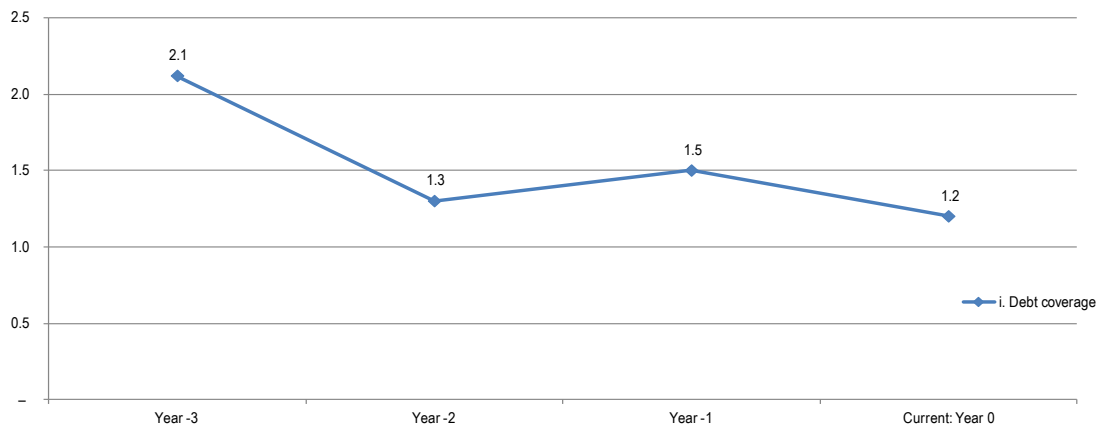


Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

Data used from MBRR SA8

T 5.4.3

Debt Coverage



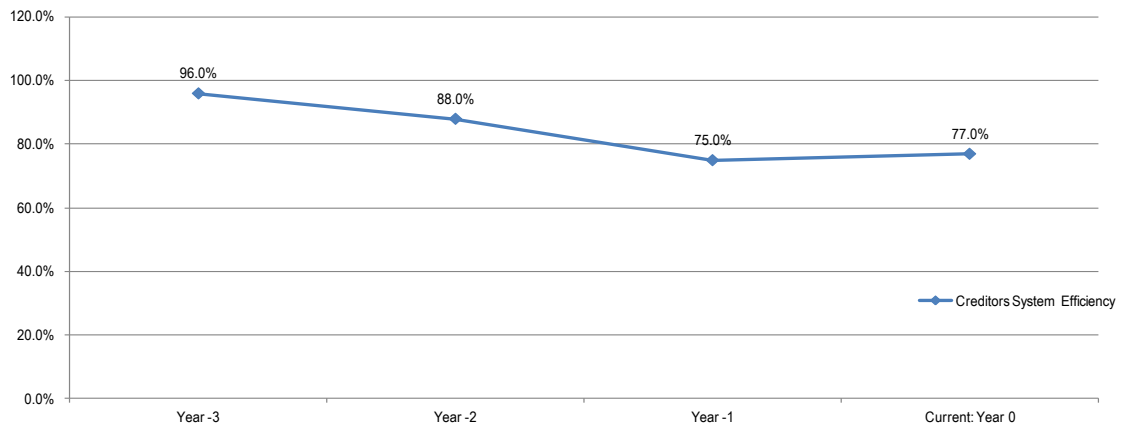
Debt Coverage– The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SA8

T 5.4.4

Chapter 5

Creditors System Efficiency

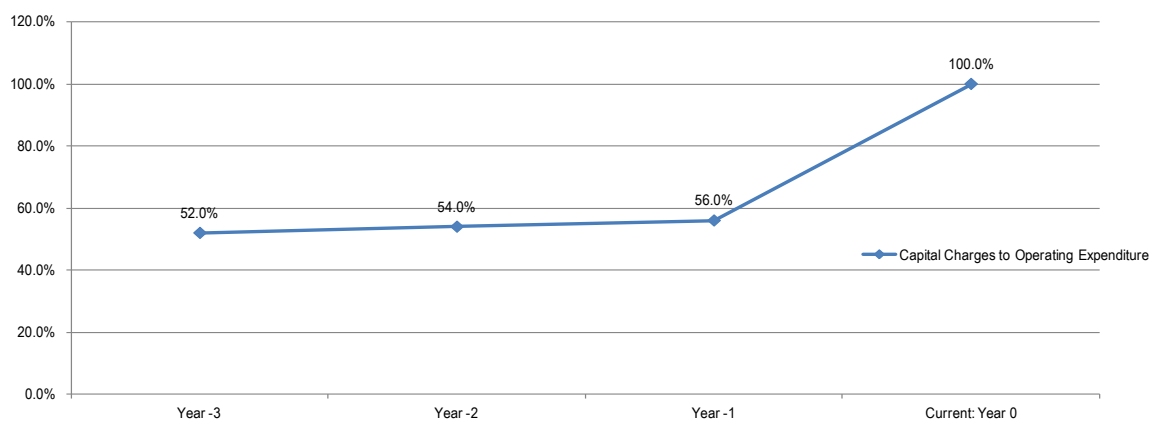


Creditor System Efficiency – The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8

T 5.4.5

Capital Charges to Operating Expenditure



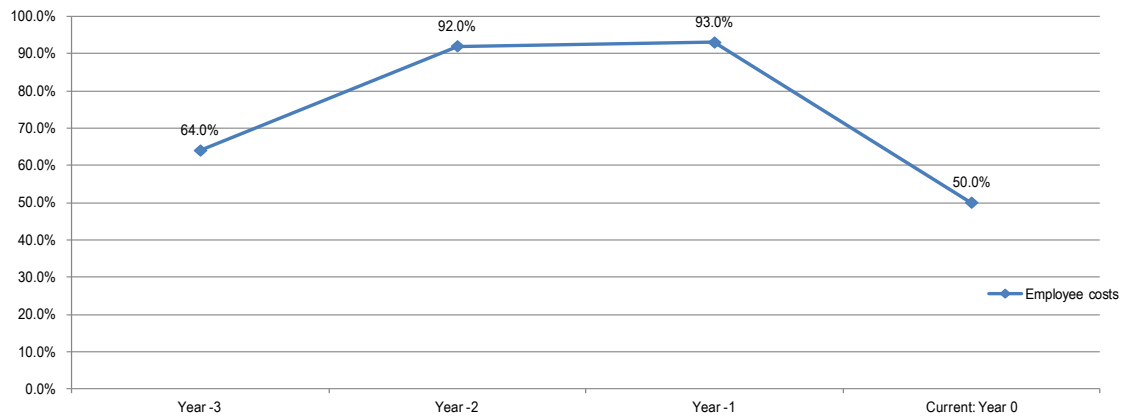
Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

T 5.4.6

Chapter 5

Employee Costs

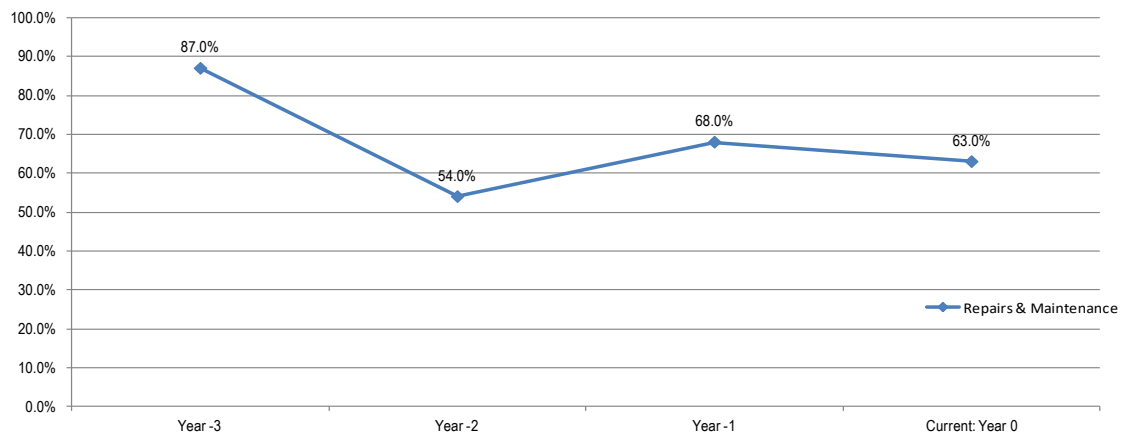


Employee cost— Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.

Data used from MBRR SA8

T 5.4.7

Repairs & Maintenance



Repairs and Maintenance – This represents the proportion of operating expenditure spent and is calculated by dividing the total repairs and maintenance.

Data used from MBRR SA8

T 5.4.8

Chapter 5

COMMENT ON FINANCIAL RATIOS:

Liquidity

This ratio measures the municipality's ability to pay its debts when due and is calculated by dividing the total current assets by current liabilities. The higher the ratio the better. The Amathole District municipality reflects a weak liquidity ratio which is indicative of cash flow constraints thus rendering the municipality unable to pay its debts when they fall due. Despite the constraints, the municipality continues to monitor and manage cash.

The municipality has been placed under administration as per Section 139 5(a) which relates to a mandatory financial recovery plan implementation.

Cost coverage

This ratio represents the number of months' fixed expenditure that can be covered by the cash and liquid assets available to the Municipality. The cost coverage ratio year on year shows an upward trend from the 2017/2018 financial year to the 2019/2020 financial year, with a dip in 2020/2021 and decrease in 2021/22

The municipal viability is not healthy due to financial constraints that the municipality is experiencing. The municipality is dependent on grants. Strategies to improve own revenue are being implemented.

Outstanding debtors and Collection rates

The collection rate measures how much money is owed by the municipality by its consumers for water, sanitation and fire services within the District. It is calculated by divided the total revenue collected versus the total billing of services.

The collection rate target was 60% for the 2020/21 financial, however as at 30th June 2022, the actual collection rate was only 28%. Several strategies have been implemented to improve collections and reduce the outstanding debt.

Debt coverage

The municipality has a very low debt gearing. The ADM only has external from finance lease obligations for office equipment in accordance with GRAP 13 on leases. This amount is immaterial.

Creditors' efficiency

paid within 30 days of receipt. This is as a result of cash flow constraints experienced by the municipality. The ratio must be compared to the municipality's credit terms which it receives from suppliers and that determined by the MFMA to determine whether the management of accounts payable is effective or not. The longer the credit terms the better for the municipality as the credit is usually interest free. Trade creditors carry no explicit cost. However, when cash discounts are being offered, the cost of not taking the discount is an implicit cost. Additional strain is placed on working capital requirements if creditor's payment days are significantly less than the debtor's collection period.

Payment can only be made upon receiving the original invoice. The Budget and Treasury office has implemented procedures and controls to ensure that invoices are received and paid within the legislative time frames i.e. payment within 30 days of receipt of invoice. This intervention has greatly improved the payment turn-around times to ensure compliance with the MFMA

Chapter 5

Capital charges to operating expenditure

This ratio is an indication of capital charges in relation to operating expenditure. This ratio could be used to assess the cost/extent of financing. The cost of capital includes finance costs and depreciation.

This ratio is very low as the only finance and capital payments are as a result of finance lease payments. The municipality rents copiers and fax machines. These lease agreements are classified as finance leases in accordance with GRAP 13: Leases (applicable accounting standard).

The municipality has finance lease obligations and external borrowings hence the ratio is below 1%.

Employee costs

This ratio measures what percentage of the revenue was spent on paying employee costs. The ratio reflects a downward trend, with a decrease from 60.2% in the 2019/20 financial year to 49.6% in the 2022/23 financial year.

Repairs and maintenance

Currently the ratio is very low. The amount of repair expenditure will depend on the age of the assets. The ratio can be used to assess whether asset management is effective or not. The budget has a direct impact on the repairs and maintenance.

Comment on the financial health of the municipality / municipal entities revealed by the financial ratios set out above. These ratios are derived from table **SA8 of the MBRR**.

T 5.4.9

Chapter 5

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

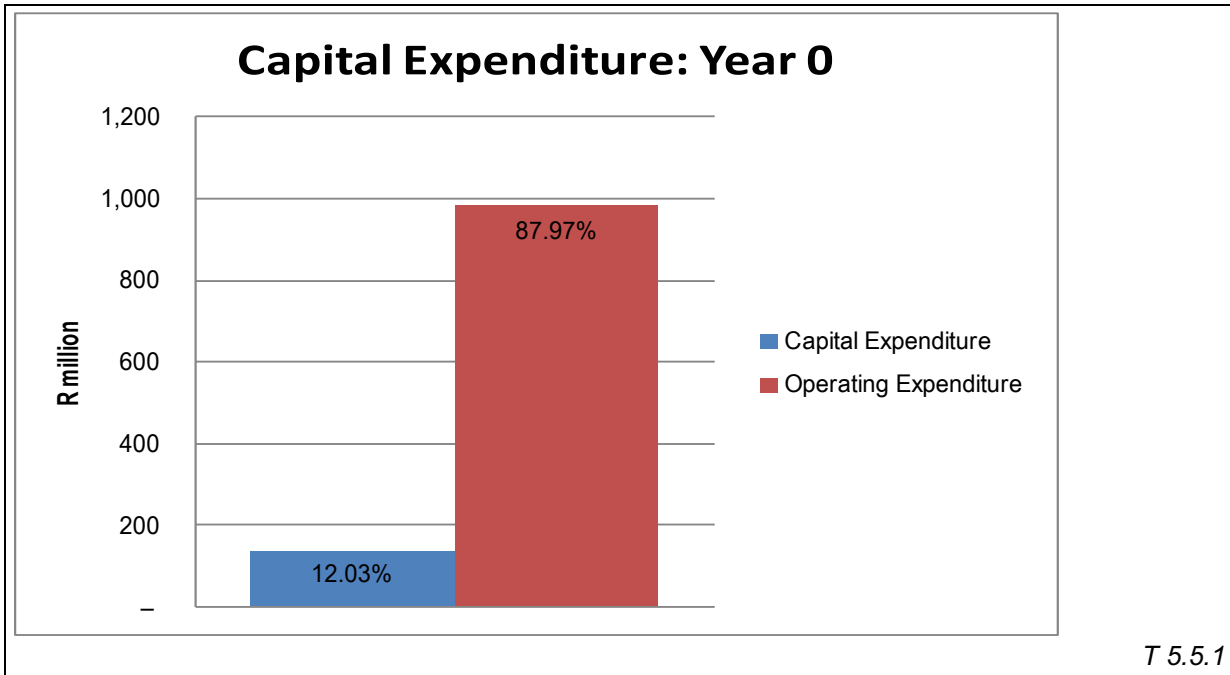
INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

Capital expenditure relates mainly to construction projects that will have value lasting over many years. Capital expenditure is funded from grants, borrowings and operating expenditures and surpluses. Component B deals with capital spending indicating where the funding comes from and whether Municipalities are able to spend the available funding as planned. In this component it is important to indicate the different sources of funding as well as how these funds are spend. Highlight the 5 largest projects (see T5.7.1) and indicate what portion of the capital budget they use. In the introduction briefly refer to these key aspects of capital expenditure (usually relating to new works and renewal projects) and to **Appendices M** (relating to the new works and renewal programmes), **N** (relating to the full programme of full capital projects, and **O** (relating to the alignment of projects to wards).

T 5.5.0

Chapter 5

5.5 CAPITAL EXPENDITURE



Chapter 5

5.6 SOURCES OF FINANCE

Capital Expenditure - Funding Sources: Year -1 to Year 0						
R' 000						
Details	Year -1	Year 0				
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
Source of finance						
External loans	3542	5500	5520	5511	0.36%	0.20%
Public contributions and donations	248	300	390	421	30.00%	40.33%
Grants and subsidies	3451	3700	3700	3856	0.00%	4.22%
Other	2451	4500	4600	4565	2.22%	1.44%
Total	9692	14000	14210	14353	32.59%	46.19%
Percentage of finance						
External loans	36.5%	39.3%	38.8%	38.4%	1.1%	0.4%
Public contributions and donations	2.6%	2.1%	2.7%	2.9%	92.1%	87.3%
Grants and subsidies	35.6%	26.4%	26.0%	26.9%	0.0%	9.1%
Other	25.3%	32.1%	32.4%	31.8%	6.8%	3.1%
Capital expenditure						
Water and sanitation	1845	4300	4250	4256	-1.16%	-1.02%
Electricity	1562	2400	2480	2453	3.33%	2.21%
Housing	1243	2700	2800	2685	3.70%	-0.56%
Roads and storm water	1352	1500	1400	1486	-6.67%	-0.93%
Other	3690	3500	3450	3473	-1.43%	-0.77%
Total	9692	14400	14380	14353	-2.22%	-1.08%
Percentage of expenditure						
Water and sanitation	19.0%	29.9%	29.6%	29.7%	52.4%	95.2%
Electricity	16.1%	16.7%	17.2%	17.1%	-150.1%	-205.4%
Housing	12.8%	18.8%	19.5%	18.7%	-166.8%	51.7%
Roads and storm water	13.9%	10.4%	9.7%	10.4%	300.2%	86.8%
Other	38.1%	24.3%	24.0%	24.2%	64.3%	71.7%
T 5.6.1						

COMMENT ON SOURCES OF FUNDING:

Delete Directive note once comment is completed – Explain any variations from the approved budget of more than 10% and discuss the total capital expenditure as a viable proportion of total expenditure.

T 5.6.1.1

Chapter 5

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*					
Name of Project	Current: Year 2020/21			Variance: Current Year 2020/21	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment Variance (%)
A - Xhora East Water Supply	99 694 000	99 694 000	25 700	100%	
B -SAP/ ADMAC project	46 462 720	26 611 707	19 900	100%	4
C - Ngqamakwe Regional Water SupplyPhase (1 - 4)	21 205 874	21 205 875	15 500	100%	
D - Ngqushwa Region 2C SanitationProject	62 7432 779	8 901 345	55 842	100%	-1
E - Ibika-Centani Water Supply Phase 3	16 964 699	18 123 839	11 250	100%	-

* Projects with the highest capital expenditure in Year 0

Name of Project - A	- Xhora East Water Supply
Objective of Project	The purpose of the project is to ultimately supply 6.6 Ml/day of potable

	water to a population of about 66,900 people (approximately 8,082 households), allowing for an increase in the average consumption per capita from 25 l/c/d on reticulation mains to 60 l/c/d on the bulk mains over a 20 year time horizon. The targeted categories of consumers to be supplied with potable water are domestic water users throughout the Mbashe Local Municipality, coastal tourism areas, light industrial users and institutional users mainly within the town of Elliotdale
Delays	Budget constrains
Future Challenges	-Eskom quality of supply, large phase imbalances. This is impacting the volume of treated water -Illegal water connections (rural areas) -Pipe leaks -Infrastructure vandalism
Anticipated citizen benefits	There are approximately 133 rural villages with a population of about 66,900 in 8,082 households. The project area covers Wards 13, 15, 16, 17, 20, 21, 26, 28 and 32 of the Mbashe Local Municipality.
Name of Project - B	
Objective of Project	
Delays	
Future Challenges	
Anticipated citizen benefits	
Name of Project - C	C - Ngqamakwe Regional Water Supply Phase (1 - 4)

Chapter 5

Objective of Project	The whole project covers 129 villages in ward 13-20 of the Mngquma Local Municipality covering 76 000 people. A severe persisting water shortage in 2009/10 due to drought prompted ADM to sort a medium to long term relief and an area that is within the greater part of Ngqamakhwe RWSS that was worst hit was identified and required urgent water supply.
Delays	Eskom Connection at Borehole Pumpstations, Bulk water Supply from Phase 5 - project to be completed September 2023
Future Challenges	Vandalism, Illegal water connections (rural areas) and Pipe leaks
Anticipated citizen benefits	76 000 people (12666 households)
Name of Project - D	
Objective of Project	Provision of basic sanitation services
Delays	None
Future Challenges	Lack of funds to eradicate backlog and address population growth
Anticipated citizen benefits	The use of dignified sanitation facilities
Name of Project - E	E - Ibika-Centani Water Supply Phase 3
Objective of Project	This project, Ibika - Centani Regional Water Supply, was identified in ADM's 2012-2017 IDP for the realization of its objective of provision of adequate, potable and sustainable water services infrastructure. Amathole District Municipality seeks to implement a rural water supply scheme for the area stretching from N2 route in the north, Xholani on the west and Gosaxi in the east down to the coastal area of Mazepa within the Mngquma Local Municipality. The area is home to a total of 32,574 people dwelling in 6,515 households made of mainly low income earners. The project will also extend to Centane which has both urban and rural dwellers. The estimated population for Centane, projected from the 2007 population is around 13,260, which converts to about 2,652 households
	an average of 5 people per household. An additional 1200 will be added once the new housing development is completed. This gives a total current design population of 10,367 households.
Delays	Draught
Future Challenges	Draught, vandalism of existing infrastructure with no adequate water supply
Anticipated citizen benefits	47 034 people (10 367 households)

Chapter 5

COMMENT ON CAPITAL PROJECTS:

Provide information in the template above on the 5 largest projects, ranked according to their approved budget provision year 0. Comment on the variance between the original and adjustment budgets and on availability of future Budget provision to operate the projects and lessons learnt in the year about capital project implementation on time to budget.

T 5.7.1.1

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

Owing to the rural nature and Grant dependency of the ADM, there are still significant water and sanitation backlogs in the former homeland areas. The pace of the eradication of these backlogs is entirely dependent on funding allocations from National Treasury through the respective Grant allocations. The newly established Water Services Infrastructure Grant (WSIG) will assist in ensuring that all communities have access to at least a safe water supply by 2022, even if these water systems do not meet RDP standards. The Municipal Infrastructure Grant (MIG) will be used to eradicate the backlog.

The MIG grant is also being used to eradicate the water backlog and ensure that all households have access to a RDP level of service. While the ADM still needs to provide water and sanitation services to all those currently not served, other challenges being faced are expanding villages, the demand for higher levels of service as well as old and dilapidated infrastructure.

Since the MIG is primarily being used to eradicate backlogs, ADM has to rely on limited internal funding for extensions, upgrades and asset renewal. This is a major cause for concern as the ADM has insufficient internal funding to adequately keep pace with these additional infrastructure requirements which therefore results in a growing backlog in these areas. Effective asset management, such as preventive maintenance will be key to prolong the life of ageing infrastructure.

Explain that need and cost of backlogs are the result of migration into an area; migration out of an area; the trend towards disaggregation of families into more than one housing unit; and the cost of renewing and upgrading core infrastructure. Explain how this balance effects net demand in your municipality and how your municipality is responding to the challenges created.

T 5.8.1

Chapter 5

Service Backlogs at 30 June Year 2020				
	Service Level Above minimum Standard		Service Level below minimum Standard	
	No. HHs	%HHs	No. HHs	%HHs
Water	235 338	98%	5 998	2%
Sanitation	217 853	91%	22 147	9%
Electricity	N/A	N/A	N/A	N/A
Waste Management	N/A	N/A	N/A	N/A
Housing	122743	55.1	99643	44.8
T5.8.2				

Municipal Infrastructure Grant (MIG)* Expenditure Year 2019/20 on Service backlogs						
Details	Budget	Adjustments Budget	Actual	Variance		Major condition applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Infrastructure - Road transport				%	%	
<i>Roads, Pavements & Bridges</i>				%	%	
<i>Storm water</i>				%	%	
Infrastructure - Electricity				%	%	
<i>Generation</i>				%	%	
<i>Transmission & Reticulation</i>				%	%	
<i>Street Lighting</i>				%	%	
Infrastructure - Water	225 011	129 347	129 347	%	100	
<i>Dams & Reservoirs</i>				%	%	
<i>Water purification</i>				%	%	
<i>Reticulation</i>				%	%	
Infrastructure - Sanitation	182 460	278 232	278 232	%	100	
<i>Reticulation</i>				%	%	
<i>Sewerage purification</i>				%	%	
Infrastructure - Other				%	%	
<i>Waste Management</i>	N/A	N/A	N/A	%	%	
<i>Transportation</i>	N/A	N/A	N/A	%	%	
<i>Gas</i>				%	%	
Other Specify: PMU Operations	20 961	20 891 597	20 891	%	100%	
				%	%	
				%	%	

Chapter 5

				%	%	
Total	428 472	428 472	428 472	%	100%	
<i>* MIG is a government grant program designed to fund a reduction in service backlogs, mainly: Water; Sanitation; Roads; Electricity. Expenditure on new, upgraded and renewed infrastructure is set out at Appendix M; note also the calculation of the variances. Variances are calculated by dividing the difference between actual and original/adjustment budget by actual.</i>						

COMMENT ON BACKLOGS:

Municipal Infrastructure Grant is a conditional grant that is issued to municipalities based on powers and functions to address all related backlog. Amathole District Municipality being a water service authority is responsible for all water and sanitation mandates of the district. The grant therefore aims to address all water and sanitation backlog within the district. The grant is regulated through the Division of Revenue Act (DORA) which is gazetted yearly to indicate the allocations to be given to each municipality on a 3 year Medium-Term Expenditure (MTEF) framework. The municipality therefore has a three year window to plan accordingly for the implementation of projects that aim to address the identified backlog.

ADM for the 2018/19 financial year received a MIG allocation of R428 472 000, 100% of the allocation has been spent. The expenditure incurred for the 2019/20 financial year was to address the water and sanitation backlog as identified in the IDP

MIG only implements projects to address household backlog and the mandate for addressing backlog in schools and clinics lies with the departments of education and health respectively. Therefore the above indicated allocation only addressed backlog in relation to households.

Comment on how MIG grants have been utilised to redress the backlogs and on the variances in T 5.8.3. If appropriate, comment that **Appendix P** contains details of schools and clinics that have been established that do not have ready access to one or more basic services and **Appendix Q** contains details of those services provided by other spheres of government (whether the municipality is involved on an agency basis or not) that carry significant backlogs.

T 5.8.4

Chapter 5

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

Cash flow is of vital importance to the health of a municipality.

Investments are placed with top creditworthy institutions as rated by nationally recognised credit rating agencies.

The administrative system of cash flow and investment management is geared towards fiscal discipline despite challenges associated with the collection of revenues.

The municipality continues to experience cash flow constraints and finds itself facing challenges in meeting its long- and short-term commitments in a timely manner. The Council of the municipality is regarded as the trustee of the public revenue that it collects and it therefore has an obligation to the community to ensure that the municipality's cash resources are effectively and efficiently managed. Council therefore has a responsibility to invest these public revenues knowledgeably and judiciously and must be able to account fully to the community in respect of these investments.

The investment portfolio has been delegated to the Chief Financial Officer, through application of the approved investment policy and stringent cash monitoring, R13 million interest was actually earned versus the budget of R19 million. This was as a direct impact of the world wide COVID-19 pandemic that saw the effective interest rates decreasing. Hence the municipality earned less interest income than anticipated.

Give a brief comment on the importance of cash flow management. Refer to the scope of this activity as indicated in this component and what you regard as the key management features of your municipality's approach. Refer to any other cash flow issues of current relevance to your municipality that are not adequately provided for in the format of this component.

T 5.9

Chapter 5

5.9 CASH FLOW

Cash Flow Outcomes				
Description	Year -1	Current: Year 0		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Ratepayers and other				
Government - operating				
Government - capital				
Interest				
Dividends				
Payments				
Suppliers and employees				
Finance charges				
Transfers and Grants				
NET CASH FROM/(USED) OPERATING ACTIVITIES	-	-	-	-
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE				
Decrease (Increase) in non-current debtors				
Decrease (increase) other non-current receivables				
Decrease (increase) in non-current investments				
Payments				
Capital assets				
NET CASH FROM/(USED) INVESTING ACTIVITIES	-	-	-	-
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans				
Borrowing long term/refinancing				
Increase (decrease) in consumer deposits				
Payments				
Repayment of borrowing				
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	-	-	-	-
Cash/cash equivalents at the year begin:				-
Cash/cash equivalents at the year end:		-	-	-
Source: MBRR A7				T 5.9.1

Chapter 5

COMMENT ON CASH FLOW OUTCOMES:

Cash flow is of vital importance to the health of a municipality.

Investments are placed with top creditworthy institutions as rated by nationally recognised credit rating agencies.

The administrative system of cash flow and investment management is geared towards fiscal discipline despite challenges associated with the collection of revenues.

The municipality continues to experience cash flow constraints and finds itself facing challenges in meeting its long- and short-term commitments in a timely manner. The Council of the municipality is regarded as the trustee of the public revenue that it collects and it therefore has an obligation to the community to ensure that the municipality's cash resources are effectively and efficiently managed. Council therefore has a responsibility to invest these public revenues knowledgeably and judiciously and must be able to account fully to the community in respect of these investments.

The investment portfolio has been delegated to the Chief Financial Officer, through application of the approved investment policy and stringent cash monitoring, R13 million interest was actually earned versus the budget of R19 million. This was as a direct impact of the world wide COVID-19 pandemic that saw the effective interest rates decreasing. Hence the municipality earned less interest income than anticipated.

Supply a brief summary about the cash flow status of the municipality. Explain variances from Original and Adjustment Budget to Actual. Include information on operating activities and what effect they had on cash flow and on cash backing of surpluses. Information regarding cash flow may be sourced from **Table A7 of the MBRR**.

T 5.9.1.1

Chapter 5

5.10 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

Debt Profile

The district currently has no loans or borrowings other than finance leases for the rental of photocopiers in accordance with GRAP 13.

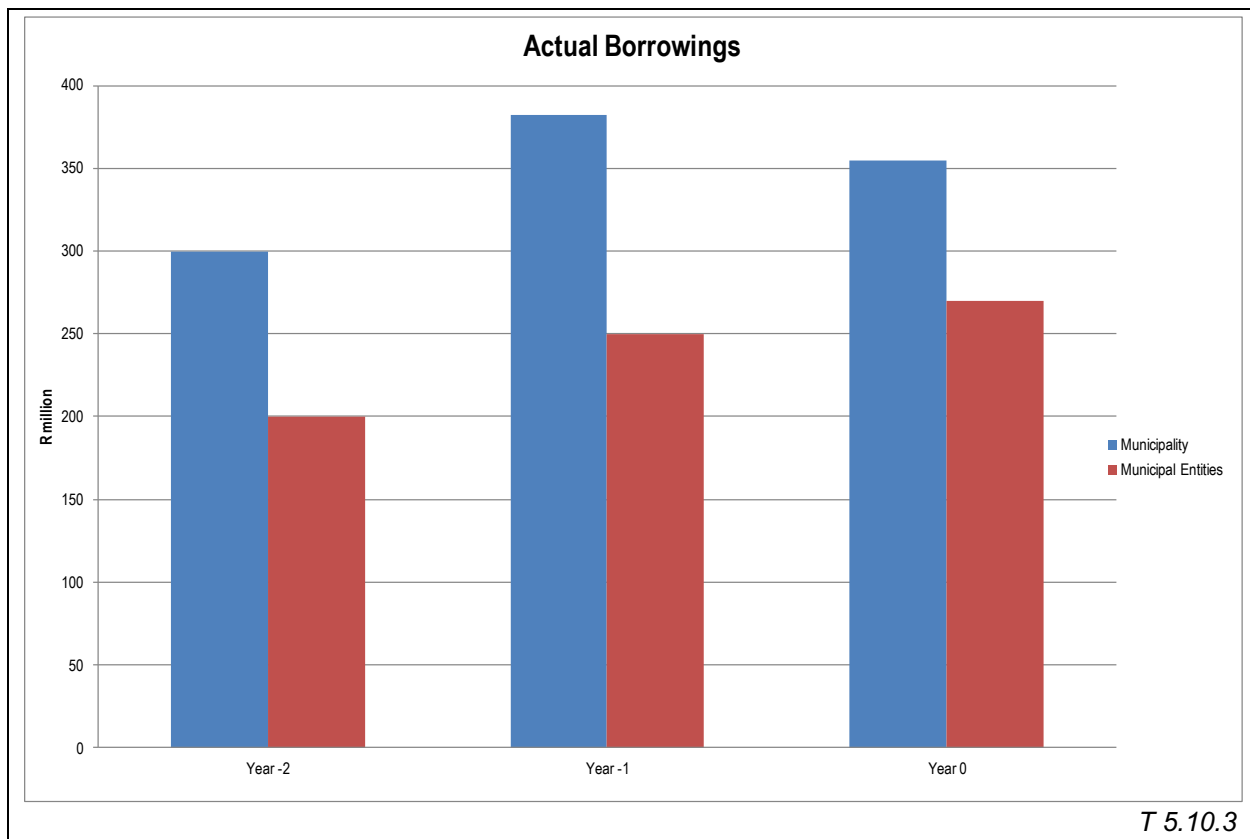
Explain briefly the relevance of borrowing and investments to you municipality with reference to the tables below and your municipality's requirements in the year. Information may be sourced from **table SA3 AND SA15 in the MBRR**.

T 5.10.1

Actual Borrowings: Year 2018/2019 to Year 2020/2021			
	R' 000		
Instrument	Year 2019	Year 2020	Year 2021
<u>Municipality</u>			
Long-Term Loans (annuity/reducing balance)	0	0	0
Long-Term Loans (non-annuity)	0	0	0
Local registered stock	0	0	0
Instalment Credit	0	0	0
Financial Leases	4	455	159
PPP liabilities	0	0	0
Finance Granted By Cap Equipment Supplier	0	0	0
Marketable Bonds	0	0	0
Non-Marketable Bonds	0	0	0
Bankers Acceptances	0	0	0
Financial derivatives	0	0	0
Other Securities	0	0	0
Municipality Total	4	455	159
<u>Municipal Entities</u>			
Long-Term Loans (annuity/reducing balance)	0	0	0
Long-Term Loans (non-annuity)	0	0	0
Local registered stock	0	0	0
Instalment Credit	0	0	0
Financial Leases	0	0	0
PPP liabilities	0	0	0

Chapter 5

Finance Granted By Cap Equipment Supplier	0	0	0
Marketable Bonds	0	0	0
Non-Marketable Bonds	0	0	0
Bankers Acceptances	0	0	0
Financial derivatives	0	0	0
Other Securities	0	0	0
Entities Total	0	0	0
<i>T 5.10.2</i>			



Chapter 5

Municipal and Entity Investments			
			R' 000
Investment* type	Year -2	Year -1	Year 0
	Actual	Actual	Actual
<u>Municipality</u>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
Municipality sub-total	0	0	0
<u>Municipal Entities</u>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
Entities sub-total	0	0	0
Consolidated total:	0	0	0
			T 5.10.4

Chapter 5

COMMENT ON BORROWING AND INVESTMENTS:

Debt profile

The finance lease obligations are recognized in accordance with the GRAP standards and pertain to the rental of photocopiers.

Investment profile

The municipality has R27 million capital invested in reputable financial institutions, earning interest at an average of 4.25%.

R5 million has been invested in a fixed deposit account until 2022, this account supports the MTAS and vision 2058 towards rebuilding the cash reserves of the municipality.

Make clarifying comments on the above tables as necessary. All investments whether in the form of loans (in cash or kind) made by the municipality but not to one or more of the organisations set out above and all grants (in cash or kind) made to any form of organisation **must** be set out in full at **Appendix R**.

T 5.10.5

Chapter 5

5.11 PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

There are no Public Private Partnerships Agreements in place.

Provide overview of agreements, contracts and projects undertaken during the year through PPP's – Refer to further details of PPP details **Appendix H. Table SA3 (MBRR)** may also be used to gain information on PPP's.

T 5.11.1

Chapter 5

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

Section 3(1)(b) and (c) of the SCM Regulations states that the accounting officer of a municipality must at least annually review the implementation of the SCM policy and when necessary submit proposal for the amendment of the policy to council.

The SCM Policy of ADM has been reviewed to give effect to MFMA Circular 106: Local Government Framework for Infrastructure Delivery and Procurement Management.

Section 117 of the MFMA states that: "No councillor of any municipality may be a member of a municipal bid committee or any other committee evaluating or approving tenders, quotations, contracts or other bids, not attend any such meeting as an observer." The Accounting Officer established a committee system that is consistent with the MFMA and Municipal SCM Regulations for competitive bids consisting of:

- A bid specification committee
- A bid evaluation committee
- A bid adjudication committee

Rules and procedures governing the functioning of the abovementioned bid committees were developed and implemented. Chapter 6 of the Municipal Regulations on Minimum Competency Levels states that:

The accounting officer and any other official of a municipal entity involved in the implementation of the SCM Policy of the municipal entity must generally have the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and power in respect of Supply Chain Management."

The regulations indicate the minimum competency levels for Heads and Managers in Supply Chain Management. The Managers of Supply Chain Management have successfully completed the Minimum Competency Training.

ANALYSIS OF THE SUPPLY CHAIN MANAGEMENT BID PROCESS

CURRENT CONTRACTS AWARDED FOR THE 2020/21 FINANCIAL YEAR

During the 2020/21 financial year a total number of 185 contracts were awarded. The following table reflects the various procurement methods as well as the number of projects:

Provide a brief narrative that describes the progress made by your municipality in developing and implementing policies and practices in compliance with the guidelines set out in SCM Regulations 2005. State the number of Supply Chain officials that have reached the prescribed levels required for their positions (See MFMA Competency Regulation Guidelines) and state the number of prescribed officials that are yet to reach the necessary competency levels; and set out any remarks made in the previous Auditor-General's report or the report for year 0 concerning the quality of Supply Chain Management and detail the remedial action taken. Note comments made in Chapter 2, under section 2.8.

T 5.12.1

Chapter 5

5.13 GRAP COMPLIANCE

GRAP COMPLIANCE

GRAP is the acronym for Generally Recognized Accounting Practice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders.

The financial statements have been prepared using an accrual basis of accounting and are in accordance with historical cost convention, unless otherwise specified.

The financial statements have been prepared in accordance with the Municipal Finance Management Act (MFMA) and effective standards of Generally Recognised Accounting Practices (GRAP), including any interpretations and directives issued by the Accounting Standards Board (ASB). This has occurred in accordance with Section 122(3) of the Municipal Finance Management Act, (Act No 56 of 2003).

Follow the above with information on progress with GRAP compliance at your municipality. Detail any instances where the municipality has deviated from the GRAP standards currently applicable.

T 5.13.1

Chapter 6

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

INTRODUCTION

The accounting officer of the municipality is responsible for the preparation and fair presentation of the annual financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act No. 56 of 2003 (MFMA) and for internal controls that management determines necessary to enable the annual financial statements to be prepared free from material misstatements whether due to fraud or error.

The Constitution S188 (1) (b) and section 4 of the Public Audit Act of South Africa No. 25 of 2004 states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. MSA S45 states that the results of performance measurement must be audited annually by the Auditor-General.

Refer to the Annual Financial Statements set out in Volume II and the timescale for the audit of these accounts and the audit of performance and the production of reports on these matters by the Auditor General as set out in this Chapter. If this is the version of the annual report presented to Council in September then the Auditor-Generals statements on this year's submissions will not be available for inclusion in this Chapter and this should be explained.

T 6.0.1

Chapter 6

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR -1

6.1 AUDITOR GENERAL REPORTS YEAR -1 (PREVIOUS YEAR)

Auditor-General Report on Financial Performance: Year -1	
Audit Report Status*:	
Non-Compliance Issues	Remedial Action Taken
Note:*The report status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse)	
	T 6.1.1

Auditor-General Report on Service Delivery Performance: Year -1	
Audit Report Status:	
Non-Compliance Issues	Remedial Action Taken
	T 6.1.2

COMPONENT B: AUDITOR-GENERAL OPINION YEAR 0 (CURRENT YEAR)

6.2 AUDITOR GENERAL REPORT YEAR 0

Auditor-General Report on Financial Performance Year 0*	
Status of audit report:	
Non-Compliance Issues	Remedial Action Taken
Note:* The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 0.	
	T 6.2.1

Chapter 6

Auditor-General Report on Service Delivery Performance: Year 0*	
Status of audit report**:	
Non-Compliance Issues	Remedial Action Taken
* This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Service Delivery Performance Year 0	
** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.	
	T 6.2.2

AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS: YEAR 0
<u>Delete Directive note once comment is completed</u> - Attach report. T 6.2.3

COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 0:
<u>Delete Directive note once comment is completed</u> - Provide comments from the Municipal Manager / CFO on the Auditor-General's opinion. Include comments on year 0 if it provides useful context. T 6.2.4

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:
Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.
Signed (Chief Financial Officer)..... Dated T 6.2.5

GLOSSARY

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “full and regular” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.

GLOSSARY

Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	• Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and

GLOSSARY

	express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: <i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i> <i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i>

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time /Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
Cllr. N. Ndikinda	FT	RULES COMMITTEE	ANC	100%	0%
Cllr K.C. Maneli	FT		ANC	85%	15%
Cllr. N. W. Nxawe	FT		ANC	70%	30%
Cllr. N. Mgidlana	FT	Whips Committee	ANC	91%	9%
Cllr. N. Mfecane	FT	Municipal Public Accounts Committee	ANC	90%	10%
Cllr S. Zuka	FT	Good Governance and Public Participation	ANC	100%	0%
Cllr L. Jacobs	FT	Municipal Financial Viability	ANC	82%	18%
Cllr S. Ndwayana		Whips Committee	ANC	95%	5%
Cllr Kabane	FT	Whips Committee Municipal Transformation and Organizational Development Committee	ANC	90%	10%
Cllr Ngxola	PT	Local Economic Development Committee	ANC	90%	10%
Cllr B Goniwe	PT	Municipal Public Account Committee	ANC	100%	0%
Cllr P. Qaba	PT	Municipal Public Account Committee	ANC	80%	20%
Cllr Z. Xongwana	PT	Municipal Public Account Committee	ANC	64%	36%
Cllr N. Sango	PT	Basic Services and infrastructure Investment Committee	ANC	85%	15%
Cllr T. Balindlela	PT	Municipal Public Accounts Committee	DA	90%	10%

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Cllr N. Sango	PT	Basic Services and infrastructure Investment Committee	ANC	85%	15%
Cllr T. Balindlela	PT	Municipal Public Accounts Committee	DA	90%	10%
		Whips Committee			
Cllr Sitole	PT	Municipal Public Accounts Committee	UDM	45%	55%
Cllr C. Genyane	PT	Municipal Public Accounts Committee	ANC	80%	20%
Cllr Z. Mngwazi	PT	Municipal Financial Viability Committee Basic Service Delivery and Infrastructure Investment	ANC	100%	0%
Cllr N. Geza	PT	Municipal Financial Viability Committee Local Economic Development Committee	ANC	100%	0%
Cllr M. Tshaka	PT	Municipal Financial Viability Committee	DA	90%	10%
Cllr C. Auld	PT	Municipal Financial Viability Committee Local Economic Development Committee	DA	80%	20%
Cllr N. Mgema	PT	Municipal Financial Viability Committee	ANC	55%	45%
Cllr L. Mantshiyose	PT	Municipal Financial Viability Committee	ANC	80%	20%
Cllr N. Rulashe	PT	Local Economic Development Committee	ANC	90%	10%
		Whips Committee			
Cllr A. Matshobeni	PT	Local Economic Development Committee	ANC	90%	10%
		Whips Committee			
Cllr K. Magwaca	PT	Local Economic Development Committee	UDM	64%	36%
Cllr T. Ngaye	PT	Local Economic Development Committee	ANC	91%	9%

APPENDICES

Cllr S. Maneli	PT	Municipal Transformation and Organizational Development Committee	ANC	55%	45%
		Good Governance and Public Participation			
		Whips Committee			
Cllr N. Dube	PT	Municipal Public Accounts Committee	ANC	95%	5%
Cllr X. Tyodana	PT	Municipal Transformation and Organizational Development Committee	ANC	80%	20%
Cllr N. Skelenge	PT	Municipal Transformation and Organizational Development Committee Local Economic Development Committee	ANC	80%	<u>20%</u>
Cllr M. Mqokoyi	PT	Basic Service Delivery and Infrastructure Committee	ANC	36%	64%
Cllr P. Sango	PT	Basic Service Delivery and Infrastructure Committee	ANC	55%	45%
Cllr D. Ncanywa	PT	Good Governance and Public Participation	ANC	50%	50%
Cllr J. Lombard	PT	Good Governance and Public Participation	DA	80%	20%
Cllr M. Siwisa	PT	Good Governance and Public Participation	ANC	73%	27%
Cllr Siyo		Good Governance and Public Participation Financial Viability Municipal	ANC	45%	55%
Cllr X. Mngxaso		Good Governance and Public Participation	UDM	90%	10%
Cllr Yelani	PT	Municipal Transformation and Organizational Development Committee	ANC	64%	36%

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Cllr N. Nyathela	FT	Local Economic Development Basic Service Delivery and Infrastructure	ANC	91%	9%
Cll M Jiya	PT	Basic Service Delivery and Infrastructure	ANC	82%	18%
Cllr X. Baleni	PT	Basic Service Delivery and Infrastructure	ANC	91%	9%
Cllr N. Ntolosi	PT	Basic Service Delivery and Infrastructure	ANC	82%	18%
Cllr M. Namba	FT	Good Governance and Public Participation	ANC	100%	0%

Concerning T A

Note: "Councillors appointed on a propotional basis do not have wars allocated to them.

Provide comments on the above table.

T A.1

APPENDICES

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Municipal Transformation and Organizational Development Committee	To assist the Executive Mayor in his responsibility to monitor the management of the municipality's administration in accordance with the directions of Council. The Committee shall have the power to consider and make recommendations to the Mayoral Committee on all issues falling within the ambit of the following functional areas: • Industrial Relations • Personnel Administration • Occupational Health and Safety • Conditions of Services and Staff Benefits • Resource Management • Council Assets • Land Transaction • Building Maintenance and Administration • Insurance Fire Services • Municipal Health Services including Environmental Health • Protection Services • Disaster Management • Community Safety

APPENDICES

Local Economic Development Committee	To assist the Executive Mayor in his responsibilities to identify the social and economic needs of the municipality, recommending to Council strategies, programmes and services to address priority needs and monitoring the operational functions of ASPIRE in a way that does not interfere in the performance of those functions. The Committee shall have the power to consider and make recommendation to the Mayoral Committee on all issues falling within the ambit of the following functions: • Land and Housing • Land Development Objectives • Integrated Development Plans
	• Tourism • Local Economic Development • Land Reform and Settlement Plan • Town and Regional Planning • Land Usage
Basic Services and Infrastructure Investment Committee	To assist the Executive Mayor in his responsibility to oversee the provision of basic services to communities in a sustainable manner. The Committee shall have the power to consider and make recommendations to the Mayoral Committee on all the issues falling within the scope of the following functional areas: • Engineering Services • Water and Sanitation • Solid Waste • Transport and Planning • Community Facilities

APPENDICES

Municipal Financial Viability	To assist the Executive Mayor in his responsibilities to provide political guidance of the fiscal and financial affairs of the municipalities that must guide the preparations of the budget and taking reasonable steps to ensure that the municipality performs its Constitutional and statutory functions within the limits to the municipality's approved budget. The Committee shall have the power to consider and make recommendation to the Mayoral Committee on all issues falling within the scope of the following: - Municipal Budget; - Integrated Development Planning; - Service Delivery and Budget Implementation Plan; - Performance Management; - Risk Management; - Mid-year Budget review; - Financial Management; - Asset and Liability management; - Revenue Management;
	- Expenditure Management; - ASPIRE performance review; - Supply Chain Management. - Monitor progress on the implementation of the SDBIP (projects).

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Good Governance and Public Participation Committee	To assist the Executive Mayor in his responsibility to ensure that the municipality performs its constitutional and statutory functions within the limits of the municipality's approved budget and to annually report on the involvement of communities and community organizations in the affairs of the municipality. The Committee shall have the power to consider and make recommendation to the Mayoral Committee on all issues falling within the scope of the following: - Political & Administrative Structures of Council; - Ethics Management; - Inter-governmental relations; - Municipal Support Services; - Community participation; - Mayoral Imbizo; - Customer Care. - Special Programmes (Gender, people with disabilities and Youth) - Performance management - Monitor progress on the implementation of the SDBIP (projects).
Municipal Public Accounts Committee	The Municipal Public Accounts Committee is established in terms of section 79 of the Municipal Structures Act, 1198 as amended, as a mechanism to assist Council to fulfil its mandate to oversee of Executive function. It is a multi-party Committee established in terms of section 160(8) of the Constitution. The Committee is established to enable Council to fulfil her oversight functions as envisaged in section 32 of the Municipal Finance Management Act (Act 56 of 2003). Since its inception the Committee has worked tirelessly to fulfil its mandate and developed an oversight report on the annual report and the annual financial statements for each financial year. From the work of the committee during the years it can be observed that: (a) The Committee has been able to create a better understanding of its work among the political

APPENDICES

	and administrative office bearers in council. (b) It developed a program of action intended to ensure continuous and complementary oversight over the Executive and the Administration (c) Facilitated capacity building of its members for better understanding and performance of its functions. (d) Ensure regular meetings and submission of reports of the committee to the Council on a quarterly basis. (e) Develop an oversight report on the annual report for the financial year 2018/19 (f) Take the annual report to communities and ensure citizen participation in evaluation of the performance of the Municipality. (g) Facilitate engagement of the Municipal Public Accounts Committees of the Local Municipalities in ADM's area of jurisdiction to ensure synergy in annual reporting to communities. (h) Conduct oversight on the section 52(d) reports thus providing in year monitoring of the financial performance of the Municipality. (i) Visit projects implemented by the Municipality to assess outcomes and gauge community Satisfaction with service delivery. (j) Investigating recoverability of irregular, unauthorized fruitless, and wasteful expenditure.
Women Caucus	The committee is responsible for dealing with issues affecting Women within the jurisdiction of ADM and also responsible for raising their plight.
Chief Whips Committee	The Whips Committee is established in terms of section 10 of the Standing Rules of Council. The Committee consist of the Whips of all political parties in council and is chaired by the Chief Whip of Council. The Committee performs any function assigned to it by the Council or as defined in terms of the Standing Rules. The Whips Committee meets four days before the date of Council to enable the Whips of Political to determine the manner in which matters brought to Council will be taken and to develop consensus in approach amongst political parties on matters in the agenda of

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	Council. The Whips Committee facilitates the smooth running of the meeting of Council. During the period under review the whips Committee has met in line with the Calendar of Council. Some meetings of the Whips Committee were also affected by the lockdown, and had to be cancelled. However mechanisms were developed whereby whips forward questions to the Chief Whip on matters in the agenda to facilitate for the smooth running of Council
Rules Committee	Since its inception the Council has established Rules Committee for the development and regular updating of the Rules of Council. The Rules Committee is a multi-party Committee of Council with proportional representation of all parties in Council as determined in terms of section 160(8) of the Constitution of the Republic of South Africa, 1996 as amended. During the period under review, the Rules Committee convened and reviewed Standing Rules to: 1. Ensure that the Rules are in line with legislation. 2. Ensure that the Rules reflect the current status in Council. 3. Ensure that rules provide for virtual meetings in line with provisions of the Disaster Management Act and its regulations
Ethics Committee	The Committee on Ethics and Discipline was established by Council in 2016 in terms of section 79 of the Local Government Municipal Structures Act (Act 117 of 1998 as amended). The mandate of the Committee is to ensure the development and maintenance of a register of members' interests and to assist the Speaker with investigations of any suspected breaches of the code of conduct by councilors. The Committee meets as and when there are cases of suspected breaches of the code of conduct and reports to council on its findings with recommendations of appropriate sentence. During the period under review the Committee has met to consider suspected breaches of the code of conduct of councilors against seven (7) councilors and recommendations were submitted to the Council for consideration.
Audit and Risk Committee	ADM appointed a new Audit and Risk Committee with effect from 1 November 2017 comprising of five independent individuals. The Audit and Risk Committee performs the responsibilities assigned to it by MFMA (section 166), and the corporate governance responsibilities delegated to it by council in a charter approved by Council. The committee reviewed the annual financial statements of the municipality before they were submitted to the Auditor-General (AG). The

APPENDICES

	Committee managed to convene once during lockdown to carry out its responsibilities.	
		<i>T B</i>

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APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Director/Manager (State title and name)
Use as a spill-over schedule if top 3 tiers cannot be accommodated in chapter 2 (T2.2.2).	T O

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APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

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Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution		
Building regulations		
Child care facilities		
Electricity and gas reticulation		
Firefighting services		
Local tourism		
Municipal airports		
Municipal planning		
Municipal health services		
Municipal public transport		
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law		
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto		
Stormwater management systems in built-up areas		
Trading regulations		
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems		
Beaches and amusement facilities		
Billboards and the display of advertisements in public places		
Cemeteries, funeral parlours and crematoria		
Cleansing		
Control of public nuisances		
Control of undertakings that sell liquor to the public		
Facilities for the accommodation, care and burial of animals		
Fencing and fences		
Licensing of dogs		
Licensing and control of undertakings that sell food to the public		
Local amenities		
Local sport facilities		
Markets		
Municipal abattoirs		
Municipal parks and recreation		
Municipal roads		
Noise pollution		
Pounds		
Public places		
Refuse removal, refuse dumps and solid waste disposal		

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APPENDIX E – WARD REPORTING

[illegible]

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APPENDIX F – WARD INFORMATION

Ward Title: Ward Name (Number)				
Capital Projects: Seven Largest in Year 0 (Full List at Appendix O)				
R' 000				
No.	Project Name and detail	Start Date	End Date	Total Value
				T F.1

Basic Service Provision					
Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery					
Households without minimum service delivery					
Total Households*					
Houses completed in year					
Shortfall in Housing units					
*Including informal settlements					T F.2

Top Four Service Delivery Priorities for Ward (Highest Priority First)		
No.	Priority Name and Detail	Progress During Year 0
		T F.3

APPENDICES

ELECTED WARD MEMBERS (STATING NUMBER OF MEETING ATTENDED – MAXIMUM 12 MEETINGS)

Names: xxx (8); xxx (7)...

TF.3

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 0

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[illegible]

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APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

[illegible]

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[illegible]

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

[illegible]

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APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interests		
Period 1 July to 30 June of Year 0 (Current Year)		
Position	Name	Description of Financial interests* (Nil / Or details)
(Executive) Mayor		
Member of MayCo / Exco		
Councillor		
Municipal Manager		
Chief Financial Officer		
Deputy MM and (Executive) Directors		
Other S57 Officials		

* Financial interests to be disclosed even if they incurred for only part of the year. See MBRR SA34A

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APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote						
R' 000						
Vote Description	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Example 1 - Vote 1						
Example 2 - Vote 2						
Example 3 - Vote 3						
Example 4 - Vote 4						
Example 5 - Vote 5						
Example 6 - Vote 6						
Example 7 - Vote 7						
Example 8 - Vote 8						
Example 9 - Vote 9						
Example 10 - Vote 10						
Example 11 - Vote 11						
Example 12 - Vote 12						
Example 13 - Vote 13						
Example 14 - Vote 14						
Example 15 - Vote 15						
Total Revenue by Vote	-	-	-	-	-	-
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i> <i>This table is aligned to MBRR table A3</i>						T K.1

APPENDICES

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source						
Description	R '000					
	Year -1	Year 0			Year 0 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	26,485	23,572	28,075	23,042	-2%	-22%
Property rates - penalties & collection charges	8,541	8,285	9,054	8,456	2%	-7%
Service Charges - electricity revenue	12,355	10,254	12,478	13,219	22%	6%
Service Charges - water revenue	14,232	13,235	13,662	12,097	-9%	-13%
Service Charges - sanitation revenue	6,542	5,496	5,954	6,346	13%	6%
Service Charges - refuse revenue	1,865	1,622	1,865	1,510	-7%	-23%
Service Charges - other	5,643	5,530	5,925	5,304	-4%	-12%
Rentals of facilities and equipment	5,643	5,530	5,925	5,304	-4%	-12%
Interest earned - external investments	5,322	4,470	5,747	4,630	3%	-24%
Interest earned - outstanding debtors	8,455	8,455	8,624	9,554	12%	10%
Dividends received	1,254	1,003	1,191	1,354	26%	12%
Fines	2,516	2,063	2,264	2,340	12%	3%
Licences and permits	6,846	6,230	7,256	6,640	6%	-9%
Agency services	12,546	10,413	11,793	11,542	10%	-2%
Transfers recognised - operational	2,355	2,190	2,425	2,402	9%	-1%
Other revenue	48,542	40,776	48,542	46,115	12%	-5%
Gains on disposal of PPE	4,565	3,698	4,337	4,291	14%	-1%
Environmental Protection	5,649	4,971	6,157	4,971	0%	-24%
Total Revenue (excluding capital transfers and contributions)	179,353	157,791	181,274	169,118	6.70%	-7.19%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.						T K.2

APPENDICES

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Neighbourhood Development Partnership Grant						
Public Transport Infrastructure and Systems Grant						
<i>Other Specify:</i>						
Total						
<i>* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in the main report, see T 5.8.3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Obtain a list of grants from national and provincial government.</i>						T L

COMMENT ON CONDITIONAL GRANTS EXCLUDING MIG:

Delete Directive note once comment is completed – Use this box to provide additional information on grant benefits or conditions and reasons for acceptance.

T L.1

APPENDICES

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

APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Capital Expenditure - New Assets Programme*							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	-	-		-	-	-	-
Infrastructure: Road transport - Total	-	-		-	-	-	-
Roads, Pavements & Bridges							
Storm water							
Infrastructure: Electricity - Total	-	-		-	-	-	-
Generation							
Transmission & Reticulation							
Street Lighting							
Infrastructure: Water - Total	-	-		-	-	-	-
Dams & Reservoirs							
Water purification							
Reticulation							
Infrastructure: Sanitation - Total	-	-		-	-	-	-
Reticulation							
Sewerage purification							
Infrastructure: Other - Total	-	-		-	-	-	-
Waste Management							
Transportation							
Gas							
Other							
Community - Total	-	-		-	-	-	-
Parks & gardens							
Sportsfields & stadia							
Swimming pools							
Community halls							
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries							
Social rental housing							
Other							
Table continued next page							

APPENDICES

Table continued from previous page

Capital Expenditure - New Assets Programme*							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Heritage assets - Total	-	-		-	-	-	-
Buildings							
Other							
Investment properties - Total	-	-		-	-	-	-
Housing development							
Other							
Other assets	-	-		-	-	-	-
General vehicles							
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings							
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
Agricultural assets	-	-		-	-	-	-
List sub-class							
Biological assets	-	-		-	-	-	-
List sub-class							
Intangibles	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on new assets	-	-		-	-	-	-
Specialised vehicles	-	-		-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							
* Note: Information for this table may be sourced from MBRR (2009: Table SA34a)							
							T M.1

APPENDICES

APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

Capital Expenditure - Upgrade/Renewal Programme*							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	-	-		-	-	-	-
Infrastructure: Road transport -Total	-	-		-	-	-	-
Roads, Pavements & Bridges							
Storm water							
Infrastructure: Electricity - Total	-	-		-	-	-	-
Generation							
Transmission & Reticulation							
Street Lighting							
Infrastructure: Water - Total	-	-		-	-	-	-
Dams & Reservoirs							
Water purification							
Reticulation							
Infrastructure: Sanitation - Total	-	-		-	-	-	-
Reticulation							
Sewerage purification							
Infrastructure: Other - Total	-	-		-	-	-	-
Waste Management							
Transportation							
Gas							
Other							
Community	-	-		-	-	-	-
Parks & gardens							
Sportsfields & stadia							
Swimming pools							
Community halls							
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries							
Social rental housing							
Other							
Heritage assets	-	-		-	-	-	-
Buildings							
Other							
Table continued next page							

APPENDICES

Table continued from previous page

Capital Expenditure - Upgrade/Renewal Programme*							
R '000							
Description	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Investment properties	-	-		-	-	-	-
Housing development							
Other							
Other assets	-	-		-	-	-	-
General vehicles							
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings							
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
Agricultural assets	-	-		-	-	-	-
List sub-class							
Biological assets	-	-		-	-	-	-
List sub-class							
Intangibles	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on renewal of existing assets	-	-		-	-	-	-
Specialised vehicles	-	-		-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							

* Note: Information for this table may be sourced from MBRR (2009: Table SA34b)

T M.2

APPENDICES

APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 0

Capital Programme by Project: Year 0					R' 000
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water					
"Project A"	82	85	92	8%	11%
"Project B"	82	85	92	8%	11%
"Project C"	85	90	95	5%	11%
Sanitation/Sewerage					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
Electricity					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
Housing					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
Refuse removal					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
Stormwater					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
Economic development					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
Sports, Arts & Culture					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
Environment					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
Health					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
Safety and Security					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
ICT and Other					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
					T N

APPENDICES

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 0

Capital Programme by Project by Ward: Year 0			R' 000
Capital Project	Ward(s) affected	Works completed (Yes/No)	
Water			
"Project A"			
"Project B"			
Sanitation/Sewerage			
Electricity			
Housing			
Refuse removal			
Stormwater			
Economic development			
Sports, Arts & Culture			
Environment			
Health			
Safety and Security			
ICT and Other			
			T O

APPENDICES

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Service Backlogs: Schools and Clinics				
Establishments lacking basic services	Water	Sanitation	Electricity	Solid Waste Collection
Schools (NAMES, LOCATIONS)				
Clinics (NAMES, LOCATIONS)				
Names and locations of schools and clinics lacking one or more services. Use 'x' to mark lack of service at appropriate level for the number of people attending the school/clinic, allowing for the proper functioning of the establishment concerned.				T P

APPENDICES

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

Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the municipality whether or not act on agency basis)		
Services and Locations	Scale of backlogs	Impact of backlogs
Clinics:		
Housing:		
Licencing and Testing Centre:		
Reseviors		
Schools (Primary and High):		
Sports Fields:		
		T Q

APPENDICES

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

Declaration of Loans and Grants made by the municipality: Year 0				
All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of project	Conditions attached to funding	Value Year 0 R' 000	Total Amount committed over previous and future years
* Loans/Grants - whether in cash or in kind				T R

APPENDICES

APPENDIX S – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

National and Provincial Outcomes for Local Government		
Outcome/Output	Progress to date	Number or Percentage Achieved
Output: Improving access to basic services		
Output: Implementation of the Community Work Programme		
Output: Deepen democracy through a refined Ward Committee model		
Output: Administrative and financial capability		
<i>* Note: Some of the outputs detailed on this table may have been reported elsewhere in the Annual Report. Kindly ensure that this information consistent.</i>		
		T S

VOLUME II

VOLUME II: ANNUAL FINANCIAL STATEMENTS

Provide the Annual Financial Statements (AFS) to the respective financial year as submitted to the Auditor-General. The completed AFS will be Volume II of the Annual Report.



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Amathole_DM



Amathole District Municipality



15 Rees Street, Quigney, East London, 5201



Info@amathole.gov.za