



**NGQUSHWA LOCAL MUNICIPALITY
FINAL ANNUAL REPORT
2021/2022**

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ABBREVIATIONS/CONCEPTS AND MEANING

ABBREVIATIONS/ CONCEPTS	MEANING
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.
ADM	Amatole District Municipalities.
AG	Office of the Auditor General.
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.
BTO	Budget and Treasury Office.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
CBOs	Community Based Organizations.
CDWs	Community Development Workers.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
DBSA	Development Bank of Southern Africa.
DEDEA	Department of Economic Development and Environmental Affairs.
DM	District Municipality.
Distribution Indicators	The distribution of capacity to deliver services.
ECDC	Eastern Cape Development Corporation.
EPWP	Expanded Public Works Programmes.
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.
FY	Financial Year
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.
GDP	Gross Domestic Product.

ABBREVIATIONS/ CONCEPTS	MEANING
HDI	Human Development Index.
HH	Households.
HOD	Head of Department.
HR	Human Resource.
IDP	Integrated Development Plan.
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.
IT	Information Technology.
LED	Local Economic Development.
LM	Local Municipality.
MFMA	Municipal Finance Management Act.
MIG	Municipal Infrastructure Grant.
MOU	Memorandum of Understanding.
MPAC	Municipal Public Accounts Committee.
MSA	Municipal Systems Act (Act No. 32 of 2000).
National performance areas	Key Service delivery & Infrastructure Economic development Municipal transformation and Institutional development Financial viability and management Good governance and community participation
NGOs	Non-Governmental Organisations.
NLM	Nggqushwa Local Municipality.
NYDA	National Youth Development Agency.
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.
PDOHS	Provincial Department of Human Settlements
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

ABBREVIATIONS/ CONCEPTS	MEANING
	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 express a specific level of performance that a municipality aims to achieve within a given time period.
PGDP	Provincial Growth and Development Plan.
PMS	Performance Management System.
PMU	Project Management Unit.
Service Delivery Budget Implementation Plan (SDBIP)	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.
SDF	Spatial Development Framework.
SME	Small Micro Enterprise.
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.
WSA	Water Service Authority.
WSDP	Water Service Development Plan.
WSP	Water Service Provider.
WTW	Water Treatment Works.

CHAPTER 1

COMPONENT A: MAYOR'S FOREWORD

The 2021/2022 Annual Report of Ngqushwa Local Municipality has been prepared in line with the provisions of various pieces of legislations like the Local Government Municipal Systems Act, 2000 read together with the provisions of the Local Government Municipal Finance Management Act 56 of 2003. Section 121(1) of the Local Government Municipal Finance Management Act 2003, states that, every municipality and every municipal entity must for each financial year prepare an annual report in accordance with this chapter. The Council of a municipality must within nine months after the end of the financial year deal with the Annual Report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129.

The 2021/22 municipal financial year commenced on 1 July 2021 and ended on 30 June 2022. It is my privilege to present the 2021/22 Annual Report of Ngqushwa Municipality to the community of Ngqushwa and to our stakeholders. The five-year term of local government provides an opportunity for us to review the previous financial year's performance and improve thereon.

During the 2021/22 financial year, Ngqushwa Local Municipality made good progress in fulfilling its constitutional obligation of delivering basic services to the communities guided by its vision to deliver services in an integrated and community driven service manner.

Ngqushwa community played a key role in achieving our goals by participating optimally on municipal programmes through public participation structures and platforms that we have such as ward committee meetings, IDP/PMS and Budget Rep forums and IDP/PMS Roadshows. Your contributions enabled us to confirm where our key challenges lie and construct a plan to address them.

The Annual Report is one of the highly reputable tools of government and in terms of accountability, to assess the effectiveness of the Municipality and the impact it has on the community. It also gives an overview of the state of financial affairs of the Municipality and the administrative and governance maturity levels of the Institution.

In conclusion, I would like to express my gratitude to every community member, Ward Committee members, Councillors, Management and Staff members for their support during the year under review.



Cllr S.S.Marell
Mayor

COMPONENT B: EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

The 2021/22 Annual Report serves a communication tool that reflects an overview of the municipal activities, performance in service delivery and financial position aimed at improving the lives of Ngqushwa communities. With the declining economic condition placing extra burden on the Municipality, it became evident that the 2021/22 financial year was a difficult year.

With this said Ngqushwa Local Municipality remained focused on accomplishing our strategic goals and the creation of an environment conducive for financial stability, the promotion of organisational well-being and ultimately the improvement of effective and efficient service delivery for all communities. The Municipality focuses intensely on ensuring that the vision and mission of the organisation was clearly brought across to the public.

1) Administrative Functionality

The administration has been stronger than ever and with the support and guidance of the Council we have made remarkable strides in achieving our vision "To be the preferred, vibrant, socio-economically developed municipal area that embraces a culture of human dignity, good governance and characterised by good quality of services for all.

2) Performance Management

The performance management policy was reviewed and individual performance workshops were held with the Senior Managers and Middle Manager. The aim of this exercise was not only to prepare them for the coming financial year but also to create a performance culture throughout the entire organisation. For the 2021/22 financial year institutional annual performance is sitting at **71 %** (Unaudited) which shows improvement by **4%** as compared to **67%** of 2020/21 financial year. All Senior managers are appointed to execute the administrative functions of the municipality.

3) Communication

Municipality has implemented several communication systems to keep the public abreast with the progress and information that affects them. After the implementation and successful execution of newsletter, a messaging system proceeded and established a social media presence. This platform has ensured that we have interactive, real time communication with our communities.

4) LED

The municipality is determined to ensure that we meet our strategic objectives of Local Economic Development. We have placed our focus on job creation within the areas via EPWP and CWP. We are pleased to have a good relationship with our LED stakeholders and looking forward to the coming financial year to make new and improved changes in the LED environment.

5. Good governance

Good governance remains crucial to the success of the organisation and the value of a well-functioning Council with its Committee structures, as well as Ward Committees cannot be overstated by the Institution. The Municipality ensures that all reasonable steps are taken into consideration to maintain an effective, efficient and transparent system of financial, risk management and internal control. Monthly monitoring on the status of the strategic and operational risk register as well as quarterly reporting.

Top five Institutional risks and mitigate measures

No	Risk Description	Mitigate measures
A.	Weak Management of Assets	Appointment of service providers
B.	Inadequate Business Continuity Plan	On site desktop backup (Cibecs) & Online Backup for Financial system
C.	Disclosure of sensitive and confidential information to outsiders by Council and Staff	Code of conduct policy & Employee Induction workshop
D.	Poor risk management culture	Fraud & risk committee In place,Annual risk assessment,Risk quarterly reports & Risk Management policy
E.	Consequence management not In place	Effective sitting of disciplinary board

The Municipal Council adopted policies during the year under review. The municipality has received an unqualified audit opinion for 2021/22 financial year

6. Public participation

The municipality realises that community participation is a major implication on democratising service delivery. Therefore, we continue to utilize space for public participation programmes where we communicate regularly with communities and disseminate relevant information through structures that are in place.

7. Financial Sustainability

The financial viability of Ngqushwa Local Municipality has not improved as several problems still prevail and our communities still very dependent on grant funding. We are considerate of indigent people to receive goods and services such as housing, water and sanitation, refuse removal and electricity.

8. Joint projects and functions with Sector Departments

The Municipality share the area and community with other spheres of government and has to work closely with National, Provincial department and District Municipality to ensure effective implementation of various projects and functions.

In conclusion, I would like to thank the Mayor , Executive Committee, Councillors and Senior Managers who dedicated themselves and worked hard In ensuring that the people of Ngqushwa benefit from improved quality of life in a sustainably functional municipal area.I also commend all the staff, Irrespective of the rank ,their commitment, dedication, loyalty and hard work that contributed to a successful year. Last but not least I acknowledge the good relationship that prevailed with sector departments and organised labour.



Municipal Manager
N. Mgengo

2021/22 MUNICIPAL PROGRAMS

No	Key Communication Activity per Communication Circle	Programme	Messenger /Dept . responsible	Messenger	Target Audience	Channel	Time Frame	Comments
1.	Mandela Day	Council visited Siyolo Family in Gwalana whose house was burnt down. The donation was clothes, blankets, paint, a tank and floor Mat	Ngqushwa Local Municipality, SPU, Public Participation and Communications	Mayor,	Household	Social Media, posters, Whats App,	26 July 2021	Done
2.	Building Inclusive Green Municipalities (BIGM) Programme to existing Small Businesses	Handover of PPEs to Baltein Farmers	Ngqushwa Local Municipality, SALGA	Mayor	Farmers	Social Media, Whats App	26 July 2021	Done
3.	BIGM Programme to existing Small Businesses	Handover of PPEs, Sanitizers, Knapsack Spray to Bingqala Pineapple Farmers	Ngqushwa Local Municipality, SALGA	Mayor	Farmers	Social Media, Whats App	29 July 2021	Done
4.	Service Delivery Day – Gift of the Givers Foundation	Drilling of Borehole at Nompumelelo Hospital and handover Of 120 food	Ngqushwa Local Municipality, Gift of the Givers Foundation.	Mayor, Municipal Manager, Unit/Tourism Section	Youth	Social Media, Whats App	04 August 2021	Done

		parcels to indigent people.									
5.	BIGM Service Delivery Day Covid-19 Relief Fund	Handover of PPEs to Keiskamma Trust.	Ngqushwa Local Municipality, SALGA	Mayor,	Keiskamma Trust	Social Media,	05 August 2021	Done			
6.	BIGM Service Delivery Day Covid-19 Relief Fund	Drilling of borehole for potable water resource at Dlova Location	Ngqushwa Local Municipality, SALGA	Mayor,	Dlova Community	Social Media,	20 August 2021	Done			
7.	Visit by Political Principals to a household in Peddle Extension	Announcement of a house to be built for a family member with health problems.	Ngqushwa Local Municipality, Department of Human Settlements, Mayors Office	MEC for DOHS and Deputy Minister for DOHS, Mayor	Family and Community	Electronic media, Social Media, Whats App, E-mail	03 September 2021	Done			
8.	Handover of Infrastructure project	Handover of Community Hall to Mtati Community	Ngqushwa Local Municipality, Technical Services	Mayor,	Community	Social media	07 September 2021	Done			
9.	Handover of Infrastructure project	Handover of house to Zusiphe Monga and Family by Mr Makinana NGO	Ngqushwa Local Municipality, Makinana NGO	Mayor, Makinana NGO	Community	Social media	16 September 2021	Done			

10.	Lets Keep our Towns Clean	Clean Up Campaign in Hamburg	Ngqushwa Local Municipality Community Services Department	Mayor,	Community	Social media	22 September 2021	Done
11.	Heritage & tourism	Handover of Trees and shoes to two schools	Ngqushwa Local Municipality Community Services Department,	Mayor, Municipal manager	Community, Tourism students	Social Media, WhatsApp	28 September 2021	Done
QUARTER 2: OCTOBER – DECEMBER 2022								
No	Key Communication Activity per Circle	Programme	Messenger/Dept . responsible	Messenger	Target Audience	Channel	Time Frame	Comments
1.	Agriculture – World Food Day Commemoration Day	Organic Vegetable Gardening – “One Hospital One Garden”. Hand over of garden implements and inputs for the hospital garden for patient to get organic food.	MEC for the Department of Health, Ms Nomakhosazana Meth, Office of the Mayor, Communications Unit	MEC for the Department of Health, Ms Nomakhosazana Meth, DRDAR, Mayor Cllr. Daniswa Ncanywa,	Nompumelelo Hospital	Electronic Media (Ngqushwa FM and Ngqushwa LM Facebook Page), Posters	19 October 2021	Done

2.		Ngqushwa Local Government Election Prayer Service.	Office of the Speaker	Speaker, Cllr Sanga Manelli	All Stakeholders	Ngqushwa FM, Ngqushwa LM Facebook Page	24 October 2021	Done
3.	Inauguration of Ngqushwa Council	Swearing in of New Council	All Departments and Communications Unit	Municipal Manager	All Stakeholders in a community	Electronic Media, Live Streaming on Facebook page and YouTube Ngqushwa FM, Posters, Website	22 November 2021	Done
4.	New Councillor Induction Programme.	Councillors Inducted on Municipal Legislation and Policies and Programmes	All Departments	Office of the Mayor	All Councillors and Traditional Councillors	Facebook Page	05-10 December 2021	Done
5.	Support of Bee Hives to Bee farmers	Handover of Bee farming implements to Bee farmers by Mine Workers Development Agency.	Community Services	Mayor, Municipal Manager	Apiculture/Bee Farmers	Municipal Facebook page	09 December 2021	Done

6.	Radio Interview	100 Days of Mayors Service in Ngqushwa	All Departments	Mayor	All Communities	Electronic Media, Posters and Facebook Page	15 December 2021	Done
7.	Mayor's X-mas party for orphans, vulnerable groups & Elderly people	Mayor handed over Christmas gifts in a form groceries to 36 vulnerable families across Ngqushwa villages.	Office of the Mayor, SPU and Communications Unit	Mayor, Municipal Manager,	Needy families	Electronic Media,	22-24 December 2021	Done
QUARTER 3: JANUARY – MARCH 2022								
No	Key Communication Activity per Communication Circle	Programme	Messenger/Dept . responsible	Messenger	Target Audience	Channel	Time Frame	Comments
1.	Assistance for upcoming and already enrolled Youth in Education	NSFAS programme to assist Ngqushwa youth to submit online application. The programme was extended until 21 January 2022	Ngqushwa Local Municipality, SPU, Public Participation and Communications	Mayor,	Youth in Tertiary Institutions	Radio, Social Media, posters, Whats App, Facebook	06- 07 July 2022	Done

2.	Celebration for achievement - Class of 2021	Mayor and entire Council acknowledges Yolisa Marambana from Pamla High School for her achievement in the Amathole West District.	Ngqushwa Local Municipality, Department of Basic Education	Mayor	Teachers, Parents	Poster, Social Media, Whats App and Facebook	21 January 2022	Done
3.	Public Participation Programme	Ward Committee elections in all wards.	Ngqushwa Local Municipality, IEC	Speakers Office	Communities	Social Media, Whats App and Facebook	07-14 February 2022	Done
4.	Formation of LED Business Chamber	Establishment of Ngqushwa Local Municipality Business Chamber.	Ngqushwa Local Municipality LED Unit and Communications Ngqushwa Local Municipality, Gift of the Givers Foundation.	Portfolio Head Community Services Department	Business people	Social Media, Facebook	24 February 2022	Done
5.	Adopt a School Campaign	Emfundweni High School (Qeto Location) that has produced good results compared to previous years	Ngqushwa Local Municipality, OTP	Mayor,	Learners, Parents and Teachers	Social Media, Facebook	01 March 2022	Done

6.	Ward Needs Verification Analysis for IDP Development	Mayors Stakeholder engagement on Ward Priorities and Election of two members per ward who will form part of Local Service Delivery Forum	Ngqushwa Local Municipality,	Mayor,	All Wards	Social Media, Facebook	07-11 March /2022	Done
7.	STOP GBVF	Prayer service for the bereaved families.	Ngqushwa Local Municipality, Khula Development Project	Mayor	Families in Communities	Radio, Social Media, Whats App,	09 March 2022	Done
8.	Social Relief	Gift of the Givers Foundation handover of groceries to Feni Primary School and Soup Kitchen in Wesley	Ngqushwa Local Municipality, Technical Services	Mayor,	Community	Social media; Facebook	15 March 2022	Done
9.	Radio Roadshows: Presentation for Communities	Tabling of 2020/21 Municipal Annual Report	Ngqushwa Local Municipality,	Mayor,	Community	Social media, Facebook Live	18 March 2022	Done
10.	Institutional Strategic Session	Planning towards institutional short and long term goals for 2022/23-	Ngqushwa Local Municipality, Government Departments and Parastatals /SOE	Mayor,	Community	Ngqushwa FM, Social media Facebook	22-24 March 2022 September 2021	Done

		2026/27 IDP and Budget										
11.	Radio Roadshow: Presentation for Communities	Tabling of 2022/23-2026/27 Draft IDP/Budget	Ngqushwa Local Municipality.	Mayor	Community	Ngqushwa FM, Social media Facebook	30 March 2022	Done				
QUARTER 4: APRIL – JUNE 2022												
No	Key Communication Activity per Circle	Programme	Messenger/Dept . responsible	Messenger	Target Audience	Channel	Time Frame	Comments				
1.	Service delivery Day	Handover the State of the Art School - Ntyatyambo Primary School at Crossroads location Ward 5)	Department of Basic Education, Office of the Mayor	Premier MEC for Education Fundile Gade, Ngqushwa Mayor	School learners, Educators and Community Members	Social Media, Mainstream media	05 April 2022	Done				
2.	Service Delivery – Local Economic Development	Handover of Bee Hive Boxes to apiculture farmers by Mine Workers Development Agency.	Mine Workers Development Agency, Community Services Department , Office of the Mayor	Mayor	Apiculture Farmers	Social Media, Ngqushwa FM	12 April 2022	Done				

3.	Keep Law and Order – Safety on the road	Road lock and Road Safety Tips – Drivers cautioned to be wise on the road during Easter Weekend..	Community Services (Traffic Section), SAPS	Mayor, Traffic Officers	Community	Social Media,	14 April 2022	Done
4.	Water Forum	ADM Water Forum with Ngqushwa stakeholders re-Water Carting in villages.	ADM, NLM	ADM Mayor	Internal and External Stakeholders	Social Media	25 April 2022	Done
5.	Adopt a School	Mayors Adopt A School Programme – Mzuxolile High School.	Ngqushwa FM, Mayors Office	Mayor	School learners	Social media	03 May 2022	Done
6.	Stakeholder engagement	Municipality engagement with Business people in relation to Property Rates Act.	Community Services	Portfolio Head: Community Services	Communities	Social Media,	05 May 2022	Done
7.	Take a Girl Child to School	Handover of hygiene packs to girls of three high schools namely; Gushiphela in Ward 1 Mtati Location,	Office of the Speaker, Women's Caucus Committee, Gift of the Givers Foundation	Gift of the Givers Foundation, Speaker,	School Learners	social Media,	10 May 2022	Done

			Sotinini in Ward 7 Horton Location and in Kaula in Ward 6 Cisira location.							
8.	Youth Engagement		The emphasis was the need for youth to rise up and create jobs for themselves with the support they receive from their government.	Office of the Mayor, SPU	Mayor,	Ngqushwa Youth	Poster and social media	11 May 2022	Done	
9.	IDP/Budget Roadshows for Rate Payers		Mayors presentation of municipality Integrated Development Plan (IDP / Budget) for the 2022/23 2026/27 financial year.	IDP/PMS Manager, Mayors Office	Mayor, Municipal Manager, HODs.	Communities (Hamburg, Begha, Mgwalana Mouth) and Peddie Town.	Poster, social media, website	12-13 May 2022	Done	
	Service Delivery Day		Ithembalethu Early Childhood Development Center (ECDC) in Cheletyuma, Ward 6 provided by	Office of the Mayor, Ubunye Foundation	Mayor Sanga Siyabulela Maneli and Ubunye Foundation	Children	Social Media	13 May 2022	Done	

		Ubunye Foundation with IPads as well as Toilets for learners of the Education Center.								
10.	Mqwashu Celebrations	Amamfengu people confirmed their loyalty to God on the 14 May 1835.	Mayors Office and Community Services Department	Mayor Municipal Manager, Director Community Services	Community	Website, Social media, Ngqushwa FM	14 May 2022	Done		
11.	Monitoring and evaluation of infrastructure projects	Municipality ensures public that services are progressing as planned by municipality. Visit to monitor and evaluate infrastructure projects in Ward 5 and 8	Mayors Office and Technical Services Department	Mayor and Executive Committee, Ward Councillors	Community	Social media,	19 May 2022	Done		
12.	Monitoring and evaluation of agricultural farming project.	Ngqushwa Local municipality visited by legislature to monitor progress on a revitalized agricultural project.	Eastern Cape Provincial Legislature, DRDAR, ADM, NLM	DRDAR Provincial Standing Committee, Mayor	Community	Social Media	20 May 2022	Done		

13.	IDP/Budget Roadshow	Presentation of IDP Budget for 2022/23-2026/27	Mayors Office	Mayor	Community	Social Media(Live), Ngqushwa FM	23 May 2022	Done
14	Brown Locust Outbreak Workshop	Sharing of control measures to farmers about the damages that may be caused by these insects.	DRDAR, Ngqushwa Local Municipality	Mayor	Community, Farmers	Social Media, Kumkani FM	24 May 2022	Done
15.	Internal Stakeholder Workshop	Reviewal of Municipal Policies.	NLM Corporate Services Department	Mayor, Municipal manager	Municipality Internal stakeholders (Councillors and Officials)	Social Media	24-25 May 2022	Done
16.	Awareness Campaign to Schools	Adopt a School Campaign - Awareness on Drugs and substance abuse to two adopted schools by the municipality	Mayors Office, Department of Education	Mayor, EXCO, Department of Education	School learners	Social Media	27 May 2022	Done
17.	Monitoring and evaluation of infrastructure Projects	Monitoring of progress on community infrastructure projects (Nyhathyorha Community Hall	Mayors Office	Mayor, EXCO	Communities	Social Media	02/06/2022	Done

22.	Youth Month	Youth in Business Expo	Mayors Office and other Stakeholders that offer and assist business opportunities.	Mayor	Youth	Social Media, Ngqushwa FM	24&27 June 2022	Done
23.	Learning and Sharing – Agriculture Livestock faring	Visit to livestock farm of a young progressive farmer in Wesley. Motivation for youth to engage in farming	Mayor Office, DRDAR	Mayor, DRAR	Youth	Social Media	28 June 2022	Done

1.4 INTRODUCTION TO MUNICIPAL BACKGROUND

1.4 1.VISION AND MISSION

The Ngqushwa Local Municipality committed itself to the following vision and mission:

1.4.1.1 VISION

To be the preferred, vibrant, socio-economically developed municipal area that embraces a culture of human dignity, good governance and characterized by good quality of service for all.

1.4.1.2 MISSION

Ngqushwa Local Municipality will strive to become a benchmark institution in the country in respect of good quality and affordable services, through effective resource mobilization and management, stimulation of economic growth, and good governance practices.

1.4 2.MUNICIPAL CORE VALUES/STANDARDS

Linked to the mission, the municipality identified the following **CORE VALUES** to be adhered to by the Councilors, management and the officials of the Municipality for all the interactions with customers:

- **Competency-** We commit to attract and retain a competent workforce to service our customers.
- **Honesty and Integrity-**We will demonstrate complete honesty and integrity in everything we do.
- **Diligence-**We will demonstrate caution, commitment and due diligence in discharging our duties.
- **Transparency-**We will be transparent and fair in all our dealings for utmost accountability.
- **Accountability-**We will create an environment to be held to account by our stakeholders and customers.
- **Professionalism-**We will always uphold and maintain a professional behaviour in executing our mandate and individual responsibilities for the furtherance of service delivery.
- **Value for Money-**We commit to derive value for money as return on investment in all business engagements with service providers.

1.4.3.MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.4.3.1 GEOGRAPHIC PROFILE

Ngqushwa Local Municipality falls within the jurisdiction of the Amathole District Municipality which is situated in the Eastern Cape Province. Amathole District Municipality covers an area of 23 573km² and the Ngqushwa Municipality area covers 2245 square kilometres which accounts for 10% of the district. Ngqushwa is located in the west of the Amathole district and consists of two towns Peddie and Hamburg, a portion of King Williams Town villages. It is one of the six municipalities that fall within the Amathole District Municipality.

The administrative seat of the Municipality finds itself in Peddie and the municipal area is divided into 12 wards which consists of 108 villages. Ngqushwa is bordered by the Great Fish River to the west and the Keiskamma River to the East. The southern boundary comprises a part of the coastline of the Indian Ocean.

1.4.3.2 WARDS AND VILLAGES

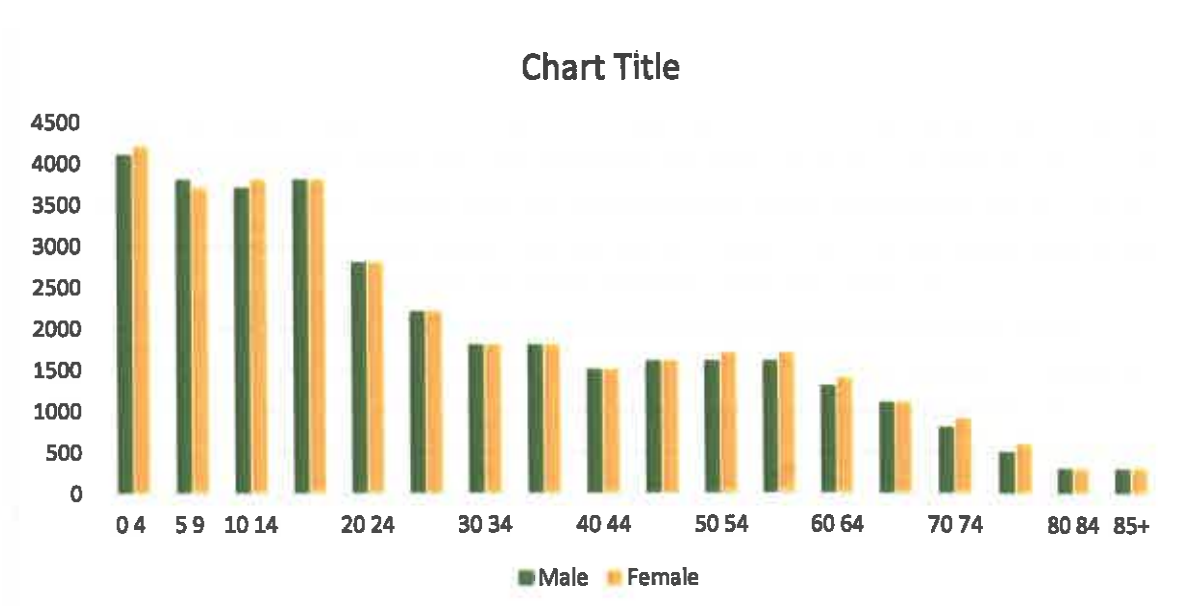
Ward	Villages
1	Zalara, Mtati, Tyeni, Ngqwele, Bhele, Nonlbe, Gobošana, Nxopho
2	Upper Lower Mthombe, Thyatha, Zondeka, Qugqwala, Dlova, Nquthu, Tildin, Tapushe, Rode, & Mavathulana.
3	Qawukeni, Mabongo, Khalana, Shushu, Ntsinekana, Mqwashu, Bongweni A, Gcinisa North, Hlosini, Bongweni B, Nqwenerhana, Crossman/ Mgwangqa, Nomonti & Torr
4	Machibi, Upper & Lower Dube, Madliki, Phole, Moni, Ngxakaxha & Mdolomba
5	Tyityaba/Ferndale, Bodlum, Bell, Lover's Twist, Crossroads, Tuku A, B & C, Wooldridge, Hoyl, Legeni, Begha,
6	Cisira, Feni, Dam-dam, Makhahlane, Celetyuma, Mahlubini/Nyaniso
7	Ndlambe, Ndwayana, Glenmore, Qamnyana, Gwabeni, Mankone, Horton, Maqosha, Luxolo & Rura
8	Peddie Town, Peddie Extension, Power, Luxolweni, German village, Durban Location
9	Runletts, Woodlands, Pikoli, Nobumba, Ntloko, Mgwalana, Lewis & Paradise
10	Mtati, Ngqowa, Upper Gwalana, Mabaleni, Ntshamanzi, Newtondale, Maxhegweni, Upper Qeto, Lower Qeto, Lower Mgwalana, eSigungqini
11	Mpheko, Mgababa, Prudhoe, Mkhanyeni
12	Hamburg, Benton, Gcinisa-South, Wesley, Bhingqala/Soweto, Mqheleni, Tarfield/Nier, Qobo-qobo/Nuloets, Daninge

1.4.3.4 DEMOGRAPHIC PROFILE:

Ngqushwa Local Municipality has an estimated population of 66 227 (Stats SA: 2016 figures). Compared to the previous census figures before 2011 the number of Ngqushwa population has decreased by 8.1%. Table below shows a summary of key statistics by gender from Stats SA (2016):

WARD	POPULATION BY WARD		
	MALE	FEMALE	TOTAL
1	2 593	2 962	5 555
2	2 899	3 166	6 065
3	2 658	2 902	5 560
4	2 789	3 041	5 830
5	2 798	3 167	5 965
6	2 531	2 812	5 343
7	2 543	2 847	5 390
8	2 323	2 688	5 011
9	2 322	2 574	4 896
10	2 658	3 120	5 778
11	2 180	2 603	4 783
12	2 827	3 224	6 051
GRAND TOTAL	31 121 47% MALES	35 106 53% FEMALES	66 227 OVERALL

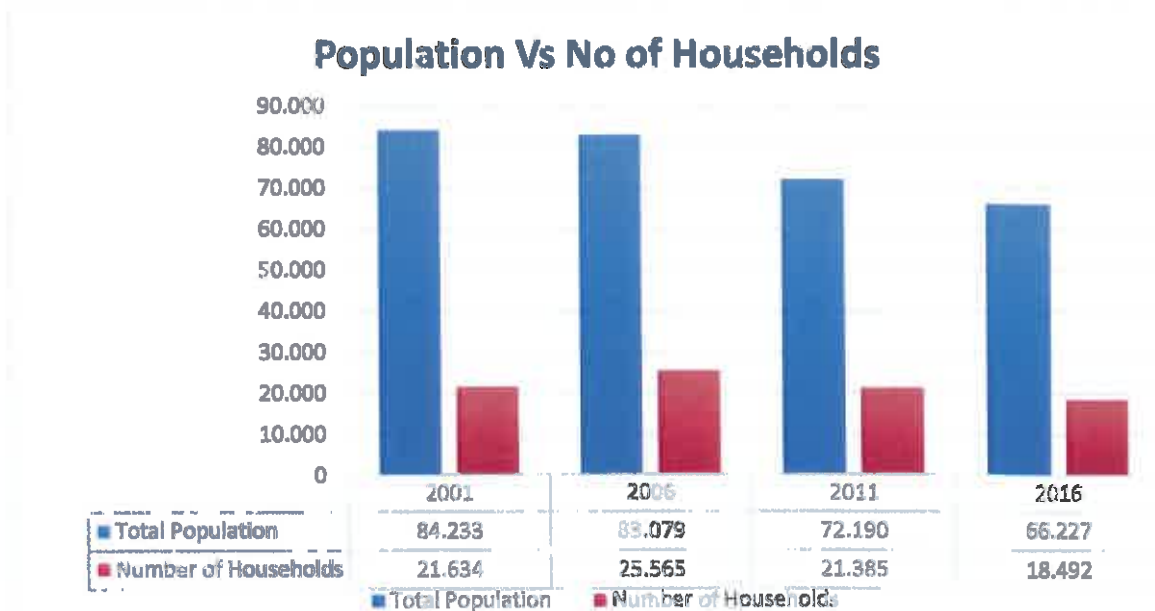
Figure : Below shows sex and age in completed years



Above figures reflected a high dependency rate with numbers of children aged between 0 and 19 years, school going age estimated at 28 800 with approximately 14 899 being males and 13 901 females. On the other hand, the numbers of those who fall above the economically active population (above 60 years) are estimated at 11 675. Of those, approximately 7 260 are women and about 4 415 were men. This indicates that the total number of children, youth and elderly is 40 475 which accounts for about 56% of the total population which is very promising. This was

very high and indicated that the municipality had to focus more efforts and funding towards children and youth development as well as caring for the aged. There was a high rate of school drop outs as well as high unemployment rate (Stats SA, 2016). This further promoted the need to develop social and youth development programs, provision of basic services and vigorous job creation programs going forward towards 2022.

1.4.3.5 POPULATION VS NO OF HOUSEHOLDS



1.4.3.6 HOUSEHOLDS

The table below gives an overview of common statistics of Ngqushwa Local Municipality according to the official census done by Stats SA.

Demographic profile of Ngqushwa Local Municipality		
	2016	2011
Population	66 227	72 190
Age Structure		
Population under 15	31.1%	29.9%
Population 15 to 64	60.8%	58.3%
Population over 65	8.1%	11.8%
Dependency Ratio		
Per 100 (15-64)	64.6	71.5
Sex Ratio		
Males per 100 females	88.9	88.7
Population Growth		
Per annum	-0.55%	n/a

Education (aged 20 +)

No schooling	7.8%	14.1%
Matric	21.4%	14.5%
Higher education	5.3%	3.7%

Household Dynamics

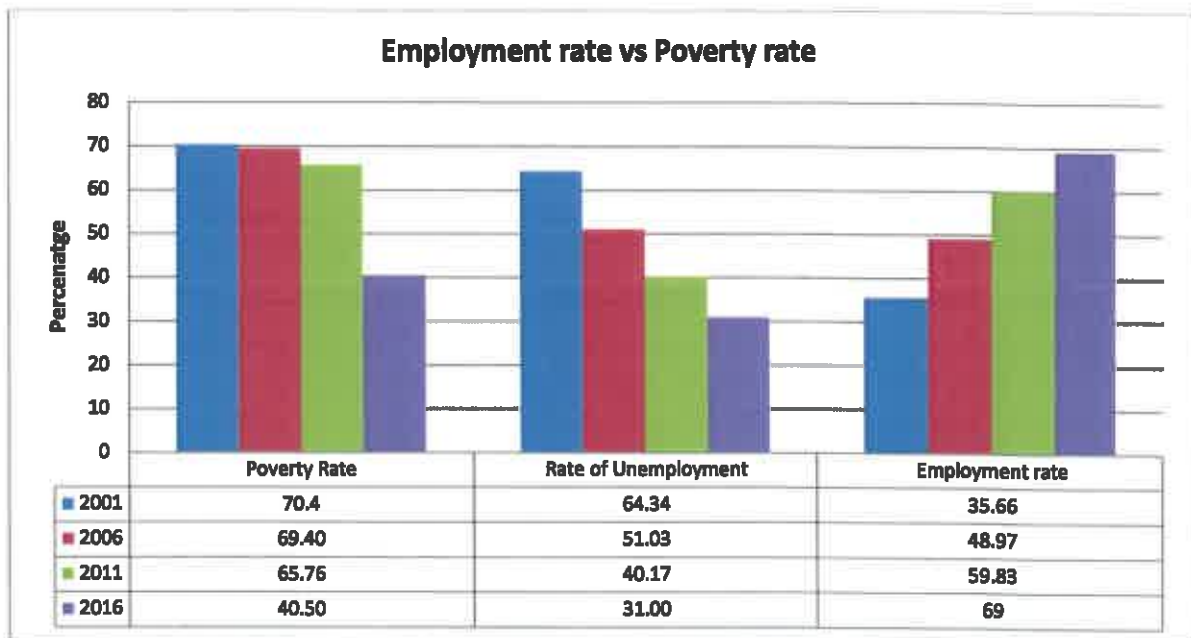
Households	17 149	19 471
Average household size	3.7	3.1
Female headed households	51.7%	51.0%
Formal dwellings	72.9%	71.6%
Housing owned	70.7%	80.9%

Household Services

Flush toilet connected to sewerage	8.0%	5.0%
Weekly refuse removal	8.8%	7.2%
Piped water inside dwelling	7.2%	6.5%
Electricity for lighting	96.0%	91.4%

1.4.3.7 ECONOMIC INDICATORS:

Figure : Employment rate vs. poverty



Source: Stats SA : 2016

Figure : Above reflects decreasing poverty levels between 2001, being about 70.4 % to 40.50% in 2016. The rate of unemployment on the other hand also shows a decrease from 64.34% in 2001 to 31% In 2016. The employment rate has increased from 35.66% in 2001 to 69% In 2016.

Ward meetings cited poverty and unemployment as one of the major challenges. These meetings also suggested that government should provide more support to orphans and child-headed households.

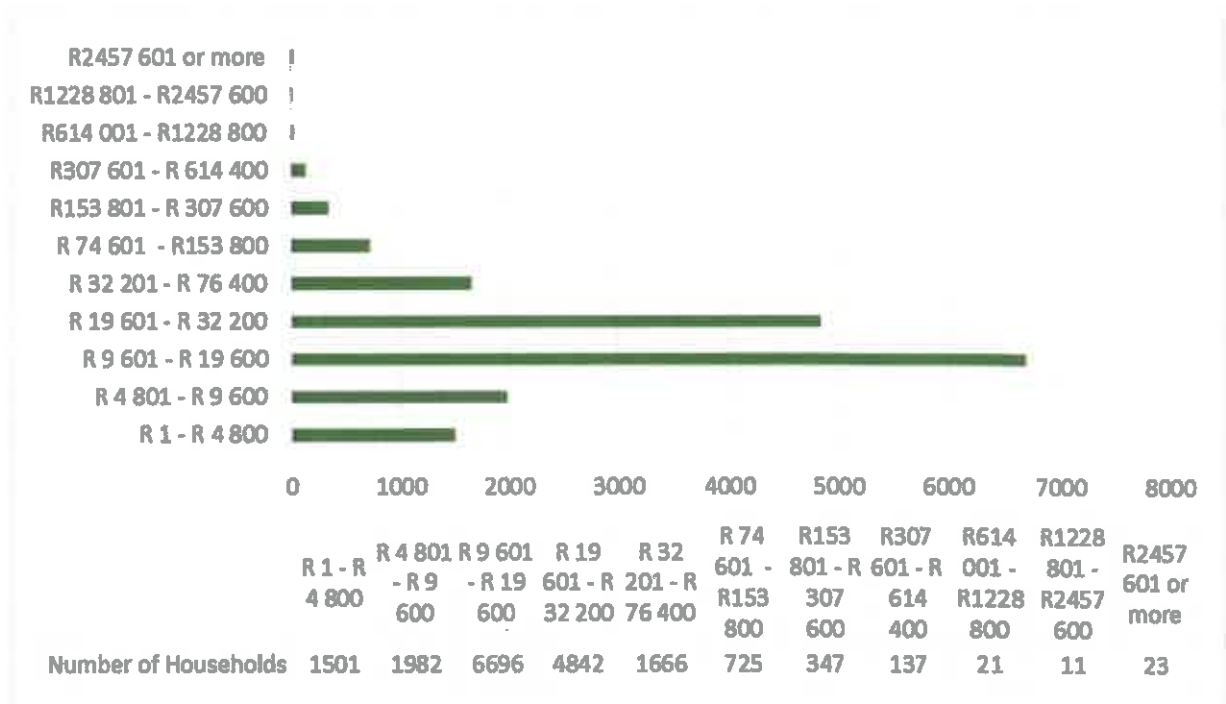


Figure Household Income Source: ECSCE (Census 2019)

Figure 5 reflects the majority of households earning very low incomes. Statistics SA (2011) information shows the number of the employed households being 11 538 earning between R9 601 and R38 200 per annum. Ward meetings revealed that the majority of the population relies heavily on social grants. They raised that there is a need for projects to provide the community with food security. Proposals for skills development and provision of institutions of higher learning that will ensure improvement of the labour force also came up strongly from the ward

1.4.4 SERVICE DELIVERY OVERVIEW

Service Delivery Standards	
Service	Percentage
Access to Water	94%
Access to Sanitation	67%
Access to Electricity	94,5%
Access to Roads	12.18 km Surface 244,6 km Gravel 446,5 km Earth Road

CHAPTER 2

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 INTRODUCTION TO GOVERNANCE:

Ngqushwa Local Municipality is a Category B which forms part of the six (6) local municipalities under the Amathole District Municipality (ADM). A local municipality is a type of municipality that serves as the third, and most local, tier of local government.

2.2 POLITICAL GOVERNANCE STRUCTURE

Ngqushwa Local Municipality has a total number of 12 Ward Councillors and 10 Proportional Representatives including the Mayor and the Representative of the opposition party. Refer to **Appendix A** for a full list of Councillors, committee allocations and attendance at council meetings. Also included are committees and committee purposes.

The Council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Committee. Its primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as policy makers, Councillors are also actively involved in community work and the various special programmes in the municipal area.

Moreover, prior to elections that took place on the 01st of November 2021, the structure were as follows:

Mayor : Cllr D.Ncanywa
Speaker : Cllr S.S.Manell

2.2.1 CURRENT POLITICAL GOVERNANCE STRUCTURE

POLITICAL STRUCTURE	FUNCTION
MAYOR: Cllr. S.S.Manell	FUNCTION: The Mayor of a municipality: <ul style="list-style-type: none">• Presides at meetings of the executive committee; and• Performs the duties, including any ceremonial functions, and exercises the powers delegated to the Mayor by Municipal Council or the Executive Committee.
SPEAKER: Cllr. D.Ncanywa	FUNCTION: The Speaker of a municipal council: <ul style="list-style-type: none">• Presides at meetings of the council;• Performs the duties and exercises the powers delegated to the speaker in terms of section 59 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);• Must ensure that the council meets at least quarterly;• Must maintain order during the meetings;• Must ensure compliance in the council and council committees with the Code of conduct set out in schedule

	<p>1 to the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000); and</p> <ul style="list-style-type: none"> • Must ensure that the council meetings are conducted in accordance with the rules and orders of the council.
<p>CHIEF WHIP: Cllr. A. Nodikida</p>	
<p>EXECUTIVE COMMITTEE: Cllr. L.Mdabula (BTO) Cllr. Z. Ndonga (Infrastructure Development) Cllr. A. Nodikida (Community Services) Cllr. L. Mdabula (Corporate Services)</p>	
<p>MPAC CHAIRPERSON: Cllr. M. Gqo</p>	

2.2.2 COUNCILLORS

Below is a table that categorise the Councillors within their specific political parties and wards:

WARD NO:	COUNCILLOR	IDENTITY NUMBER	POLITICAL PARTY	PORTFOLIO
1	M. Gqo	9209166147080	ANC	Ward Councillor /MPAC Chairperson
2	P. Nodala	7609261165089	ANC	Ward Councillor / Infrastructure Development Standing Committee/ MPAC Member
3	B. B. Ntabeni	6701235513089	ANC	Ward Councillor / Community Service Standing Committee/
4	N.A. Ntsunguzi	6910170722080	ANC	Ward Councillor/ Community Services Standing Committee
5	N. Lawu	6606051352084	ANC	Ward Councillor / Corporate Services Standing Committee
6	S.G. Mhlakane	8112230597085	ANC	Ward Councillor // Budget and Treasury Standing Committee
7	M .Luzlpho	7404035401083	ANC	Ward Councillor / Infrastructure Development Standing Committee
8	N. Dyalvani-Totyl	8902070630081	ANC	Ward Councillor / Community Services Standing Committee/ MPAC member
9	N. Mtati	810507 0444 087	ANC	Ward Councillor / Budget and Treasury Standing Committee/ MPAC Member
10	L. E. Cinywa-Mcoboki	7710120585085	ANC	Ward Councillor / Community Services Standing Committee
11	X. Magini	8712035743089	Indipendant	Ward Councillor / Corporate Services Standing Committee

WARD NO:	COUNCILLOR	IDENTITY NUMBER	POLITICAL PARTY	PORTFOLIO
12	D. Ncanywa	651127 0779 085	ANC	Ward Councillor /Speaker

2.2.3 TABLE OF PR COUNCILLORS:

NO	COUNCILLOR	IDENTITY NUMBER	POLITICAL PARTY	PORTFOLIO
1	Sanga Siyabulela Manell	9107265687081	ANC	Mayor
2	Anathi Nodikida	9410050668088	ANC	PR Councillor /Portfolio Head: Community Services /Chief whip
2	Lindiwe Mdabula	7707110547083	ANC	PR Councillor /Portfolio Head: Corporate Services & BTO
4	Zolani Ndonga	8806265530081	EFF	PR Councillor /Portfolio Head: Infrastructure Developemnt Standing Committee
5	Nondyebo Jako	6311110973083	ANC	PR Councillor / Corporate Services Standing Committee
6	Nomhle Seti	6404220692089	ANC	PR Councillor / Infrastructure Developemnt Standing Committee
7.	Thobeka Dinginto	6306261002088	ANC	PR Councillor / Infrastructure Developemnt Standing Committee
8.	Ncedo Mlotana	8609275969087	ANC	PR Councillor /Budget & Treasury Standing Committee
9.	Laduma Nomatye	7607205841088	EFF	PR Councillor / Budget & Treasury Standing Committee / MPAC Member
10	Nomandithini Hemple	6712251755082	EFF	PR Councillor Corporate Services Standing Committee
11	Robyn Taylor	5810280111086	DA	PR Councillor / Community Services Standing Committee / MPAC Member

Prior to elections that took place on the 01st of November 2021, the Traditional Leaders serving in Council structure were five (5).

2.2.4 TRADITIONAL LEADERS

NO	TRADITIONAL LEADER	IDENTITY NUMBER	PORTFOLIO
1	Masilo Matomela	8206265582085	Chief/ Community Services Standing Committee
2.	Zola Njokweni	6501215390080	Chief/ Infrastructure Development Standing Committee

COUNCILLORS ATTENDANCE AT COUNCIL MEETINGS

Council Meetings – 26 November 2021 to 23 June 2022

Name of Councillor	Ordinary Council				Special Council			
	No. of Meetings	Present	Absent With Apology	Absent Without Apology	No. of Meetings	Present	Absent With Apology	Absent Without Apology
Councillor LE Cinywa-Mcoboki	2	2	0	0	9	9	0	0
Councillor TS Dinginto	2	1	1	0	9	7	1	1
Councillor N. Dyalvani-Totyi	2	2	0	0	9	9	0	0
Councillor M. Gqo	2	2	0	0	9	9	0	0
Councillor N. Hempe	2	2	0	0	9	8	1	0
Councillor NM Jako	2	2	0	0	9	8	1	0
Councillor N. Lawu	2	1	1	0	9	9	0	0
Councillor M. Luzipho	2	2	0	0	9	7	2	0
Councillor X. Magini	2	2	0	1	9	9	0	0
Councillor SS Manell	2	2	0	0	9	9	0	0
Councillor L. Mdabula	2	2	0	0	9	9	0	0
Councillor SG Mhlakane	2	2	0	0	9	9	0	0
Councillor N. Mlothana	2	2	0	0	9	8	1	0
Councillor N. Mtati	2	2	0	0	9	8	1	0

Councillor D. Ncanywa	2	2	0	0	9	9	0	0
Councillor Z. Ndonga	2	1	1	0	9	5	3	0
Councillor P. Nodala	2	2	0	0	9	7	2	0
Councillor A. Nodokida	2	2	0	0	9	9	0	0
Councillor L. Nomatye	2	2	0	0	9	7	2	0
Councillor BB Ntabeni	2	2	0	0	9	8	1	0
Councillor N. Ntsunguzi	2	1	1	0	9	9	0	0
Councillor NB Seti	2	2	0	0	9	8	1	0
Councillor R. Taylor	2	2	0	0	9	9	0	0

Name of Traditional Leader	Ordinary Council				Special Council			
	No. of Meetings	Present	Absent With Apology	Absent Without Apology	No. of Meetings	Present	Absent With Apology	Absent Without Apology
(Traditional leaders were sworn in after 26 November 2021)								
Chief MM Matomela	2	2	0	0	8	2	0	2
Chief Z. Njokweni	2	2	0	0	8	3	1	1

COUNCILLORS ATTENDANCE AT EXECUTIVE COMMITTEE MEETINGS

EXECUTIVE COMMITTEE MEETINGS – 07 DECEMBER 2021 – 21 JUNE 2022

Name of Councillor	Ordinary Executive Committee Meetings				Special Executive Committee Meetings			
	No. of Mtngs	Present	Absent With Apology	Absent Without Apology	No. of Mtngs	Present	Absent With Apology	Absent Without Apology
Councillor M. Maneli	2	2	0	0	6	6	0	0
Councillor L. Mdabula	2	2	0	0	6	5	1	0
Councillor L. Mdabula	2	2	0	0	6	5	1	0
Councillor A. Nodokida	2	2	0	0	6	6	0	0
Councillor Z. Ndonga	2	2	0	0	6	5	1	0

COUNCILLORS ATTENDANCE AT CORPORATE SERVICES STANDING COMMITTEE MEETINGS

CORPORATE SERVICES STANDING COMMITTEE MEETINGS: 18 January 2022 – 19 April 2022

Name of Councillor	Ordinary Standing Committees			
	No. of Meetings	Present	Absent With Apology	Absent Without Apology
Councillor N. Jako	2	2	0	0

Councillor N. Hembe	2	2	0	0
Councillor N. Lawu	2	2	0	0
Councillor X. Magini	2	2	0	0
Councillor L. Mdabula	2	2	0	0

COUNCILLORS ATTENDANCE AT PLANNING & DEVELOPMENT STANDING COMMITTEE MEETINGS

PLANNING & DEVELOPMENT STANDING COMMITTEE MEETINGS: 19 January 2022 – 19 April 2022

Name of Councillor	Ordinary Standing Committees			
	No. of Meetings	Present	Absent With Apology	Absent Without Apology
Councillor N. Dyaivani-TotyI	2	2	0	0
Councillor P. Nodala (allocated to IDST mid Q3)	2	1	0	0
Councillor A. Nodikida	2	2	0	0
Councillor BB Ntabeni	2	2	0	0
Councillor N. Ntsunguzi	2	2	0	0
Councillor R. Taylor	2	2	0	0

Name of Traditional Leader	Ordinary Standing Committees			
	No. of Meetings	Present	Absent With Apology	Absent Without Apology
Chief MM Matomela	2	2	0	0

COUNCILLORS ATTENDANCE AT BUDGET AND TREASURY STANDING COMMITTEE MEETINGS

BUDGET AND TREASURY STANDING COMMITTEE MEETINGS: 18 January 2022 – 19 April 2022

Name of Councillor	Ordinary Standing Committees			
	No. of Meetings	Present	Absent With Apology	Absent Without Apology
Councillor L. Mdabula	2	2	0	0
Councillor S. Mhlakane	2	2	0	0
Councillor N. Mlotana	2	2	0	0
Councillor N. Mtati	2	2	0	0
Councillor L. Nomatye	2	2	0	0

COUNCILLORS ATTENDANCE AT INFRASTRUCTURE DEVELOPMENT STANDING COMMITTEE MEETINGS

INFRASTRUCTURE DEVELOPMENT STANDING COMMITTEE MEETINGS: 19 January 2022–19 April 2022

Name of Councillor	Ordinary Standing Committees				Special Standing Committees			
	No. of Meetings	Present	Absent With Apology	Absent Without Apology	No. of Meetings	Present	Absent With Apology	Absent Without Apology
Councillor L. Cinywa-Mcoboli	2	2	0	0	1	1	0	0
Councillor T. Dingiso	2	2	0	0	1	0	0	1
Councillor M. Luzipho	2	2	0	0	1	1	0	0
Councillor Z. Ndonga	2	2	0	0	1	1	0	0
Councillor P. Nodala (allocated to IDST during mid Q3)	2	0	1	0	1	0	1	0
Councillor N. Seti	2	2	0	0	1	1	0	0

Name of Traditional Leader	Ordinary Standing Committees				Special Standing Committees			
	No. of Meetings	Present	Absent With Apology	Absent Without Apology	No. of Meetings	Present	Absent With Apology	Absent Without Apology
Chief Z. Njokweni	2	1	1	0	1	0	1	0

2.2.5 POLITICAL DECISION MAKING STRUCTURES:

Decisions are taken through the Council and the Executive Committee oversees that all resolutions are implemented. The Audit Committee ensures that the Performance is monitored regularly and all departments submit Quarterly Performance Reports which result in a score card. MPAC plays an oversight role.

2.3 ADMINISTRATIVE GOVERNANCE

MFMA section 60 (b): The Municipal Manager of a municipality is the accounting officer of the municipality for the purposes of this Act and must provide guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality.



N. Mgengo
Municipal Manager



S. Ndakisa
Chief Financial Officer



Z.Z. Siwundla
Director: Technical Services



M. Mxekezo
Director: Corporate
Services



V. Mbangi
Director: Community
Services

2.3.1 ROLE OF THE ACCOUNTING OFFICER

The Municipal Manager is the Accounting Officer of the Municipality. S/He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. S/He is assisted by his/her directors which constitutes the Management Team, whose structure is outlined in the table below:

Top Administrative Structure	Position	Duration	Performance Agreement Signed Yes/ No
Mr N. Mgengo	Municipal Manager	03 May 2021 - current	Yes
Mr .M Mxekezo	Director: Corporate Services	01 December 2017-current	Yes
Mr. S. Ndakisa	Chief Financial Officer	01 December 2019 - current	Yes

Ms. Z.Z.Siwundla	Director : Technical Services	1 November 2019 - current	Yes
Mr. V Mbangi	Director : Community Services	1 June 2021 - current	Yes

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.4 INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

MSA section 3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisaged in the Constitution section 41. As outlined in Chapter 3 of the Intergovernmental Relations Framework (2005), the Implementation Protocols (IP) better known as Memorandum of Understanding (MOU) is a useful tool to operationalize the management of a Joint Programme to realize government developmental outcomes. The Inter-governmental Relations Framework Act, (Act No 13 of 2005), requires all spheres of government to work jointly, coordinate, communicate, align and integrate service delivery effectively, to ensure access to services. In this regard the Municipality complies with the provisions of the Act. Intergovernmental Relations (IGR) meetings were held in the 1st, 2nd, and 4th quarter of the financial year.

QUARTER	DATE	IN ATTENDANCE
1 ST	17 September 2021	Government Departments and State Owned Enterprises
2 ND	27 November 2021	Government Departments and State Owned Enterprises
4 TH	26 May 2022	Government Departments and State Owned Enterprises

The Local Communicators Forum (LCF) was established but due to non-availability of communicators in government local offices the meetings are not attended and it becomes unproductive to plan programmes together and discuss challenges experienced in wards.

2.4.1 PROVINCIAL INTERGOVERNMENTAL STRUCTURE

Ngqushwa Local Municipality attends the Provincial MUNIMEC and Provincial Municipal Infrastructure Forum, Local Government Communications Forum, EPWP Provincial Steering Committee, Chief Audit Executive Forum, Provincial Legal Advisor's Forum, Provincial Round Table on Public Participation, Chief Audit Executive Forum, HRD & Collective bargaining Working Group, Provincial Skills Development Facilitators Forum to consult on matters of mutual interest and where the state and progress of municipalities are addressed.

2.4.2 DISTRICT INTERGOVERNMENTAL STRUCTURES

Ngqushwa Municipality attends the District IGR and District Mayors Forum (DIMAFO), Speakers Forum, District Municipal Manager's Forum, District Strategic Manager's Forum, District Internal Audit Forum District Engineering Forum, District Communicators Forum (DCF), District Legal Advisor's Forum, District Wide Planning and Economic Development Forum, District Agricultural Forum, District Corporate Services District Forum (CSDF), District Skills Development Facilitators Forum, District Tourism Forum, District Aids Council, District Finance Forum and District IDP/Budget and PMS Representative Forum and District Initiation Forum.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.5 OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

Section 16 of the Municipal System Act (MSA) refer specifically to the development of a culture of community participation within Municipality. It states that a Municipality must develop a culture of Municipal governance that complement formal representative government with a system of participatory governance. For this purpose, It must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of

- The preparation, implementation, review of the IDP
- Establishment, implementation, review of the IDP
- Monitoring and review of the performance, including the outcomes and impact of such performance
- Preparation of the Municipal budget.

2.5.1 PUBLIC MEETINGS

2.5.1.1 COMMUNICATION, PARTICIPATION AND FORUMS

As guided and inspired by the Legal framework that includes the Constitution of the Republic of South Africa, The Municipal Systems Act 32 of 2000, as well as the Municipal Structures Act No.117 Of 1998, Ngqushwa Local municipality has ensured regular and effective communication with the community. The Municipality has to manage strategically information flow with relevant target groups, and also to ensure that communication in all spheres of government is driven by a clear message to improve the lives of the people.

It is widely recognized and understood that an organization's success rests on how well it understands the needs of its customers, and how it responds to those needs by delivering what is required. Good Customer Care clearly implies delivering a professional service, providing access to quality information, providing services that are timely, cost effective, and useful, for Government's core objectives. The Presidential Hotline is an electronic tool we are utilizing to manage queries, complaints.

Below is a communication checklist of the compliance to the communication requirements:

Communication Activities	Yes/No
Communication Unit	Yes
Communication strategy	Yes
Communication policy	Yes
Customer satisfaction survey	No
Functional Complaint management system	Yes
Newsletter distributed quarterly	Yes

The municipality has ensured during the year that there is full participation of the public through;

- IDP/Budget and PMS Representative Forums.
- IDP /Budget and PMS Road shows.

- MPAC Road shows.
- Local Communicator's Forum.
- Service Delivery Days.
- National Information Days

Due to COVID 19 regulations, all the above public participation were held via Adlio Media. Notices were issued on time and dispatched in public places to ensure that each Ward is afforded the opportunity to participate in the IDP/Budget and PMS Representative forum and IDP/Budget and PMS road shows.

Those that the institution held via contact session, were attend mostly by; unemployed youth, adults and elderly citizens.

Public meetings						
Nature and purpose of the meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	No:of Community members/s takeholders attending	Issues Addressed (Yes/No)	Date and Manner of feedback given to community
IDP/Budget and PMS Representative Forum	18 August 2021 17 March 2022 19 May 2022	28	12	1500	Yes	Through Ward Councillors and tabled during IDP/Budget and PMS Representative Forum
MPAC Roadshows	3 rd , 4 th 5 th March 2022	26	8	1800	Yes	Through Ward Councillors also tabled during IDP and Budget Roads shows
IDP /Budget and PMS Roadshows	18-21 April 2022	28	9	1850	Yes	Through Ward Councillors and tabled during IDP /Budget Roadshows
IGR Forum	17 September 2021 27 November 2021 26 May 2022	28	11	77	Yes	Through Ward Councillors and during IGR meeting and through bilateral between Sector Departments

2.5.1.2 WARD COMMITTEES

The Ward Committees support the Ward Councillor who receives report on development, participate in development planning processes and facilitate wider community participation. To this end, the Municipality constantly strives to ensure that all Ward Committees function optimally with community information provision, convening of meetings, ward planning, service delivery, IDP formulation and performance feedback to communities.

2.12.1 WARD COMMITTEES MEETINGS

NAME	VILLAGE	WARD	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2021/2022
Mnoneleli Javu	Mthathi	1	073191684 2	09/03/2022 06/06/2022
Khumbulani Solani	Gobozana	1	083243863 7	
Solomzi Mabhuti	Zalarha	1	078783537 8	
Nolitha Ntshwahlana	Thamarha	1	083571123 3	
Zandile Yaphi	Tyeni	1	065609406 9	
Andiswa Billie	Bhele	1	082094817 3	
Mlungiseleli Gwedlana	Nxopho	1	078343644 5	
Bulelwa Magwaxaza	KwaNgqwele	1	073590505 5	
Sisina Siqila	Gpbozana	1	078722784 4	
Noluvuyo Dlani	KwaNgqwele	1	073947144 2	

NAME	VILLAGE	WARD	CONTACT NUMBER	DATES OF MEETINGS
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				HELD IN 2021/2022
Mthetheleli Mpendu	Upper Mthombe	2	0848164154	09/03/2022 06/06/2022
Simanye Njombolwana	Rode	2	0731392264	
Nontsingiselo Jali	Tapushe/Tildini	2	0635143741	
Xola Simumu	Lower Mthombe	2	0737174406	
Xolile Mshweshwe	Mavathulana	2	0836086229	
Msindisi Bolo	Ngquthu	2	0719609802	
Sinethemba Gebe	Qhugqwala	2	0632208438	
Vuyolwethu Macala	Nyatyorha	2	0738018469	
Mcebisi Bonakele	Zondeka	2	0606755774	
Simphiwe Nxibi	Dlova	2	0730963782	
NAME	VILLAGE	WARD	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2020/2021
Andiswa Yali	Crossman	3	0739680043	07/06/2022
Mangiwe Mavis Nyaniso	Ntsinekana	3	0785057939	
Buyelita Tyhali	Gcinisa North	3	0717158140	
Canary Bobani	Kalana	3	0736533599	
Ntombizandile Stiti	Nqwenerhana	3	0633885654	

Ntombomzi Ndevu	Mabhongo	3	0732222256	
Nomawethu Ntshabo	Qawukeni	3	0733658959	
Vuyokazi Yali	Mrhathaza	3	0788408063	
Ntombizodwa Nzima	Shushu A	3	0734656520	
Misumzi Sinama	Mqwahini	3	0631824368	
NAME	VILLAGE	WARD	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2020/2021
Neliswa Tshemese	Lower Dube	4	0656942708	06/06/2022
Khuthala Nose	Ngxakaxha	4	0603349444	
Yolanda Ngantweni	Phole	4	0729261660	
Nozuko Fumanisa	Mdolomba	4	0719940456	
Noluthando Kolisi	Upper Dube	4	0797044076	
Thabisa G. Sidawu	Mdolomba	4	0833307216	
Nomahashe V. Klaas	Machibi	4	0733191298	
Sesethu Ntshokoma	Madliki	4	0719456490	
Phelokazi Cikicane	Machibi	4	0603749565	
Musa M. Mgwenya	Nxwashu	4	0793741423	

NAME	VILLAGE	WARD	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2021/2022
Nolubabalo Jim	Crossroad	5	0783693613	09/06/2022
Zoliwe Mandara	Tuku A	5	063379211	
Neziwe Nqinana	Lovertwist	5	0737804054	
Bulelwa Majola	Tuku B	5	0630220539	
Nongeniselo Melani	Tyityaba	5	0834874605	
Nothando Myeki	Birha	5	0835470188	
Sinobuhle Ngqani	Hoyl	5	0839515328	
Nolumanyano Kosani	Leqeni	5	0781614981	
Siyathandaza Ngcayi	Bodium	5	0628226534	
Babalwa Mkhephula	Tuku C	5	0733630583	

NAME	VILLAGE	WARD	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2021/2022
Nomfusi Ngqandana	Makhahlane Location	6	0732084824	10/06/2022
Mangena Mqhingwana	Cheletyuma Location	6	0781758740	

Nkonzo Sofuthe	Feni location	6	0634741498
Lungisani Joni	Emagqazeni	6	0632784192
Lungelwa Sawula	Cisira	6	0603405987
Khuthala Nogqala	Dam-Dam	6	0780904108
Liliwe Marashule	Cisira	6	0738917236
Nokulunga Xhashibe	Mahlakana	6	07326944262
Xolani Sicwebu	Mahlubini Location	6	0834156748
Nomathamsanqa	Cisira	6	0785048317

NAME	VILLAGE	WARD	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2021/2022
Monwabisi Hoyi	Qamnyana	7	0782656438	14/06/2022
Nomfundo Belu	Rura	7	0787493964	
Samkelo Mahlehlele	Maqhosha	7	0633594006	
Simnikiwe Ngcingci	Ndwayana	7	0835566121	
Zama Mthi	Ngquma	7	0632195317	
Phumeza Kuza	Gwabeni	7	0737946123	

Nokuzola Jack	Baltein	7	0734656520
Sintu Quza	Ndlambe	7	07208 320850
Nonesi Mazinyo	Luxolweni	7	0738824064
Sonwabile Cacela	Ndlambe	7	0631914816

NAME	VILLAGE	WA RD	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2021/2022
Zweli Dingiso	Durban Locatio	8	0760490142	14/06/2022
Lindelwa Dywili	Power	8	0782054304	
Velile Peyi	Peddie Extension	8	0604370315	
Velile Jele	Peddie Town	8	0787813197	
Sizeka Gotyana	New Creation	8	0737041057	
Nombulelo Best	Peddie Extension	8	0789568465	
Lungisa Mlamla	Ndlovini	8	0785488127	
Nolwandle Mzamo	New Ceation	8	0733713215	
Joseph Jantjies	German Village	8	0647751835	

Xoliswa Bosi	Peddie Extention	8	0835141653	
NAME	VILLAGE	WA RD	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2021/2022
Nothando Maswana	Nobumba	9	0663313688	10/06/2022
Asipho Ngaphi	Ntloko	9	0633797200	
Zikhona Mkathali	Pikoli	9	0735635901	
Thembisa Damba	Lower Mgwalana	9	0731204893	
Cikoza Mbejeni	Ntloko	9	0762968378	
Phuthuma Nzimela	Rose	9	0739828166	
Diliza Mgcuwe	Rutletts	9	0731450625	
Ntombekhaya Zothani	Woodlands	9	0604193525	
Nozipho Tobi	Mgwalana	9	0733912760	
Nosanda Rolom	Lewis	9	0733442067	
NAME	VILLAGE	WAR D	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2021/2022
Lukhanyo Mthongana	Newtonedale	10	0627323808	13/06/2022
Ongeziwe Nodwala	Ntshamanzi	10	0782832180	

Nqabeka Rodolo	Upper Gwalana	10	0785618544	
Nomasixole Gamlashe	Maxegweni	10	0739961434	
Prince Myataza	Upper Gwalana	10	0717857261	
Nomfalo Shoco	Mabaleni	10	0826976587	
Phindiswa Mcinjana	Mtati	10	0737234828	
Noludwe Ntezo	Qeto	10	0787005922	
Thembimkosi Mtsolo	Tuba	10	0731403295	
Zukiswa Singqumba	Ngqowa	10	0784765690	
NAME	VILLAGE	WARD	CONTACT NUMBER	DATES OF MEETINGS HELD IN 2021/2022
Nwabisa Mfino	Mkanyeni	11	0603544454	13/06/2022
Thembela Mvuyiswa	Mpekeni	11	0710081265	
Nonzolo Sinuka	Mpekwani	11	0603716119	
Nomthandazo Mhabi	Mgababa	11	0788693263	
Nompumelelo Mancam	Mkhanyeni	11	0835939833	
Neliswa Mcuntsi	Mgababa	11	0788630940	
Nothandekile Dubula	Mkanyeni	11	0782992529	
Onesimo Njongi	Mgababa	11	0634587806	

Phuthuma Mantana	Prudoe	11	0630810013
Lungelwa Ngxakaza	Prudoe	11	0780149967
NAME	VILLAGE	WARD	CONTACT NUMBER
Siyabulela Mshweshwe	Wesley	12	0734096200
Thandeka Menziwe	Wesley	12	0735688218
Babalwa Nkohla	Gcinisa	12	0837246602
Mafa Moyakhe	Newloots	12	0731199769
Pamela Mtshoba	Gcinisa	12	0834441323
Nombasa Nginda	Mgwalana	12	0836545418
Andiswa Singqoto	Bingqala	12	0730613211
Tembani Myathazi	Hurmburg	12	0733603565
Edumisa Fumba	Nier	12	0710824612
Nosipho Eunice Maseti	Nier	12	0838982109

2.5.1.3 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 56 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?	No
* Section 26 Municipal Systems Act 2000	T 2.5.1

COMPONENT D: CORPORATE GOVERNANCE

2.6 OVERVIEW OF CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an Institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the Institution is governed.

2.6.1 RISK MANAGEMENT

Ngqushwa Municipality's council monitors risk through the Audit Committee. The Committee plays an oversight role to ensure that there is an effective risk management process and system within the organisation. This approach provides technical assistance to the Council to exercise its role in ensuring that an adequate and effective risk management system and process is in place. The Council is expected to exercise the duty of care, skill, and diligence in identifying, assessing and monitoring risks as presented by Audit Committee. The Audit Committee recommends to the Council risk strategies and policies that need to be set, implemented and monitored.

During the year, the Municipality has established a Risk and Fraud Management Committee to ensure that the culture of risk management is embedded in the Institutions operations. With the technical support from both Internal audit and audit committee Ngqushwa Local Municipality identifies risk areas that are managed systematically and continuously. The municipality has a risk register in place which is treated as a working risk management document of which the identified risks are constantly recorded and properly managed. The municipality's senior management monitors and evaluates the implementation and efficiency of management's controls and such actions identified to improve current controls in the risk register. The municipality submits its risk management register to Internal Audit and Audit Committee on a quarterly basis for review.

During the period under review, the municipality developed the Strategic, departmental operational risk registers, Fraud, Supply Chain Management and ICT Risk Registers in line with the mitigation plans undertaken by management to improve the Risk Management System.

2.6.2 ANTI CORRUPTION AND ANTI FRAUD

Section 83© of the MSA refers to the implementation of effective bidding structures to minimise the possibility of fraud and corruption and the Municipal Finance Management Act(MFMA)section 112(1)(m)(l) identify supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the Municipal Finance Management Act (MFMA) states that the accounting officer must take steps to ensure mechanisms and separation of

duties in a supply chain management to minimise the likelihood of corruption and fraud.

Name of Strategy	Developed: Yes/No	Date /Reviewed	Adopted
Risk Management Policy	Yes	Reviewed 2021/22	
Fraud and Risk Management Committee	Yes	Established in 2021/22	
Fraud Prevention Plan	Yes	Reviewed in 2021/22	

2.6.3 AUDIT COMMITTEE

The municipality's Audit Committee was serving for 3 year term, commencing from 01 September 2020 to 31 August 2023. The Audit Committee is a sub-committee of Council. The responsibilities of the Committee are detailed in the Audit Committee Charter. This charter was developed by the committee, presented to management and was approved by the council and it is reviewed on a yearly basis.

The purpose of the committee is to provide:

- Independent assurance on the adequacy of the risk management framework, performance management, governance and the control environment;
- Independent scrutiny of the municipality's financial and non-financial performance; and
- To oversee the financial reporting and compliance processes.

The key benefits of the audit committee are as follows:

- Increasing public confidence in the objectivity and fairness of both financial and non-financial reporting;
- Reinforcing the importance and independence of internal and external audit and similar review processes;
- Providing additional assurance through a process of independent review.
- Raising awareness of the need for internal control and the implementation of audit recommendations.

The audit committee is required to report that it has regulated its affairs in compliance with the audit committee charter, and has discharged its responsibilities set out therein.

Summary of Audit Committee responsibilities:

The responsibilities of the Committee, as laid down in the Charter, include providing oversight on financial reporting and other matters such as the monitoring of governance processes, controls and risk management in the municipality. The Committee also ensures effective communication between the internal auditors, external auditors, the Council and management.

During this period the Committee conducted the following business and made recommendations for improvement in the relevant areas:

- Approval of the Risk Based Annual Internal Audit Plan and Three Year Rolling Plan;
- Reviewed the Annual Financial Statement for 2021/2022 financial year;
- Reviewed the municipalities financial and performance reports;

- Reviewed the risk management framework of the municipality;
- Reviewed the Performance Management policy of the municipality ;
- Considered litigation matters facing the municipality;
- Reviewed Internal Audit quarterly reports;
- Reviewed External and Internal Audit recommendations, monitoring and tracking thereof;
- Ensures that an Audit Action Plan Is developed and monitor progress thereof on Issues that were raised on the previous years by the Auditor General of South Africa.

2.6.3.1 MEMBERS OF THE AUDIT COMMITTEE

The Committee comprises of four independent executive members. Representatives from the office of the Auditor General, Internal Audit and senior management of the municipality attend committee meetings on an *ex officio status*. In terms of our Charter at least four (04) meetings should be held during a financial year. We are pleased to announce that all four meetings were held in the 2021/2022 financial year. Details of the Committee members are as follows:

MEMBER	CAPACITY
Ms. V Hlehliso	Chairperson
Mr. C Sparg	Member
Mr. S Sokutu	Member
DR. N. Mzamo	Member

The permanent invitees to the Committee meetings include: the Mayor, Portfolio Head BTO, Municipal Manager, Chief Financial Officer, MPAC Chair, Senior Managers ,Provincial Treasury, District Municipality and representatives from Internal Audit.

2.6.4 INTERNAL AUDITING

Ngqushwa Local Municipality has an in house Internal Audit function that consists of Internal Audit Manager, 2x Internal Audit Practitioner and Risk Practitioner.

Each municipality and each municipal entity must have an internal audit unit, subject to MFMA section 165 (1) (2).

- (2) The Internal audit unit of a municipality or municipal entity must—
- (a) prepare a risk-based audit plan and an internal audit program for each financial year;
 - (b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to—
 - (i) internal audit;
 - (ii) internal controls;
 - (iii) accounting procedures and practices;
 - (iv) risk and risk management;
 - (v) performance management;

(vi) loss control; and
(vii) compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; and

(c) Perform such other duties as may be assigned to it by the accounting officer.

Co –sourcing Partner

The municipality co-sourced Lunicka Chartered Accountants & Auditors (Lunika) for a period of two years ending 31 December 2023, to ensure that the unit continues to be value add to the Municipality.

2.6.5 COMMUNICATION

Local Government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of Republic of South Africa Act, 1996 and other statutory enactment all impose an obligation on local government communication and required high levels of transparency, accountability, openness, participatory, democracy and direct communication with the communities to improve the lives of all.

2.6.5 .1 MUNICIPAL WEBSITES:

Municipalities are required to develop and maintain a functional website that displays relevant information as per the requirement of Section 75 of the MFMA and Section 21 (b) of the MSA as amended. The website should serve as a mechanism to promote accountability and transparency to communities and therefore information posted should be accurate and timely updated.

The Municipal website is a key communication mechanism in terms of service offering, information sharing and public participation. It is a communication tool that should allow easy and convenient access to relevant information. The Municipal website should serve as an integral part of the municipality's communication strategy. The website was later in the financial year upgraded with a new look and feel to be user friendly, documents according to Municipal Systems Act and Municipal Finance Management Act have been updated e.g. Tenders, vacancies, notices and monthly budget.

2.6.6 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

ICT section provides appropriate information and communication technologies that enable our users to access the information and services necessary to do their jobs. Below is a list of projects that were implemented in 2021/2022 financial year:

Server Virtualisation and Storage Area Network

Ngqushwa Local Municipality, implemented the provision of server technology refresh, virtualization, and Storage Area Network (SAN) solution – as the municipality replace its existing servers with the latest industry-leading, innovative, robust, and cost-effective technology, consolidating servers and storage by utilizing the latest rack-mount servers with Storage Area Network and Hypervisor.

Benefits for virtualisation of Ngqushwa Servers

- Reduced Hardware Costs. Data centers contain numerous physical servers that are dedicated to handling the workload from a network
- Faster Deployment
- Save Space In the server room
- Reduced Energy Costs
- Simplified Disaster Recovery
- No More Server Sprawl

2.6.6.1 INTERNET/VPN WITH HOSTED TELEPHONE SYSTEM FOR NGQUSHWA LOCAL

Ngqushwa LM upgraded the existing network Infrastructure and connect Hamburg to the municipality's network through Virtual Private Network. VPN/MPLS solution gives extremely secure connections between private networks linked through the Internet. It allows remote computers/offices to act as they were on the same secure, local network. All Ngqushwa Offices are linked to each other and Internet line upgraded from 40 MB to 80 MB.

2.6.7 POLICIES AND BY LAWS

BY – LAWS AND POLICIES

Below is a list of all available by-laws and policies developed, reviewed during the financial year and tabled to Council .

2.6.7.1 MUNICIPAL BY LAWS

- By-law relating to Standing Orders for Council
- By-law relating to Solid Waste Disposal
- By-law relating to Credit Control
- By-law relating to Street Trading
- By-law relating to Advertising Signs
- By-law relating to Prevention of Nuisance
- By-law relating to Public Open Spaces
- By-law relating to Keeping of Dogs and Other animals
- By-law relating to Ward Committee
- By-law relating to Cemeteries and Crematoria
- By-law relating to Unsightly and Neglected Buildings
- By-law relating to Liquor Trading
- By-law relating to Buildings
- By-law relating to Delegation of Powers

2.6.7.2 MUNICIPAL POLICIES

INSTITUTIONAL DEVELOPMENT AND DESIGN	FINANCIAL VIABILITY AND MANAGEMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING
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<ul style="list-style-type: none"> • Leave Policy • Disciplinary, grievance and procedure Policy • Overtime Policy • Attendance & Panctuality Policy • Code of conduct for Councillors and Employees • Induction & Orintation Policy • Training and development Policy • Employment Equity Policy • Long service Award Policy • Acting and acting Allowance Policy • Internship Policy 	<ul style="list-style-type: none"> • S &T Policy • Indigent Policy • Tariff Policy • Expenditure management Policy • Debit collection and credit control Policy • Asset management Policy • Budget management Policy • SCM Policy • Unauthorised, Irregular, Fruiless and Wasteful expenditure reduction strategy Policy • Property Rates Policy • Virement Policy • Insurance Policy 	<ul style="list-style-type: none"> • Community bursary Policy • Public participation Policy • Remuneration of section 79 Committee Policy • Rules of order Policy • Delegation of authorities Policy • Communication Policy • EPWP Policy • Performance Management Policy • Policy on the Burial of pauper & exceptional cases relating to the dead • Fraud and Anti Corruption Policy • Risk Management Policy • Civic Burial Policy • Contract Management Policy 	<ul style="list-style-type: none"> • Community Hall Policy • Prevention of land invasion Policy • Fire Arm Policy • Pound Policy • LED funding Policy • Policy and procedure for the hire of outdoor facilities and Municipal buildings • Business Licence Policy • Building Control policy • Incliment Weather policy • Strict & Public Naming Policy <p>QUALITY BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT</p>
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<ul style="list-style-type: none"> • Employee Assistance Policy • Occupational Health & Safety Policy • HIV/AIDS Policy • Sexual and other harassment Policy • Dress code, uniform & protective clothing Policy • Smoking control Policy • Bereavement Policy • Recruitment, selection and appointment Policy • Skills and Retention Policy • Relocation Policy • Termination Policy • Employee Study Bursary Policy • Fleet Management Policy • Remuneration Policy • Secondment Policy • Career succession Policy • Records Management Policy • ICT Policy • Cellphone allowance Policy • ICT Security Policy 	<ul style="list-style-type: none"> • Payroll Policy • Immovable Property management policy • Funding and Reserve policy • Longterm financial planning Policy • Petty Cash Policy • Banking and Investment Policy • Borrowing Policy • Cost Containment Policy • Payday policy 	<ul style="list-style-type: none"> • Litigation Management Policy • Policy on Mayor and Speaker vehicle • On out of pocket expences of Traditiona Leaders • Social Media Policy • Consequence Management Policy • Protection of Personal Information Policy 	<ul style="list-style-type: none"> • Infrastructure and Delivery Management Policy
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<ul style="list-style-type: none"> • Council Resolutions management Policy • Retirement Policy • Confidentiality Policy • Migration & Placement Policy • Organizational rights & Structure Policy • Promotion & Transfer policy • Task Job Evaluation Policy • Rental Allowance Policy 			
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THE FOLLOWING IS THE LIST OF POLICIES THAT WERE TABLED TO COUNCIL

INSITUTIONAL DEVELOPMENT AND DESIGN	FINANCIAL VIABILITY AND MANAGEMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING
<ul style="list-style-type: none"> • Leave Policy • Community Bursary Policy • ICT Policy • Job Evaluation Policy • Standby Policy • Shift Policy 	<ul style="list-style-type: none"> • Virement Policy • Expenditure Management Policy • Subsistence Travel Policy • Supply Chain Management Policy • Debt Collection and Credit Control Policy 	<ul style="list-style-type: none"> • Delegation of Authority Policy • Risk Management Policy • Fraud Management Policy • PMS Policy • Consequence Management Policy 	<ul style="list-style-type: none"> • Beach Management Policy

2.6.8 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Policy of the Municipality is deemed to be fair, equitable, transparent, competitive and cost effective as required by Section 217 of the Constitution. SCM Policy complies duly with the requirement of Section 112 of the MFMA as well as the Supply Chain Management Regulations. The Policy was drafted based on the SCM Model Policy issued by National Treasury and amended to suit the local circumstances within the ambit of the regulatory framework and sometimes even stricter than the legal requirement .

2.6.8.1 DISCLOSURE OF FINANCIAL INTEREST

The officials, Councilors and Traditional leaders have not all declared the business interest for this current financial year in order to improve transparency and accountability in Supply Chain Management. All HoDs have been informed of the outstanding declarations and a list was circulated.

2.6.8.2 COMPETITIVE BIDS

The Accounting officer established a committee system that is consistent with the MFMA and Municipal SCM Regulations for bids consisting of:

- A bid specification committee
- A bid evaluation committee
- A bid adjudication committee

2.6.8.3 LIST OF AWARDED TENDERS 2021/2022 FINANCIAL YEAR

QUARTER 1 LIST OF AWARDED TENDERS 2021-2022 (JULY-SEPTEMBER)

Bid number	Description	Service Provider	Award date	Tender Amount
8/2/185/2020-2021	Construction of Zondeka Internal Streets	Mfingo Developments	06-Jul-21	R 1,470,361.43
8/2/162/2020-2021	Tracker System for Municipality Vehicles for 2 years	Netstar (Pty) Ltd	08-Jul-21	R 740.03 per vehicle
8/2/192/2020-2021	Supply and Delivery of Library Stationery	AH Enterprise	19-Jul-21	R 67,729.00
8/2/177/2020-2021	Construction of Power Internal Streets Phase 1	Devomix (Pty) Ltd	21-Jul-21	R 2,611,677.89
8/2/178/2020-2021	Construction of Power Internal Streets Phase 2	Balintulo Trading JV Andile SG Trading	03-Aug-21	R 3,189,271.01
8/2/195/2020-2021	Training on Waste Mangement	Lizwa Ntlabathi Trading	04-Aug-21	R 78,000.00
8/2/202/2021-2022	Conference Call Software for a Period of 1 Year	SMS ICT Choice	24-Aug-21	R 49,033.32
8/2/208/2021-2022	Water Quality Testing at Birha and Hamburg Beaches for 24 Months	Hallowed Ground Consulting	31-Aug-21	R 157,596.00
8/2/199/2020-2021	Supply and Delivery of Fencing Material	Mafani Transfers	06-Sep-21	R 72,985.20
8/2/213/2021-2022	Hiring of Plant for 22 days	Sethu Enterprise	07-Sep-21	R 137,643.62
8/2/225/2021-2022	Training of Secretaries and Personal Assistants	Eland Consulting	07-Sep-21	R 132,993.00

8/2/207/2021-2022	Supply, Fitting, Balancing and Alignment of Tyres	Movetshe Trading	10-Sep-21	R 119,200.00
8/2/228/2021-2022	Supply and Delivery of Promotional Material	MLG Group	24-Sep-21	R 29,877.00
8/2/212/2021-2022	Repairs and Maintenance of Hamburg Office, Landfill Site and Cemetery Fence	75 Year Plan Holdings	27-Sep-21	R 48,199.00
8/2/250/2021-2022	Provision of Printing Services for 3 years	Bidvest Office/ Konica Minolta		

**QUARTER 2 LIST OF AWARDED TENDERS 2021-2022
(OCTOBER -DECEMBER)**

Bid number	Description	Service Provider	Award date	Tender Amount
8/2/216/2021-2022	Cibecs License Renewal (Computers Backup Software)	SMS ICT Choice	11-Oct-21	R 150,426.90
8/2/205/2021-2022	Licensing, Upgrade and Support for an Integrated Financial Management System for a Period of 36 months	CCG Systems	11-Oct-21	R 3,989,413.23
8/2/226/2021-2022	Supply and Delivery of Stationery	Tiaglo (Pty) Ltd	12-Oct-21	R 146,526.50
8/2/227/2021-2022	Supply and Delivery of 1000 Bags Coldmix Asphalt	Ebusha General Trading (Pty) Ltd	19-Oct-21	R 83,040.03
8/2/215/2020-2021	Supply and Installation of Fuel Restrictors	Bessie Projects 87	28-Oct-21	R 168,000.00
8/2/231/2021-2022	Supply and Idelivery of ICT Equipment	Pallium (Pty) Ltd	28-Oct-21	R 48,000.00

8/2/206/2021-2022	Co-Sourcing of Internal Audit for Period of To Years	Lunika Chartered Accountants	11-Nov-21	R 927,545.15
8/2/243/2021-2022	Hiring of Life Guards for Festive Season	Wildcoast Holdings	12-Nov-21	R 150,000.00
8/2/242/2021-2022	Home Base Care Training	Fololo Community Developers	15-Nov-21	R 97,000.00
8/2/240/2021-2022	Supply, Fitting, Balancing and Alignment of New Tyres	Buyelwa Enterprise	17-Nov-21	R 97,755.50
8/2/211/2021-2022	Horticulture Training Level 1	Onoria General Trading	29-Nov-21	R 52,500.00
8/2/223/2021-2022	Construction of New Loots Internal Streets	Onwabo Projects (Pty) Ltd	02-Dec-21	R 759,280.00
8/2/254/2021-2022	Repairs and Maintenance of N2 Street Lights	Dumalisile Electrical Contractors	02-Dec-21	R 84,090.00
8/2/200/2021-2022	Sourcing of Donor Funding for Various Infrastructure Projects for a Period of 3 Years	ING Plan Project Consulting	02-Dec-21	
8/2/200/2021-2022	Sourcing of Donor Funding for Various Infrastructure Projects for a Period of 3 Years	Benevision Public (Pty) Ltd	03-Dec-21	
8/2/200/2021-2022	Sourcing of Donor Funding for Various Infrastructure Projects for a Period of 3 Years	GG&G Consulting Engineers	03-Dec-21	
8/2/218/2021-2022	Construction of Pikoli Internal Streets	Mfingo Developments	03-Dec-21	R 2,910,065.02
8/2/253/2021-2022	Design, Supply, Erection, Maintenance and New Decorative Festive Lighting for the Summer Season.	Mantella Trading 522 CC	06-Dec-21	R 169,050.00
8/2/261/2021-2022	Supply and Delivery of 36 Food Parcels	Ndzimela Enterprise 202	14-Dec-21	R 64,029.36

QUARTER 3 LIST OF AWARDED TENDERS 2021-2022 (JANUARY-MARCH)

Bid number	Description	Service Provider	Award date	Tender Amount
8/2/251/2021-2022	Internet /VPN with hosted Telephone System	Indlela Data JV Indlela Capital	24-Jan-22	R 796,904.60
8/2/230/2021-2022	Services of a Debt Collection for 36 Months	2 T Innovation Business Consulting and Projects	26-Jan-22	8.5%
8/2/252/2021-2022	Supply and Delivery of 32 Local Government Library Boxes	Sisa Multi-Services and Security	07-Feb-22	R 58,999.00
8/2/264/2021-2022	Maintenance of High Mast Lights	AB 96 Projects (Pty) Ltd	09-Feb-22	R 130,850.00
8/2/219/2021-2022	Construction of Machibi Internal Streets	Manyobo Group	22-Feb-22	R 4,106,225.42
8/2/220/2021-2022	Construction of Polar Park Internal Streets	Lulumzi Developments	23-Feb-22	R 3,452,485.43
8/2/247/2021-2022	Provision of Legal Services for 3 years	L Van Rensburg t/a Wikus Van Rensburg Attorneys	15-Feb-22	
8/2/247/2021-2022	Provision of Legal Services for 3 years	I.C Clark Inc	14-Feb-22	
8/2/247/2021-2022	Provision of Legal Services for 3 years	DM Lukhozi Attorneys	14-Feb-22	
8/2/247/2021-2022	Provision of Legal Services for 3 years	Magqabi Seth Zita Incorporate	14-Feb-22	
8/2/247/2021-2022	Provision of Legal Services for 3 years	Mbabane and Mazwazi Inc.	14-Feb-22	

8/2/247/2021-2022	Provision of Legal Services for 3 years	Funanani Ndou Attorneys	14-Feb-22	
8/2/247/2021-2022	Provision of Legal Services for 3 years	Clark Laing Inc.	14-Feb-22	
8/2/247/2021-2022	Provision of Legal Services for 3 years	Lizel Venter Attorneys	14-Feb-22	
8/2/247/2021-2022	Provision of Legal Services for 3 years	Ntanjana Attorneys Inc.	14-Feb-22	
8/2/175/2020-2021	Provision of Professional Services for the Surfacing of Peddie Town Streets: Phase 3	Aftroteam Consultants	16-Feb-22	R 387,739.16
8/2/269/2021-2022	Facilitation of Strategic Planning Session & Development of IDP for 2022-2027	Executive Insights	02-Mar-22	R 132,000.00
8/2/250/2021-2022	Provision of Printing Services for 3 years	Bidvest Office/ Konica Minolta	10-Mar-22	R 479,896.92

QUARTER 4 LIST OF AWARDED TENDERS 2021-2022 (APR-JUN)

Bid number	Description	Service Provider	Award date	Tender Amount
8/2/272/2021-2022	Supply and Delivery of Machinery for Parks Section	African Painters	24/06/2022	R 160,700.00
8/2/288/2021-2022	Supply and Delivery Of Compactor Roller	Sikhulakunye Trading & Construction	30/06/2022	R 180,900.00

2.6.8.4 Supplier Performance Management

The Section 116 (2) (d) report is submitted by the relevant user departments on the management and performance on the appointed contractors whose contracts are still in progress. The project managers need to improve the monitoring of service providers in order to get value for money.

Contract no. & description	Name of Contractor	Date of Supplier performance assessment	Department	Supplier Performance Assessment Report Complied		Supplier performance assessment/ performance rating
				Yes	No	
Insurance Services	Lateral Unison	30/06/2022	BTO	Yes		Average
Financial Support System Performance Payroll System	CCG/VIP	30/06/2022	BTO	Yes		Satisfactory
GRAP Complaint assets register and AFS for 36 months	Mubesko Consulting Pty Ltd	30/06/2022	BTO	Yes		Satisfactory
Travel and Accommodation management services for a period of 2 years	Click n Travel	30/06/2022	BTO	Yes		Average
Compilation and Maintenance of General Supplementary Valuation Roll	Umhlaba Valuers	30/06/2022	BTO	Yes		Excellent

Co-source of Internal Audit Services	Lunika Chartered Accountants	30/06/2022	MM	Yes		Satisfactory
Surfacing Construction of Peddie Town	Bathabile	30/06/2022	TECH	Yes		Average
Construction of Pikoli		30/06/2022	TECH	Yes		Excellent
Construction of Polar Park	Lulumzi Developments	30/06/2022	TECH	Yes		Satisfactory
Construction of Machibi Internal Streets	Manyobo Group	30/06/2022	TECH	Yes		Average
Construction of Power Paving	Devomax	30/06/2022	TECH	Yes		Average
Design & Monitoring of Machibi Internal Streets	Kukho Consulting Engineers	30/06/2022	TECH	Yes		Satisfactory
Design & Monitoring of Polar Park internal streets	Sontinga Consulting Services	30/06/2022	TECH	Yes		Satisfactory
Design & Monitoring of Pikoli Internal Streets	Gilgal Developments Consulting	30/06/2022	TECH	Yes		Satisfactory
Integrated Municipal Land use Scheme for NLM	Fourways Consulting Services	30/06/2022	TECH	Yes		Satisfactory
Printing Services	Sky Metro	30/06/2022				Average
Provision of Cellular & Mobile Data Services	Vodacom SA	30/06/2022				Satisfactory
Repairs, Services & Maintenance of Vehicles	Bluetech Co Pty Ltd	30/06/2022				Satisfactory
Supply & Delivery of	Jambisko Trading	30/06/2022				Satisfactory

Cleaning Material						
VPN	Indlela Data	30/06/2022				Average

NB: All other department have not submitted the performance evaluation form for services provider, Technical Services have submitted incomplete forms with no signature of the project manager.

CHAPTER 3

SERVICE DELIVERY PERFORMANCE

3.1. WATER PROVISION

Amathole District Municipality (ADM) is currently mandated to be a Water Services Authority and a Provider in this Municipality and is currently in a process of updating its water services development plan (WSDP) as the current one is outdated. This plan provides an overview of the coverage and gives a strategic direction to the ADM and identifies the most crucial projects in order of priority.

Bulk water infrastructure is provided by a number of dams and water purification works within the municipal area which is operated by the Amatola Water Board. Table 14 gives an indication of these

DAM	DAM'S CAPACITY	FIRM YIELD (Mm ³ /pa)
Dabi Dam	0.23	0.50
Mankazana Dam	1.85	1.38
Ndlambe Dam	0.06	0.06
Rura Dam	0.05	0.05
Sandile Dam	7.4	4.14
Lalng Dam	5.55	2.76
TOTAL	2.84	2.14

The Amatola Water Board also manages and operates six water treatment plants which collectively supply 2.84 million litres of portable water. These water treatment plants are as follows:

- i) Dabi water treatment works.
- ii) Peddle Regional water treatment works.
- iii) Glenmore (Enxuba) water treatment works.
- iv) Sandile Dam water treatment works.
- v) Lalng dam water treatment works.

Ngqushwa has only one pump station located at the Water Works in Nqwenerana also known as Kingslyn. The water treatment works at Tyefu has been closed down and all the areas it used to serve are now being served by Glenmore Water Treatment works.

In Peddle, adequate water is supplied from the King's Lynn scheme which is also operated by the Amatola Water Board. In Hamburg, water is supplied by Amatola Water Board from Birha scheme which is also considered adequate for the present purposes. This source is however supplemented by three boreholes which constituted the town's original supply and which are capable of supplying 25% of the town's average requirement.

Table: Source of water by ward and source

Ward	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool/stagnant water	River/stream	Water vendor	Water tanker	Other	Grand Total
21206001	1341	1	2	154	97	5	57	27	16	1701
21206002	1110	6	1	191	34	56	18	35	235	1686
21206003	1547	2	3	93	32	1	8	88	17	1792
21206004	1208	14	4	138	73	37	4	70	10	1558
21206005	667	5	3	129	4	102	-	3	2	914
21206006	944	7	4	441	55	6	2	182	25	1667
21206007	1063	44	15	373	79	59	38	250	23	1943
21206008	1246	9	2	277	110	112	18	57	39	1871
21206009	686	4	19	400	152	40	25	90	81	1497
21206010	1505	5	-	85	-	2	2	15	15	1630
21206011	1366	95	10	274	25	-	3	21	45	1839
21206012	854	-	2	407	65	3	-	60	27	1418
21206013	693	7	9	635	312	29	1	60	125	1870
Grand Total	14229	199	74	3595	1039	453	176	957	662	21384

Source: Stats SA (2011)

3.2 SANITATION

There is only one Waste Water Treatment facility in the municipal area, located in Peddie. The existing Waste Water Treatment Plant in Peddie is operating at its full capacity and is now overloaded. A budget of R87million for the upgrade of the plant has been approved as a multi-year project, and Amathole District Municipality is in the process of procuring a new Professional Service Provider (Consulting Engineers) for Design of the plant. There is no planned construction of treatment facilities in Hamburg nor does the municipality render a service for the emptying of septic tanks. Rural areas use primarily pit latrines, which are simply moved when the old ones are full. ADM is busy with master plans of the projects.

3.3 ROAD MAINTENANCE

3.3.1 INTRODUCTION TO ROAD MAINTENANCE

The roads section is primarily responsible for the maintenance and rehabilitation of the Municipal roads and stormwater drainage network within the Ngqushwa Municipal area. The municipality is responsible for 100% access to local roads within its jurisdiction, which include all streets within peri-urban and rural areas. It ensures the maintenance of a number of municipal roads which serve all communities and are regularly maintained, with the objective of addressing specific needs. The majority of municipal roads are gravel, with surfaced roads comprising approximately 2% of all municipal roads. The condition of surfaced roads (15km) is predominantly in poor condition and a proportion of 225km of gravel roads also in poor condition.

The municipality is responsible for the repairing of potholes on the existing surfaced road, and unblocking and cleaning of drainage catch pit to maintain free flow storm water. Rehabilitation of existing roads, and re-gravelling and blading of gravel roads in rural and peri-urban on regular basis. There are approximately 1460km of roads in the municipal area. According to the Department of Roads and Public Works only 153.9km of these roads are tarred which translates to (12.11%) of the roads in the municipal area.

A total of 225 km gravel roads were maintained through dry blading; re-gravelling also a total of 1200m² of potholes were patched (tar roads) in the year under review.

The district comprises national, trunk, main, district, minor and access roads. The Major towns are linked by an adequate network of roads and there is also a good network of proclaimed gravel roads traversing the municipal area. The roads linking

the various rural settlements are in a poor state of repair and are not adequately maintained. Municipality is only focusing on maintaining and construction of Internal and access roads, and in its jurisdiction, approximately 225km is gravel roads and 15.2km's is surfaced roads

Road – Storm Water Section Staff

Job level/ Task Grade	Year 21/22		
	Posts No.	Employees No.	Vacancies (Fulltime equivalents) No.
0 – 3	10	10	0
4 – 6	12	12	0
7 – 9	1	1	0
10 – 12	2	1	0
13-17	1	1	0

3.4 PROJECT MANAGEMENT UNIT (PMU)

Project Management Unit (PMU) section ensures the delivery and access to basic services as enshrined in the Constitution of the Republic. Project Management Unit is specifically responsible for infrastructure development through capital grants received from Provincial and National government.

Management of the grants and the preparation of all reports to the relevant provincial and national departments. Ngqushwa Municipality in terms of Division of Revenue Act (Act No 29 of 2013) forms part of the municipalities that receive grants from national treasury. The municipality is required to submit its Capital Plans for the MTEF to Provincial and National treasury and report to Treasury about expenditure on the grant.

3.4.1 PMU PROJECTS AND EXPENDITURE

PROJECT NAME	WARD	STATUS
Surfacing and Paving of Peddie Town Street	8	91% Completed
Nyatyora Community Hall	2	Completed
Makhahlane Community Hall	6	Completed
Zalara Community Hall	1	Completed
Hlosini Community Hall	3	Completed
Zondeka Internal Road	2	Completed
Qawukeni Internal Road	3	Completed
Bira Internal Road	12	Completed
Power Internal Road	8	Completed
New Loots Internal Road	5	Completion

MIG EXPENDITURE

The expenditure on MIG as at the end of June 2022 is 100%

PMU Section Staff

Job level	Year 2021/22		
	Posts No.	Employees No.	Vacancies (Fulltime equivalents) No.
0 - 3	0	0	0
4 - 6	1	1	0
7 - 9	0	0	0
10 - 12	3	3	0

13 - 17	1	-1	0
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3.5 ELECTRICITY

The Millennium Development Goal states that all households must have universal access to electricity by 2025. Access to electricity will alleviate poverty as the use of electricity supports lighting and cooking facilities. Eskom supplies electricity in the jurisdiction of Ngqushwa Local Municipality. The 2016 Stats SA Community Survey figures depicts that there are 18492 households in the municipal area, of which 94% of those households have access to electricity.

Eskom provides and maintains electricity supply to the areas of Ngqushwa in accordance with their Rural Electrification Programme. According to Eskom records there is no historical electricity backlog in Ngqushwa electrification, the only areas that are not electrified are the infills and new extensions of the villages. Ngqushwa local municipality is only responsible for maintenance of public lighting and its own buildings.

Electricity Services Policy

Currently there is no electricity services policy in the municipality; the municipality has only a draft electricity maintenance plan.

Electricity Section Staff

Task grade	Year 2021/22		
	Posts No.	Employees No.	Vacancies (Fulltime equivalents) No.
0 - 3	0	0	0
4 - 6	3	3	0
7 - 9	0	0	0
10 - 12	0	0	0
13 - 16	1	1	0

3.6 LOCAL ECONOMIC DEVELOPMENT AND SPATIAL PLANNING AND LAND USE MANAGEMENT

This component includes Spatial planning, land use management and Local Economic Development.

3.6.1 LOCAL ECONOMIC DEVELOPEMENT

Ngqushwa Local Municipality is a rural and poverty-stricken municipality. Local Economic Development (LED) is seen as the only hope of fighting poverty and is made up of three components: Agriculture, Small Micro Enterprise (SME's) & Cooperatives and Tourism & Heritage.

Opportunities

Agriculture Potential: Ngqushwa Municipality has several Irrigation schemes, Citrus farms (Oranges and pineapples), Aloe, Honey and availability of quality livestock are found within the Ngqushwa Municipality jurisdiction. **Tourism Attraction:** Ngqushwa Municipality has annual commemoration for Tourism attractions such as Mqwashini, Uhambo Loxolo, Hamburg Tourist Attraction, Hiking trails, Beaches, Accommodations. With the closure of Fish River Sun the Mpekweni Resort and B&B's remain the center of accommodation.

Challenges

- Lack of funds
- Human capacity
- Rural nature of the area
- Size of the Municipality

Even though the directorate has sections and staff but it yet to be a stand-alone directorate due to lack of funds for appointing both Port-folio head and Head of Department. It is still amalgamated with community services.

LOCAL ECONOMIC DEVELOPMENT STAFF

Job level	Year 2021/22		
	Posts	Employees	Vacancies (Fulltime equivalents)
	No.	No.	No.
0 - 3	0	0	0

4 – 6	0	0	0
7 – 9	1	1	0
10 – 12	3	3	0
13 – 16	2	2	0

3.6.1 SMME, INFORMAL BUSINESS AND COOPERATIVE DEVELOPMENT

The Ngqushwa Municipal database has a total of 68 Informal traders listed on the municipal hawker's database. Woman represent around 85% of Ngqushwa Informal traders and the youth constitute 13%.

3.7.2 SME'S AND COOPERATIVES DEVELOPMENT OFFICE ACTIVITIES

- Facilitating registration of Cooperative with Companies and Intellectual Property Commission (CIPC) - Through the facilitation by LED Office 6 Cooperatives were registered and captured in municipal database in the 2021/22 financial year.
- Facilitation of SMME trainings. Three local SMME were capacitated in Cooperative Governance, Tendering and Costing, Financial Management and Compliance
- Four SMME's were Involved in sub-contracting to increase their grading in the Peddie Town Street Upgrade.
- Provide business development advice and services, a Business Plan in Livestock Revitalisation was developed for Ngqushwa livestock farmers.
- A one stop shops to access all government services and programmes relating to cooperative development.
- Market linkages for cooperatives business is in progress, especially looking at Honey producer farmers.
- Accommodate other related service offerings by other spheres of government and development agencies such as DEDEAT, NYDA, SEDA etc.

3.7.3 Community Works Programme (CWP)

The Community Work Programme (CWP) is an Initiative designed to provide an employment safety net, by providing participants with a predictable number of days of work per month – thus supplementing their existing livelihood strategies and affording them a basic level of income security through work. The programme is targeted at unemployed and/or underemployed people of working age, including those whose livelihood activities are insufficient to lift them out of poverty.

It is implemented at the local level at a 'site' (which generally comprises a 'community' in a municipality) and is designed to employ a minimum of 1,000 people per site for two days a week, or eight days a month. Each site of the Community Work Programme is managed by the not for profit organisation appointed through competitive process by the national department of Cooperative Governance and Traditional Affairs. Ngqushwa site is managed by the non-profit organisation named South African Youth Movement appointed from 2021 to 2022. Total budget for financial year 2021 to 2022 is R8 196 536

CWP BENEFICIARIES LIST

Ward 1=81, Ward 2 = 77, Ward 3 =93, Ward 4 = 62, Ward 5 = 95, Ward 6 = 70, Ward 7 = 87, Ward 8 = 81, Ward 9 = 83, Ward 10 = 103, Ward 11 = 83 and Ward 12 = 206.

Total beneficiaries = 1221

EPWP EMPLOYMENT AND EXPENDITURE

The incentive grant for the 2021/2022 financial year is at R3 320 000.00 with 326 expected work opportunities to be made for the Financial year. **During 2021/2022 Financial Year** Ngqushwa Local Municipality created 330 job opportunities through EPWP. The following are the projects implemented through EPWP.

Interns, Home base care, Roads Casuals, Road Rangers, Social Services, Heritage sites, Waste Management Casuals, Life Guards, Data Captures, Municipal Cleaners, Security, Park and Gardens, COVID 19 Brigades, Business Licence and Bush Clearing

The expenditure on EPWP as at the end of June **2021/22 is 100%**

3.7.4 BUILDING INCLUSIVE GREEN MUNICIPALITIES (BIGM)

South African Local Government Association (SALGA) in partnership with Federation of Canadian Municipalities launched the BIGM program to be implemented over a 52 month period. Ngqushwa Local Municipality is one of six municipalities in Eastern Cape that is piloting this local economic development initiative. The BIGM program aims to improve the capacity of South African Municipalities to support effective service delivery, inclusive local green economic growth and enhanced climate change mitigation and adaptation measures

Project Status Quo

For 2021/ 22 financial year, the municipality has worked on the following project under the auspices of the BIGM:

- Ngqushwa Entrepreneurial Ecosystem (**NEE**): An entrepreneurial ecosystem, or business environment summarizes all the resources entrepreneurs

and business owners need to start, build and grow a business. Resources including funding, infrastructure, talent and training, incubation & acceleration, community and support organizations. The goal of the ecosystem is mapping out all the available local resources and developing and executing a strategy to communicate the available resources to entrepreneurs.

- Ngqushwa Honey Processing Facility (BIGM Project): The municipality in partnership with Anglo Gold and Amathole District Municipality entered into an agreement to build a honey processing plant for the local farmers of Ngqushwa during 2021/22 financial year. The project receives a funding allocation to the tune of R5million from the Anglo Gold Ashanti under their Social Responsibility Plan.

The purpose of the project is to acquire honey processing facility to process raw honey production and other value-added products. In the value chain and agro-processing, honey production comprises of many by-products such as candles, lipsticks and crayons. The primary service is supplying natural un-irradiated honey to the market. Secondary to honey Ngqushwa Bee Keeping Association will sell pollen, bee Wax and propolis, honey products and services.

The project will process raw honey collected from different honey producing cooperatives around Ngqushwa. The honey produced in the Ngqushwa processing plant will further be used to produce several value-added products for different markets. As part of the agreement, the municipality was tasked to identify and secure land for this project in a well accessible and central location for the farmers. The project aims at encouraging commercialisation of beekeeping in Ngqushwa and hopes to create sustainable job opportunities to its beneficiaries.

The Honey Processing Plant Project deliverables are as follows:

Construct a Honey Processing Building at the Site: The Honey Processing Building will house all the plant machinery, and provide spaces for processing, quality control room, storeroom for finished products, and other facilities to store equipment and an administration office. This building will be at ground level to allow entry of raw ingredients at one end and the finished goods at the other;

- Construction of the building is 90% complete
- Construction of fence is completed

- Connect the Honey Processing buildings to bulk municipal basic services such as electricity, drinking water, waste management is underway
- Procurement of Honey Processing Machinery Inside the Honey Processing Building is awaiting delivery by the service provider
- Provide additional equipment such as large equipment and various smaller equipment which are most essential for processing; and
- Provide basic essential training and basic equipment to supplying Local Cooperatives.

BUSINESS LICENCING

The Municipality working with District Municipality has developed a business licence policy and has been adopted by the council for implementation in 2022-2023 financial year.

3.7.5 AGRICULTURE DEVELOPMENT

Municipality facilitate agriculture development in Ngqushwa through provision / support of community – based initiatives and the creation of conducive environment for increased investment in agriculture. In many instances the Municipality together with other relevant sector departments actively intervene and support initiatives in order to enhance development of local economy through enhancing food security, job creation and quality of life for the benefit of all. These interventions were mainly directed at improving the quality of life for those operating in the agriculture sector and redressing the inequalities created by the past.

Ngqushwa Local Municipality is working with relevant sector departments in ensuring that agriculture remain the key pillar in addressing the challenges of unemployment, poverty and inequality. For 2021/22 financial year, the following agriculture activities were undertaken to strengthen agriculture development.

PROGRAMME	COMMUNITY BENEFICIATION	WARD	STAKEHOLDERS INVOLVED	BUDGET
Honey Industry (Beekeeping) Development	<ul style="list-style-type: none"> Skills development (training) provided to beekeeping secondary Cooperative board of directors. Construction of the honey processing plant If 90% complete. 	5, 8 & 12.	NLM, SEDA & MDA	Training Cost R100 000.00 Construction Cost R 3 000 000.00
Food Security	<ul style="list-style-type: none"> Assist crop production farmers with materials and Inputs - Fencing Material delivered to Bathurst Farm 	7 & 9	Ngqushwa Municipality & BIGM Programme.	R72,985.20
Livestock Services	<ul style="list-style-type: none"> Assisted two (2) Poultry Farming Co-operatives with Production Inputs: Poultry Feed and Vaccines delivered to Umleqwa Cooperative and Bayekenl Cooperative at Nobumba Location ward 09. Supported Feni wool growers association with livestock Remedles. 	9	Ngqushwa Municipality	R28 435.00
Enabling Environment	<ul style="list-style-type: none"> Four (4) Local Agricultural Stakeholders Forums 	All wards	All LM under Amathole District, sector department	None

	Conducted at Ngqushwa Municipality		and Government agencies	
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The project Impact:

- Skills development
- Infrastructure development to communities participating in farming practices
- Food security
- Job creation

3.7.6 TOURISM AND HERITAGE

Ngqushwa Local Municipality is rich In Tourism and Heritage. Tourism development is dominant in both In Inland and coastal areas. There are Tourism and Heritage Nodal points which are tourism attractions such as

- Umqwashu Heritage Sites
- Hiking trails
- Ayliff Church Museum
- Beach

Tourism Activities

- Maintenance of Uhambo Loxolo hiking trail and Umqwashu heritage sites through EPWP
- Establishment of Hamburg and Peddie Community Tourism organisation (CTO's)
- Establishment of Ngqushwa Local Tourism Organisation (LTO)
- Establishment of Strategic relations with neighbouring Municipalities.
- Provision of training and support to existing hospitality Industry In Ngqushwa.

Promotion and support of craft product development and marketing through Grahamstown Arts festival.

3.8 SPATIAL PLANNING, DEVELOPMENT AND LAND USE

INTRODUCTION

Spatial Planning and Development is a key component of all local municipality's within the republic. The Municipal Development Framework is the key guideline for all spatial plans of the municipality and is a legally required component of the Municipality's IDP in terms of Section 26(e) of the Municipal Systems Act (MSA). Also Section 20 of SPLUMA requires the Municipal Council to adopt a Municipal SDF for the Municipality and Section 21 further outlines the content of the Municipal SDF's. This function is a statutory function, which its nature reflects the spatial values, principles and proposals according to the future development visions and policies of the communities residing within our municipality. This spatial reflection of the IDP represents an important social compact which should be paramount in assessing where development should be permitted, or not permitted, in any area of the municipality.

- In terms of Section 26 (e) of the MSA, an "Integrated Development Plan must reflect a Spatial Development Framework which must include the provision of basic guidelines for Land Use Management System for the Municipality".
- Section 22 (1) and (2) of SPLUMA outlines the status of Spatial Development Frameworks and procedures for decision making:
- Section 22 (1) : A Municipal Planning Tribunal or any other authority required or mandated to make a land development decision in terms of this Act or any other law relating to land development, may not make a decision which is inconsistent with a municipal spatial development framework.
- Section 22 (2) : Subject to Section 42, a Municipal Planning Tribunal or any other authority required or mandated to make a land development decision, may depart from the provisions of a municipal spatial development framework only if site-specific circumstances justify a departure from the provisions of such municipal spatial development framework.

Spatial Planning & Land Use Management Functions Summary:

<p># Manage the effective and efficient budgeting of the section.</p> <p># Preparation of Business Plans for all programmes.</p>	<p>Manages Human Settlements Planning:</p> <p>Manage multi-year Human settlements Sector Plan development; Townships Establishments; Property acquisitions; Housing Needs register; Business Plans; Project funding; Beneficiary Allocations & general admin. Prepare grant funding applications</p>
<p>Manages Spatial Planning:</p> <p>Spatial Development Framework & Local SDF preparation & reviews; Master Planning and</p>	<p>Building Control:</p>

Implementation; Urban Management; Implementation of strategic planning projects and programmes; Policy awareness	Development and Enforcement of local building by-laws and policies; Efficient processing of plans.
<p>Manages Land Use:</p> <p>Processing of all land use & development planning applications; Council Items, Enforcement and approval of business license applications and development & enforcement of relevant by-laws, policies and systems.</p>	<p>Property Management:</p> <p>Development & enforcement of policies; Disposal of land; land leases; land acquisition; Coordinate Disposal Committee and land forum etc.</p>
<p>Manage Survey Projects:</p> <p>Survey for GP Preparation (township establishment); SG Diagrams for minor subdivisions; Identification of pegs; relocation of pegs for various projects.</p>	<p>Disaster Management:</p> <p>Coordinate all disaster programmes; facilitate and coordinate disaster emergency applications for victims; facilitate and coordinate submission of grant funding applications to human settlements.</p>

PROJECT STATUS QUO

SECTION	PROJECT	PROGRESS TO DATE
SPATIAL PLANNING	Land use scheme	<ul style="list-style-type: none"> Service provider appointed, inception and status quo reports submitted. Busy with the draft Scheme
	Human Settlements sector plan review	<ul style="list-style-type: none"> Stakeholder engagement for the draft HSSP to be undertaken in by end of December 2021
	Disaster management contingency plan	<ul style="list-style-type: none"> The plan needs to be reviewed to also accommodate covid-19 issues. Ongoing facilitation & coordination support during disaster incidents.
	MSDF REVIEW	<ul style="list-style-type: none"> Final MSDF approved by Council. Gazette Notice awaiting publication.
	Upgrade of Peddle Taxi Rank	<ul style="list-style-type: none"> Funds approved for hawker stalls.

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3.9 DISASTER MANAGEMENT

Due to changing climatic conditions, there is a need to plan ahead. Even though disaster management and Contingency plans was previously a function of the district municipalities, the recent amendment of the act has mandated local municipalities to take charge of the disaster functions with their local space. In light of the latter, the municipality has committed to establish disaster management ward based structures and community based disaster risk assessment.

Community Based Risk Assessment (CBRA) is an approach that uses participatory action research methods to place communities in the lead role for the assessment, active planning, design, implementation and evaluation of activities aimed at reducing the community risk disaster. The process involves the Ward Councillor, Community Leaders, Traditional Leaders as well as the community at large.

Current Disaster Responses:

- Assessment of the affected areas.
- Prepare referrals to Social Development (Counselling and SASSA (social relief I.e food parcels, blankets etc).
- Submit applications to the ECDoHS for Emergency and Permanent Shelter.

Challenges

- Human resource and financial capacity to deal with disaster.
- Strong winds throughout the municipality.
- Vulnerability to Tornados throughout the municipality.
- Vulnerability to fires.
- Municipal delays in assessing and reporting incidents.
- Delays by the ECDoHS in delivering emergency shelters.

Preventive Measures:

- Prioritize funding for disaster immediate relief during next financial year.
- Prioritize development of a Municipal Disaster Management Plan.
- All development to be in line with the Municipal SDF and District Biodiversity Plans.
- Building more strong and disaster resistant houses (pilot project - capacitate unqualified builders).
- Build in areas with trees for wind calming purposes.

- Strengthen ward based structures capacity on resilience and disaster preventive measures.
- Building capacity to Implement and coordinate disaster function within the municipality.
- Relocation of affected families to zones/areas (i.e churches, creches, schools etc).

Proposals:

- Development and adoption of a municipal Disaster Management
- Review of the current municipal contingency plan
- Recruitment of disaster management personnel with necessary skills

CONCLUSION

- Building capacity within the department to ensure successful Implementation of projects including disaster programmes and plans.
- Prioritisation and mobilisation of funding for spatial planning and Disaster related programmes and projects Implementation.
- Fast-tracking release of key land parcels by different institutions.
- Fast-tracking Disaster Spatial Plan and Tracking tool.
- Inclusive planning process to ensure alignment and acceptance of plans.
- Planning to avoid land Invasions (blanket Interdict for all viable land)
- Develop a land use scheme for better management of land use and development processes for orderly development and Improved revenue.
- Effective enforcement of land use and development regulations.
- Implementing rural development plans for better and sustainable livelihoods.
- Spatial Incorporate the SMEs In the municipal wide spatial plans.

3.10 COMMUNITY & SOCIAL SERVICES

3.10.1 Waste Management

The refuse collection is done on all our areas except villages. Refuse is collected twice per week in households and every day on the CBD. The street cleaning is also done weekly in the CBD; and once a week in the suburbs areas. Number of drop of zones were erected on the CBD as part of the programme of keeping town clean. Awareness campaigns are conducted in communities.

Generally, the refuse collection is done very well in our areas, we just have some challenges, like our vehicles are broken. Since the municipality has low volume there is not much in capital projects.

The Department of Environmental Affairs (DEA) has assisted the Municipality through appointment of Youth Environmental Coordinator from the Youth Community Outreach Programme to work in the Waste and Environment section. It has also assisted the Municipality with Thuma Mina Good Green Deeds Programme twenty-two (22) participants; seven (7) Educational Campaigners and fifteen (15) General Workers. The above mentioned are assisting the Municipality by conducting

environmental based awareness campaigns, clear illegal dumpsites and conduct clean-up campaigns in communities as well as schools.

SECTION	PROGRAMME	PROGRESS TO DATE
Environmental Management	Landfill site	In a process of compacting waste to meet the capacity standard Municipality is planning to relocate land fill site due to current development around town.
	Waste collection	Continuous waste collection from various areas of Ngqushwa (CBD areas, Peddle Extension, Power, Coastal Areas)
	Maintenance of amenities/ facilities	Sports fields, cemeteries, parks, municipal buildings are maintained
	Pound management	16 Rangers deployed (EPWP)
	Thuma mina programme	22 Casuals appointed (7 for Awareness Campaigns and 15 for Litter Picking)

Comment on Waste Management Service Performance Overall:

Our volume as the Municipality is low, therefore we don't have much to budget on capital project. The municipality has introduced recycling as part of managing landfill site. The main focus on our capital project is on appropriate equipment for refuse collection and management of landfill site machinery. The municipality has installed refused collection cages in strategic positions in Hamburg and Peddle Town.

3.10.2 Introduction to Libraries; Archives; Museums; Galleries; Community Facilities

The Municipality has community halls, each ward has its own halls from ward 1 to ward 12.

Comment on the Performance of Libraries; Archives; Museums; Galleries; Community Facilities; Other (Theatres, Zoos, etc.) Overall:

The Municipality has two Libraries one is situated inside municipal building and one mobile library at Hamburg. Both libraries have not officially been handed over to the Municipality by Department of Sport, arts, recreation and culture. Since the main library is accommodated in the old town hall where it is sharing space with Ngqushwa LM's Corporate Services Department, land was made available for the Department of Sport, Recreation, Arts and Culture. This land has been set aside for the construction of a fully-fledged library, which will be sponsored by DSRAC.

3.10.3 Introduction to Cemeteries' & Crematoriums

Municipality has two (2) cemeteries and both are in Peddie Town and in the process of identifying a new site. The municipality is responsible for grass cutting and maintenance of cemeteries. Crematorium is the responsibility of ADM and it is not common in Ngqushwa.

3.10.4 Introduction to Peddie Garden

Peddie Town seeks to benefit from the programmes due to socio-economic and environmental challenges that make the town to become unattractive and repulsive to public and private sector investments. The Peddie Central Park – commonly known as Ngqushwa Leisure Gardens is a unique asset to the town is well used by locals for social events and gatherings. The park offers further potential to become a great public place, which can be used to build confidence and showcase Peddie to broader user's groups and tourists. Other recreation facilities such as sports fields and pocket parks are few within the primary study area.

3.11 ENVIRONMENTAL PROTECTION

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

3.11.1 Introduction to Environmental Protection

Environmental protection deals with the safeguarding of the environment through implementation and complying with legislation such as a constitution, NEMA, and other relevant legislation. Non-compliance with the Environmental legislation will fasten the depletion of Ozone Layer and fasten Climate change. In an attempt to promote compliance, Ngqushwa Local Municipality in conjunction with other government departments such as DEA, DEDEAT, Department of Roads Public Works and Amathole District Municipality came up with several projects that were aligned to Environmental Protection. These include; Working for the Waste, Coastal Management projects. Through tireless efforts of the Municipality and close relations with other stakeholders, the Hamburg beach, which is within the Municipality's jurisdiction, achieved a BLUE FLAG STATUS and Birha beach is still on pilot status.

3.11.2 Introduction to Pollution Control

Nowadays, the world is reeling in climate change, which is a result of pollution, be it water pollution, land or air pollution. Due to the size of Ngqushwa Local Municipality, the responsibility for pollution control lies with the district Municipality (Amathole District Municipality). Be that as it may, the Ngqushwa Local Municipality conducted

awareness programs for pollution control in schools, communities as well as clean up campaigns were conducted on schools.

Even though the Municipality has one (1) licensed landfill site and one (1) transfer station, it is difficult to comply with the regulations as in most cases the waste is burned, thereby polluting the environment. In future, there is a need of closing and relocating the landfill site away from the residential areas.

The other main challenge is the vandalism on our 'no litter' signs, most of them are uprooted

3.11.3 Introduction Bio-Diversity and Landscape

Eradication of alien plants in Peddie Town was done as part of biodiversity management. The municipality conducted a workshop on Indigenous plants and eradication of alien plants. Environmental awareness was conducted on coastal communities concerning management of coastal Indigenous forest. We are bordered by Great fish river Nature reserve and on a continuous basis we meet them to check on areas of common on biodiversity and general. There are DEA projects that are focussing on coastal management. These projects assisted the Municipality towards the achieving Blue Flag status.

3.12 SECURITY AND SAFETY

This component includes: traffic services; licensing, control of animals and control of public nuisances.

3.12.1 Ngqushwa Municipal Traffic Services

The Traffic Services was established in 2005 by a political mandate to address the safety needs of the community of Ngqushwa. The section delivers traffic services through a partnership-approach with the Department of Transport and communities it serves. The municipality is paying Department of Transport. It aims to create a safe and secure environment for all residents, citizens and visitors within Ngqushwa Municipal Area through effective traffic policing, by-law enforcement and other integrated crime prevention initiatives. The Traffic department is operational from 8h00am – 16h30pm.

Key Performance Areas

Traffic Law Enforcement	Register Authority	Driver's Licence Technical Centre	Road Safety
Visible policing Road Blocks Speed Law	Vehicle Registration and Licensing of Motor Vehicles.	Renewal of Driver's Licences Learners licence Tests	Road Safety Education in all schools and villages.

Drunken Driving Campaigns	Renewal of Motor Vehicle Licences.	Drivers Licence Tests	Awareness campaigns were conducted at schools and community safety forum revived at Ngqushwa In April 2021
Road Safety Campaigns	Duplicate Registration Papers.	Duplicate Driver's Licences	
	Scrapping of Vehicles	Public Driver's Licence Permits	

3.12.2 Overall Performance of Ngqushwa Municipal Traffic Services

There was a considerable decrease in the number of moving violations and accidents since the establishment of the traffic services. Concerted effort was launched to address Road Safety with various Road Safety Initiatives. Furthermore, our continued commitment towards the National Arrive Alive, Parking, Speeding and Un-Roadworthy Vehicles are common phenomenon throughout Ngqushwa Municipal Area which invariably infringes upon the rights of law abiding citizens and visitors and in some cases endangers lives.

The Traffic Section is committed to intensify law enforcement against motorists who blatantly disregard the rules of the road. It is an accepted phenomenon that as municipality grows; its public transportation system has to keep pace with such development to ensure that sufficient capacity is provided to meet the growing demand for transportation. To this extent, the traffic section is working earnestly on regulating the minibus and private transport industry to ensure smooth transport of residents of Ngqushwa Municipality. With the establishment of a driver's licence testing centre and other functions the residents of Ngqushwa Municipality do not have to drive to other towns for services. However, there are challenges such outstanding payments of infringement notices (traffic fines), condition of road services in Peddle town and lack of relevant personnel.

STAFF AT NGQUSHWA MUNICIPAL TRAFFIC SECTION

TRAFFIC / SECURITY MANAGER	MANAGEMENT REP	TRAFFIC OFFICERS/WARDENS	TRAFFIC / EXAMINERS	SECURITY OFFICERS	ADMIN STAFF	EXAMINER: LEARNERS	INTERN
1	1	5	3	13	4	1	4

3.13 COASTAL MANAGEMENT

Strategic Objective: To promote an Inclusive economic growth and maintain healthy balance between resource use and renewability on ocean environment by 2021 and beyond.

The municipality has a 42km coastal line stretching from Keiskamma River to Fish River. There are other small rivers in between the two main rivers namely Birha, Mgwalana and Mtati joining the Indian Ocean. Ngqushwa's marine ecosystem is dominated by a warm current, and supports vast populations of commercially exploitable fish species, some of which are shared with South Africa. The climatic conditions that determine prevailing winds, ocean currents, water temperature and fish stock distribution vary with temporary changes in the earth's atmosphere. As a result, the maximum sustainable yields of fish stocks fluctuate from one season to the next.

The marine fisheries sector is an important foreign exchange earner, and a significant employment generator for Ngqushwa, however, we need a full-fledged harbour in Hamburg. Prior to independence, the municipal area's fishing industry was subject to open access and, as a result of poor management, over-exploitation of some of the most productive fisheries occurred. After independence, Ngqushwa took firm control of the territorial waters for the marine fisheries sector to grow. Considerable improvements need to be made regarding the monitoring and regulation of Ngqushwa's fish stocks. However, criminal elements are exploiting our waters and have been for many years.

The Coastal areas (Hamburg and Bhira) are the main attraction and a potential source of important economic opportunities for this small tourist town. However, existing facilities are limited and in a poor state of repair. The intention is therefore to provide appropriate facilities and invest in the protection of the natural environment.

Coastal management in South Africa is regulated by the Integrated Coastal Management Act, Act 24 of 2008, which aims to ensure that the coast of South Africa is managed in a manner which promotes risk aversion and the application of the precautionary principle. Ngqushwa Municipality adopted its Coastal Management plan in November 2016 to give effect to the above-mentioned legislation. The Beach Management By Law will undergo all relevant structures (Community and stakeholders consultation and gazetting) before it can be tabled to council. Through partnerships between the municipality, ADM and DEDEAT, the municipality managed to achieve Blue Flag status (Hamburg Beach) and Blue Flag pilot status (Bira Beach).

3.13.1 MUNICIPAL ACTIVITIES IN THE COASTAL AREA

- Management of coastal access land
- Effluent discharges into the coastal zone (land reclamation)
- Coastal infrastructure
- Boat Launch Site Management
- Maintenance and awareness campaigns in Coastal area

3.13.2 HAMBURG MUNICIPAL OFFICES

The Ngqushwa Municipality has appointed Hamburg Area Manager that will overlook all Hamburg activities and the entire coastal area. Hamburg Offices provides one of the key services and ensure that we bring services closer to the people. We have also committed to appoint a Cashier/Administrator to put that into effect. The Municipality has also committed to supporting the regeneration of Hamburg through an allocation of funds to Infrastructure development and maintenance.

3.13.3 THE HAMBURG REVITALIZATION PROJECT

The Hamburg Revitalization Project aims to improve the quality of life for the local residents, through the development of the local economy and urban space. The identified interventions seek to make use of the natural assets and develop the local infrastructure in a sustainable manner for the benefit of current and future generations. The over-arching objective is to enhance job-creation and promote self-sufficiency which will have a sustainable impact on the town and its hinterland.

There are numerous initiatives being implemented by other stakeholders which also address this objective. The municipality has identified catalytic interventions which will provide the foundation for the future economic growth and long-term sustainability of Hamburg

Immovable Property in Hamburg CBD which entails, four buildings, namely:

- Emthonjeni Artist Retreat
- Arts and Craft Centre
- Environmental Centre
- Music Academy

The handover agreement between Amathole District Municipality, ASPIRE and Ngqushwa Local Municipality was signed on the 3rd November 2017 in formalizing transfer of the properties to Ngqushwa Local Municipality.

3.13.4 HAMBURG AQUACULTURE PROJECT

Siyazama Co operatives which is a community based initiative started the project in 2012. It has 47 members (20 full time and 27 non active members). The project is currently operating in a small scale and there is a need for expansion. It is a pilot scale marine finfish (dusky kob, *Argyrosomus japonicus*) land based recirculation aquaculture system. It is registered as an Operation Phakisa Initiative.

3.13.5 NGQUSHWA LOCAL MUNICIPALITY PARTNERSHIP WITH WORLDWIDE FUND WWF

Ngqushwa Local Municipality is in partnership with WWF –SA which will run until March 2022.

WWF is the world's largest and most respected independent conservation organisation, with over 6 million supporters and a global network active in over 100 countries. WWF's mission is to stop the degradation of the Earth's natural

environment and to build a future in which humans live in harmony with nature, by conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption

This project focuses on building climate resilience of the coastal and fisheries sector of the SA economy, through working with vulnerable communities to implement adaptation activities to build adaptive capacity and enhance food security and livelihoods. The coastal and fisheries sector has been identified as one of the priority sectors vulnerable to the negative impacts of climate change. As required, the three basic conditions (inclusiveness, gender equality and good governance) which promote inclusive development will be fully integrated during the implementation of this project. More specifically, this project will seek to focus on:

Raising awareness of climate change (causes and impacts) and adaptation capacity building with coastal communities and small scale fishers. This will be achieved by using existing climate science information and combining it with local ecological knowledge, to bring about a new understanding of climate change impacts and vulnerabilities;

Assessment of site-specific expected climate impacts and presentation of adaptation activities that can be implemented to build resilience and enhance sustainable livelihoods of small scale fishing communities in Hamburg

Testing and piloting ecosystem based adaptation and livelihood diversification projects (e.g. promotion of responsible fishing practices, appropriate aquaculture projects, responsible harvesting of coastal and intertidal resources as appropriate, etc.) to build climate resilience of these coastal communities, small scale fishers and ecosystems.

CHAPTER 4

INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL PERFORMANCE

4.1 MUNICIPAL WORKFORCE MANAGEMENT

Ngqushwa Municipality has a responsibility to manage its workforce by implementing interventions and programmes that will keep employees motivated and enhance performance. This section emphasises on management and administration of employee matters/issues like management of leave, overtime, and training development. The municipality continues to develop workforce management policies in order to maintain productive employees.

WORKFORCE POLICY DEVELOPMENT

The Municipality has developed and reviewed 12 policies and HR plan for Human Resources during the year for review. These policies are developed and reviewed annually and when required.

HR POLICIES AND PLANS

The HR Plan is implemented in conjunction with the following Human Resource policies:

- Recruitment and Selection Policy
- Training and Development Policy
- Attraction and Retention Policy
- Employment Equity Policy
- Employee Study Assistance Policy
- Occupational Health and Safety Policy
- Promotion and Transfer Policy
- Secondment Policy
- Time and Attendance Policy
- Leave Policy
- Code of Conduct Policy
- Disciplinary Code and Procedure Policy

NUMBER OF DAYS AND COST OF SICK LEAVE

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical	Employees using sick leave	Total employees in post*	*Average sick leave per Employee \$	Estimated cost

	Days	certificatio n %	No.	No.	Days	R 000
Task Grade 0 – 2	N/A	0%	0	0	0	0
Task Grade 2 – 3	120	3%	18	72	7	R56 354.40
Task Grade 4 – 7	72	1%	15	50	5	R42 258.96
Task Grade 8 – 13	303	1%	30	49	10	R247 866.12
Task Grade 14 – 18	103	1%	12	19	9	R163 512.50
MM and S56	31	0%	1	5	31	R121 279.22
Total	629	6%	76	195	62	R 631 271,20
T4.3.2						

NUMBER OF EMPLOYEES ON INJURY ON DUTY

No incidents reported and cost incurred in 2021/22 financial year.

NUMBER OF SUSPENDED EMPLOYEES

Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Traffic Officers	Fraud and Bribery	02/10/2019	Case Finalised	Case Finalised
Manager: Electrical		23/03/2022	Case is ongoing	Not yet identified
PMU Manager	Gross misconduct including gross insubordination	13/May	Charges were yet to be served to the employee	The official has since resigned. Therefore is finalised

VACANCIES AND TURNOVER

On termination of employees, affected department reviews the need for the post. Where there is a need, the affected department informs Corporate Services to facilitate. Corporate Services engages on recruitment processes. Senior Management positions are advertised on both national and regional newspapers. One of the reasons why employees resign is because there are no prospects to move beyond middle management level. The municipality has developed the attraction and retention policy which will assist in attracting and retaining employees.

EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees					
Description	2020/21	2021/2022			
	Employee	Approved	Employ	Varian	
	s	Posts	ees	ce	§
	No.	No.	No.	No.	
Water	0	0	0	0	0%
Waste Water (Sanitation)	0	0	0	0	0%
Electricity	4	4	4	0	100%
Waste Management	6	6	5	1	95%
Housing	5	0	0	0	0%
Roads and Waste Water (Storm water Drainage)	14	8	8	0	100%
Transport	0	0	0	0	0%
Planning	3	4	4	0	100%
Local Economic Development	5	6	6	0	100%
Planning (Strategic &Regulatory)	3	0	0		0%
Community & Social Services	59	57	56	1	95%
Environmental Protection	0	0	0	0	0%
Health	0	0	0	0	0%
Traffic, Security and Safety	34	26	26	0	100%

Sport and Recreation	0	0	0	0	0%
Corporate Services	37	40	33	7	27%
Budget and Treasury Office	28	26	25	1	95%
Municipal Manager's Office	25	25	20	5	22%
Technical Services	21	20	19	1	95%
Totals	238	222	206	16	16%
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.					T4.1. 1

VACANCY RATE

Vacancy Rate 2021/2022			
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)	*Variances (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	1	0	100%
CFO	1	0	100%
Other S56 Managers (excluding Finance Posts)	3	0	100%
Other S56 Managers (Finance posts)	0	0	0%

Traffic Officers	6	2	75%
Middle Management: Levels 13-16 (excluding Finance Posts)	14	0	100%
Middle management: Levels 13-16 (Finance posts)	5	1	95%
Other employees (excluding the above)	176	20	40%
Total	201	23	16%

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.

T4.1.2

Turn-over Rate			
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
2012/13	167	14	8%
2013/14	182	9	8%
2014/15	175	9	5%

2015/16	34	11	3%
2016/17	42	18	
2017/18	32	14	2%
2018/19	12	15	1.25%
2019/20	8	5	0.63
2020/21	19	22	1.16%
2021/22	36	14	0.39
* Divide the number of employees who have left the organization within a year, by total number of employees who occupied posts at the beginning of the year			T4.1.3

SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND THE FINANCIAL COMPETENCY REGULATIONS

There are challenges in conducting skills audit in order to determine the gaps and planning through Workplace Skills Plan. This is due to lack of participation from other departments; this is now improving as the training committee has reviewed its terms of reference. The expenditure on training exceeds the budget because of the increase in number of training needs. In line with MFMA regulations it is required that all finance employees and HOD's must possess minimum competency. Attempts have been made by the municipality as a result their employees were enrolled for CPMD. There were three employees that did not qualify to be enrolled by the Institution offering the course because of the minimum entry requirements; however, these employees were enrolled in other training programs.

4.2 MANAGING WORKFORCE EXPENDITURE

The Municipality spends on what has been approved in both organogram and budget to avoid overspending of Workforce expenditure. The expenditure is monitored monthly and reported to Council on quarterly basis.

Number Of Employees Whose Salaries Were Increased Due To Their Positions Being Graded		
Beneficiaries	Gender	Total
Unskilled and defined decision making (Task grade 0- 3)	Female	N/A
	Male	N/A
Semi-skilled and discretionary decision making (Task Grade 7 – 9)	Female	N/A
	Male	N/A
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Task Grade 8 – 13)	Female	N/A
	Male	N/A
Professionally qualified and experienced specialists and mid-management (Task Grade 14 – 18)	Female	N/A
	Male	N/A
MM and S 56	Female	N/A
	Male	N/A
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.		T4.6.2

OCCUPATIONAL LEVELS

Occupation level	Number of employees	Job evaluation level	Comment

Unskilled and defined decision making	87	(Task grade 0-3)	General Assistants, Office Cleaners
Semi-skilled and discretionary decision making	50	(Task Grade 4 – 7)	Supervisors, Clerks, Operators, Secretaries, Drivers
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	45	(Task Grade 8 – 13)	Officers, Technicians and Middle Managers
Professionally qualified and experienced specialists and mid-management	19	(Task Grade 14 – 18)	Middle Managers
MM and S 56	5	Section 54 & 56	Grading system not applicable
T4.6.3			

EMPLOYEES NOT APPOINTED TO POSTS NOT APPROVED AS PER THE ORGANOGRAM

- No employees appointed to posts not approved as per the organogram in 2021/22 financial year.

SKILLS MATRIX

SKILLS MATRIX												
Management level	Gender	Employees in post as at 30 June 2022	Number of skilled employees required as at 30 June 2022									
			Learnerships			Skills programmes & other short courses			Other forms of training			Total
			No.	Actual 30 June 2020	Actual 30 June 2022	Target 2022	Actual 30 June 2020	Actual 30 June 2021	Target 2021	Actual 30 June 2020	Actual 30 June 2021	Target 2021
MM and S56	Female	1	0	0	0	0	0	0	0	0	0	0
	Male	4	0	0	0	0	0	0	0	0	0	0
Councillors, senior officials and managers	Female	26	3	2	5	3	0	13	0	0	13	2
	Male	19	6	3	5	5	0	15	3	0	15	3
Technicians and associate professionals	Female	2	0	0	0	0	0	0	0	0	0	0
	Male	3	0	0	0	0	0	0	0	0	0	0

Professionals	Female	26	1	1	3	5	0	3	0	1	0	2
	Male	19	1	2	3	4	0	1	0	2	2	4
Total		90	11	8	16	15	0	32	3	3	30	11

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	3	0	3	3	3	0

Any other financial officials	22	0	22	0	0	11
Supply Chain Management Officials						
Heads of supply chain management units	0	0	0	0	0	0
Supply chain management senior managers	1	0	1	0	0	1
TOTAL	28	0	28	5	0	14

* This is a statutory report under the National Treasury: Local Government: T4.5.2 MFMA Competency Regulations (June 2007)

SKILLS DEVELOPMENT EXPENDITURE

R'000

xManagement level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development 21/22			
			Learnership	Skills programmes & other short courses	Other forms of training	Total

		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S56	Female	1	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00
	Male	4	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00
Legislators, senior officials and managers	Female	26	R112 441.04	R112 441.04	R0.00	R0.00	R0.00	R0.00	R112 441.04	R1124 41.04
	Male	19	R204 639.00	R204 639.00	R0.00	R0.00	R0.00	R0.00	R204 639.00	R2046 39.00
Professionals	Female	19	R0.00	R0.00	R0.00	R0.00	R720 0.00	R720 0.00	R720 0.00	R7200 .00
	Male	21	R230 67.00	R230 67.00	R0.00	R0.00	R0.00	R0.00	R230 67.00	R2306 7.00
Technician and associate professionals	Female	2	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00
	Male	3	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00
Clerks	Female	25	R127 266.08	R127 266.08	R0.00	R0.00	R0.00	R0.00	R127 266.08	R1272 66.08
	Male	18	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00

Elementary occupations	Female	38	R0.00	R0.00	R5693.33	R5693.33	R0.00	R0.00	R5693.33	R5693.33
	Male	43	R0.00	R0.00	R52567.00	R52567.00	R0.00	R0.00	R52567.00	R52567.00
Total		209	R86170.00	R86170.00	R0.00	R0.00	R93000.00	R93000.00	R179170.00	R179170.00

4.3 ORGANIZATIONAL PERFORMANCE REPORT

Ngqushwa Municipality Annual Performance for 2021/22 financial year is **71 %**, which shows improvement by **4%** compared to **67 %** achieved in 2020/21 financial year. All gaps identified will be addressed in 2022/23 financial year.

KPA	Targets Achieved	Targets not Achieved	Total Number of Targets	Performance Percentage
Institutional Development and Design	15	4	19	79%
Quality Basic Services and Infrastructure Development	10	13	23	43%
Local Economic Development	8	3	11	73%
Financial Viability and Management	8	0	8	100%
Good Governance and Public Participation	14	3	17	82%
TOTAL	55	23	78	71%

CHAPTER 5:

FINANCIAL PERFORMANCE

Component A: Statement of Financial Performance

The Statement of financial performance provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

5.1 FINANCIAL SUMMARY

5.1.1 Financial Performance

The table below indicates the summary of the financial performance for the 2021/22 financial year

Financial Summary						
R'000						
Description	2020/2021	Current Year 2021/2022			2021/2022 Variance to Actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Financial Performance:						
Property Rates	41,423,405	41,322,057	41,322,057	25,796,062	-38%	-38%
Service Charges	1,425,128	1,521,337	1,521,337	1,596,702	5%	5%
Investment Revenue	1,901,199	4,724,397	5,524,397	2,699,052	-43%	-51%
Transfer recognized operational	107,238,711	98,480,336	98,480,336	102,514,469	4%	4%
Other own revenue	6,508,759	14,910,172	14,910,171	6,330,837	-58%	-57%
Total Revenue (excluding capital transfer and contribution)	158,497,202	160,958,299	161,758,298	138,937,122	-14%	-14%
Employee Costs	70,573,049	78,868,401	74,486,236	77,328,152	3%	4%
Remuneration & Councilllors	9,147,483	10,195,796	9,255,444	9,949,995	8%	8%
Depreciation & asset impairment	26,254,753	20,247,352	46,641,989	40,950,909	-13%	-12%

Financial Summary						
R'000						
Description	2020/2021	Current Year 2021/2022			2021/2022 Variance to Actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Finance Charges	771,241	-	-	1,657	-	-
Materials and bulk purchases						
Transfers and grants	1,967,222					
Other expenditures	38,876,376	47,246,746	50,269,104	36,012,401	-24%	-28%
Total Expenditure	147,590,124	156,558,295	180,652,773	164,243,114	5%	-9%
Surplus/(Deficit)	10,907,078	4,400,004	-18,894,475	-25,305,992	-517%	-34%-
-Transfers recognized – Capital	16,360,678	22,399,100	26,448,142	30,220,444	35%	14%
Contributions and Contributed assets	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	-27,267,756	27,799,100	7,553,667	4,914,452	-82%	-34%
Share of surplus / (deficit) of associate	-	-	-	-	-	-
Surplus / (Deficit) for the year						
Capital expenditure & Funds Sources						
Capital Expenditure						
Capital Transfers recognized						
Public contributions & donations	-					
Borrowing	-					

Financial Summary						
R'000						
Description	2020/2021	Current Year 2021/2022			2021/2022 Variance to Actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Internally generated funds	11,166,648	4,400,000	10,584,211	5,634,857	28%	-47%
Total Sourced of Capital Funds	44,252,655	26,799,100	37,032,354	28,738,089	7%	-22%
Financial Position						
Total Current Assets	97,236,776	64,362,097	78,378,001	99,050,623	54%	26%
Total non-current assets	275,838,910	319,250,626	313,602,299	264,708,101	-17%	-16%
Total current liabilities	30,398,928	4,090,438	7,439,639	23,332,612	470%	214%
Total non-current liabilities	14,748,353	18,879,765	21,409,966	15,079,353	-20%	-30%
Community wealth / Equity	327,928,405	364,732,958	370,570,334	325,346,759	-11%	-12%
Cash Flow						
Net Cash from (used) operation	58,776,062	27,123,496	35,417,730	27,967,990	3%	-21%
Net cash from (used) investing	21,611,419	-26,699,104	36,932,353	29,830,022	12%	-19%
Net cash from (used) financing						
Cash/Cash equivalents at the year end	58,841,329	46,408,718	44,469,703	58,979,295	27%	33%
Cash backing /surplus reconciliation						
Cash and Investments available						

Financial Summary						
R'000						
Description	2020/2021	Current Year 2021/2022			2021/2022 Variance to Actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Application of cash and Investments	-			-		
Balance – Surplus (Shortfall)	58,841,329	408,71846	44,469,703	58,979,295	27%	33%
Asset Management						
Asset register summary (WDV)	373,075,686	383,612,723	391,980,300	363758,724	-5%	-7%
Depreciation & Asset Impairment	26,254,753	15,254,021	42,348,658	41,175,033	170%	-3%
Renewal of Existing Assets	-	-	-	-	-	-
Repairs and Maintenance	2,224,476	2,321,371	4,183,233	1,994,828	-14%	-52%
Free Services						
Cost of Free Basic Services provided		3,553,248	4,653,248	4,653,248	31%	0%
Revenue Cost of Free Services provided		3,553,248	4,653,248	4,653,248	31%	0%
Households below Minimum Service Level						
Water:	-	-	-	-	-	-
Sanitation / Sewerage:	-	-	-	-	-	-
Energy:	4 632	4 900	4 632	4 632	89%	100%
Refuse:	1 992	3 404	1 992	1 992	58%	100%

5.2 GRANTS

5.2.1 Grant Performance

The Municipality received a total amount of 118,191,500 for Operational Expenditure in the form of grants from the National and Provincial Governments during the 2020/21 financial year. The performance in the spending of these grants is summarized as follows:

The table below indicates the Grant performance for the 2021/22 financial year:

Grant Performance						
R'000						
Description	2020/2021	Current Year 2021/2022		2021/2022 Variance to Actual		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Operating transfers and grants						
National Government						
Equitable Share	100,314,000	92,290,000	92,290,000	83,407,000	0%	-0%
FMG	3,000,000	3,000,000	3,000,000	3,000,000	0%	0%
MIG (PMU – Operating Expenses_	1,118,900	1,178,900	1,778,900	1,178,900	0%	0%
INEP	4,660,271	-	-	-	%	%
EPWP	3,544,000	3,320,000	3,320,000	3,320,000	0%	0%
Municipal Disaster Relief					%	%
Provincial Government						
Health subsidy	-	-	-	-	-	-

Grant Performance						
R'000						
Description	2020/2021	Current Year 2021/2022		2021/2022 Variance to Actual		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Ambulance subsidy						
Sports and Recreation	500,000	500,000	500,000	500,000	0%	0%
LG SETA	184,250	119,903.87	119,903.87	119,903.87	0%	0%
District Municipality						
Total operation transfers and grants revenue	91,473,407	100,408,804	100,408,804	91,525,804	9%	9%

5.3 ASSET MANAGEMENT

Asset management is practiced within the organization based on a comprehensive asset management policy. The Asset Management Policy provides direction for the management, accounting and control of Property, Plant & Equipment (Assets) owned or controlled by the municipality to ensure the following:

- Implementation of the approved Asset Management Policy as required in terms of section 63 of the Municipal Finance Management Act (MFMA).
- Verify assets in possession of the Council annually, during the course of the financial year.
- Keep a complete and balanced record of all assets in possession of the Council.
- Report in writing all asset losses, where applicable, to Council. Those assets are valued and accounted for in accordance with a statement of GRAP.

Those assets are properly maintained and safeguarded. The roles of the following are clearly defined within the asset management policy:

- Municipal Manager
- Chief Finance Officer
- Asset control section

- Manager budget section
- Manager Expenditure section
- Procurement section
- All other departments

Asset Management is performed in line with the Asset Management Policy as described above.

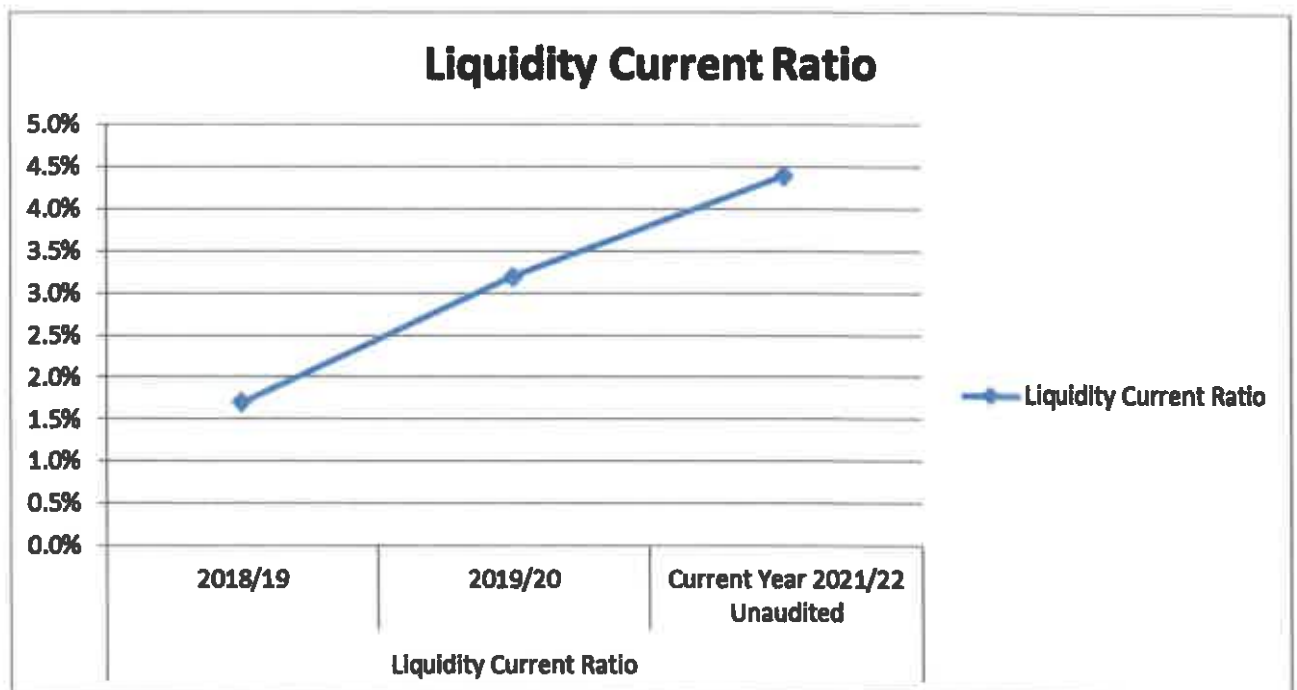
The control and safeguarding of assets remain the responsibility of each department. Each department budgets for the necessary maintenance of the assets under their control in order for the assets to achieve their economic life spans.

5.4 REPAIRS AND MAINTENANCE

Repair and Maintenance Expenditure 2021/2022				
R' 000				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	2,321,371	4,183,233	1,994,828	2,188,405

5.5 Financial Ratios Based on Key Performance Indicators

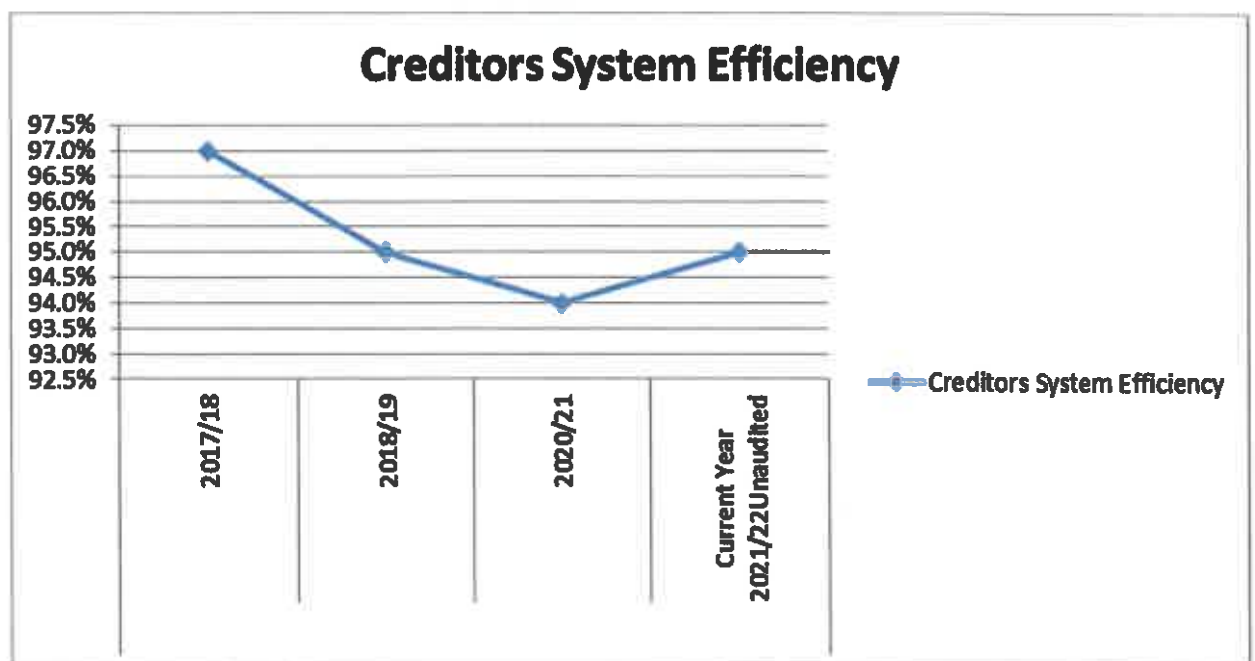
5.5.1 Liquidity Ratio



Ratio	Basis of calculation	2018/19	2019/20	2020/21	current year audited 2021/22
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))	90%	99.9%	90%	95%

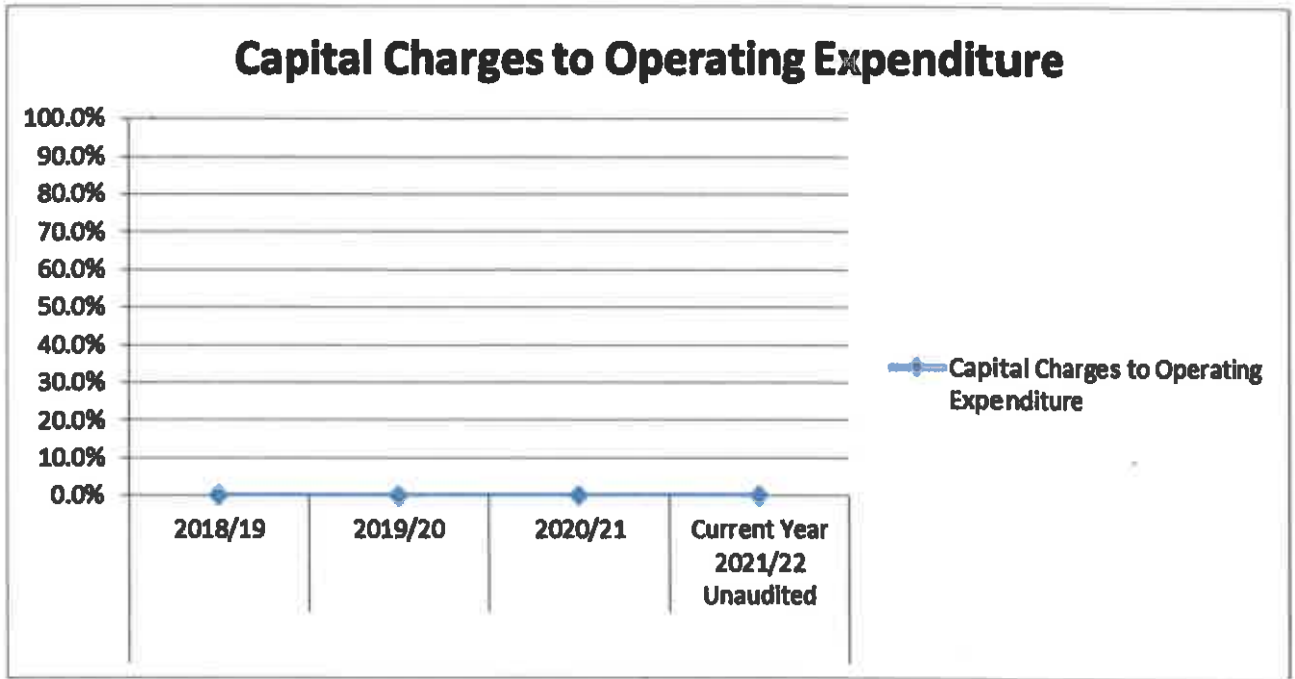
RATIO	BASIS OF CALCULATIONS	2019/20	2020/21	2021/22 CURRENT YEAR AUDITED
Liquidity Ratio	Current Assets/current liabilities	1.7	3.2	4.4

5.5.2 Creditors Management



5.5.3 Borrowing Management

The Municipality does not have borrowings. The municipality does not have any loans but it does use overdrafts



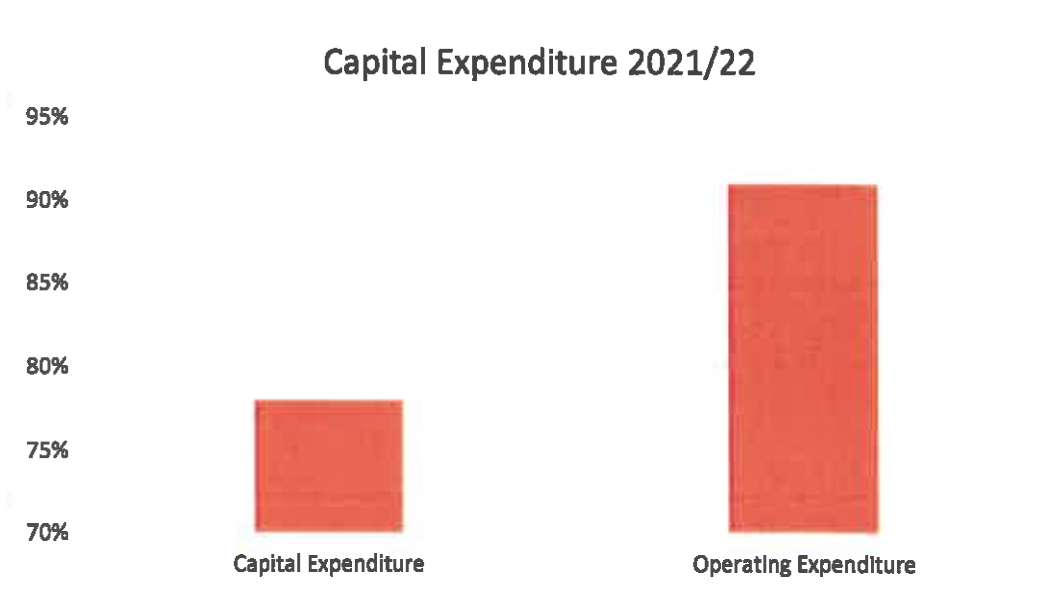
Ratio	Basis of calculation	2018/19	2019/20	2020/21	2021/22 current year unaudited
Capital Charges to Operating Expenditure	Interest & Principal Paid / Operating Expenditure	0%	0%	0%	0%

5.5.4 Employee costs

Ratio	Basis of calculation	2017/18	2018/19	2019/20	2020/21	2021/22 current year unaudited
Employee costs	Employee costs / (Total Revenue - capital revenue)	35.14	39%	41%	49%	53%

Component B: Spending Against Capital Budget

5.6 Capital Expenditure



	% of Expenditure Budget	Original Budget	Adjustment Budget	Un-audited Full Year Total
Capital Expenditure	78%	26,799,100	37,032,353.	28,738,089
Operating Expenditure	91%	156,558,300	180,652,772	164,243,114
Total expenditure	89%	183,357,400	217,685,125	192,981,203

5.7 Sources of Finance

5.7.1 Capital Expenditure by Funding Source

The table below indicates the capital expenditure by funding source for the 201/22 financial year:

Capital Expenditure – Funding Sources 2020/2021– 2021/2022

R'000

Description	2020/21		Current Year 2021/2022		2021/2022 Variance to Actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget

Source of Financed

Capital Expenditure – Funding Sources 2020/2021– 2021/2022

R'000

Description	2020/21	Current Year 2021/2022		2021/2022 Variance to Actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget

Grants & subsidies	16,360,678	22,399,100	26,448,142	30,220,444	-38%	-36%
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Other

Transfers/
Donations

Total	16,360,678	22,399,100	26,448,142	30,220,444	-38%	-36%
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Percentage of Finance

External Loans	-	-	-	-	-	-
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Public Contr & Donations	-	-	-	-	-	-
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Grants & Subsidies

Other

Capital Expenditure

Environment Waste	-			-	-	-
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Electricity	13,881,668		550,200	478,396	-	-130%
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Planning

Roads & Storm Water	13,199,717	20,007,100	31,586,542	24,759,587	-24%	-22%
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Community and Social Services	6,144,622	2,392,000	447,237	388,421	-84%	-13%
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Corporate Services	4,478,516	4,400,000	4,448,375	3,112,685	-29%	-30%
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Other

Capital Expenditure – Funding Sources 2020/2021– 2021/2022

R'000

Description	2020/21	Current Year 2021/2022			2021/2022 Variance to Actual	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Total	18,297,192	26,799,100	37,032,354	28,738,089	-7%	-22%

Percentage of expenditure

Environmental Waste	-			-	-	-
Electricity	4.15	16.31	15	19.67	120	131
Planning						
Roads & Storm Water	32	60	55.38	79.85	133	144
Community and Social Services		10.40	24.22		0	0
Corporate Services						
Other	63.85	13.29	5.4	0.48	3.61-	8.88-

Component C: Cash Flow Management and Investments

5.8 Cash Flow

Cash Flow Outcomes				
Description	2020/2021	2021/2022		Actual
	Actual	Original Budget	Adjusted Budget	
CASH FLOW FROM OPERATION ACTIVITIES				
Receipts				
Ratepayers and other	38,106,647	33,754,275	33,754,275	32,100,013
Government – Operation	107,099,126	98,480,336	98,480,336	91,273,624
Government – Capital	24,607,573	26,448,142	26,448,142	22,614,700
Interest	1,901,198	2,000,000		2,699,052
Dividends	-	-	-	-
Payments				
Suppliers and employees	116,704,440	136,255,976	134,010,784	129,846,278
Finance charges	-		-	
Transfers and Grants		54,967	54,967	-
NET CASH FROM / (USED) OPERATING ACTIVITIES	58,841,329	27,123,496	354,177,30	26,039,751
CASH FLOW FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	-	-	100,000	-
Decrease (increase) in non-current debtors	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-
Payments				
	-	-	-	-

Cash Flow Outcomes

Description	2020/2021	2021/2022		
	Actual	Original Budget	Adjusted Budget	Actual
Capital Assets	18,818,168	26,799,100	37,032,353	28,197,446
NET CASH FROM/(USED) INVESTING ACTIVITIES	18,794,371	26,799,100	36,932,353	28,197,446

CASH FLOW 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 FIELD

Cash/Cash equivalents at the year begin

Cash/Cash equivalents at the year end

Spending against Capital Budget

Capital Expenditure 2021-2022	
Budget	Actual
37,032,354	28,738,089

CHAPTER 6

AUDITOR GENERAL AUDIT FINDINGS

Component A: Auditor-General Opinion

Auditor General Report on Financial Performance 2021/2022	
Audit Report status	Unqualified Audit Opinion

CHAPTER 7

ANNEXURE A	Annual Financial Statement
ANNEXURE B	Auditor General Report
ANNEXURE C	Audit Action Plan
ANNEXURE D	2021/22 Adjusted Annual Performance Report
ANNEXURE E	Audit Committee Report To Council
ANNEXURE F	Mpac Oversight Report
ANNEXURE G	2021/22 Key Performance Indicators

ANNEXURE G**2021/22 KEY PERFORMANCE INDICATORS****KPA 1: Organisational Transformation and Institutional Development****Annual performance as per key performance Indicators in municipal transformation and organizational development**

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
1	Vacancy rate for all approved and budgeted posts;	54	35	64.8%	
2	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	0	0	0%	There were no vacancies for strategic positions during the year under review
3	Percentage of Section 57 Managers including Municipal Managers who attended at least Skill development training course within the FY	0	0	0%	
4	Percentage of Managers in Technical Services with a professional qualification	3	2	66,7%	
5	Level of PMS effectiveness in the DM – (DM to report)				

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
6	Level of effectiveness of PMS in the LM - (LM to report)	The municipality has cascaded the PMS to the level of Managers and practitioners and the reviews are conducted quarterly			
7	Adoption and Implementation of a HRD Including Workplace Skills Plan	It was partially Implemented			
8	Percentage of staff that have undergone a skills audit (Including competency profiles) within the current 5 year term	0	0	0%	
9	Percentage of councillors who attended a skill development training within the current 5 year term	25	17	68%	
10	Percentage of staff complement with disability	10	0	0%	
11	Percentage of female employees	16	22	137.5%	
12	Percentage of employees that are aged 35 or younger	35	10	28.6%	

KPA 2 : Basic Service delivery performance highlights

Annual performance as per key performance indicators in water services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to potable water	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality
2	Percentage of Indigent households with access to free basic potable water	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality
3	Percentage of clinics with access to potable water	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality
4	Percentage of schools with access to potable water	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality
5	Percentage of household	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality	This function is rendered by District Municipality

ds in formal settlements using buckets	rendered by District Municipality	rendered by District Municipality	by District Municipality	by District Municipality
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Annual performance as per key performance indicators in sanitation services (DISTRICT FUNCTION)

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households with access to sanitation services	District function	District function	District function	District function	District function
2	Percentage of indigent households with access to free basic sanitation services	District function	District function	District function	District function	District function
3	Percentage of clinics with access to sanitation services	District function	District function	District function	District function	District function
4	Percentage of schools with access to sanitation services	District function	District function	District function	District function	District function

Annual performance as per key performance indicators in road maintenance services

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

1	Percentage of households without access to gravel or graded roads	66 227	14906	26km	22189 (ward population)	24km (92km)
2	Percentage of road infrastructure requiring upgrade	66 227	446.5 km	32.8km	18.8km	57%
3	Percentage of planned new road infrastructure actually constructed	66 227	26km	26km	26km	26km
4	Percentage of capital budget reserved for road upgrading and maintenance effectively used.	66 227	71,57%	71,57%	71,57%	71,57%

Annual performance as per key performance Indicators in waste management services

Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
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1	Percentage of households with access to refuse removal services	261	Not collecting in rural areas	261	261	100%
2	Existence of waste management plan	IWMP has been adopted by the Council and subsequently submitted to the Department of Economic Development and Environmental Affairs for endorsement.				

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

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (Actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households living in informal settlements	Percentage not available, however the municipality has one (1) informal settlement in Hamburg with approximately 132 beneficiaries	132 beneficiaries	132 beneficiaries	Unknown, until a profiling is done	100%
2	Percentage of informal settlements that have been provided with basic services	Unknown as the district is responsible for water and sanitation. No refuse service is provided	132 beneficiaries	None	None	N/A
3	Percentage of households in formal housing that conforms to the minimum building	Info not available as no official profiling and verification has been done	Unknown	None	None	None

	standards for residential houses				
4	Existence of an effective Indigent policy	Yes			
5	Existence of an approved SDF	There Is an approved 5 year MSDF			
6	Existence of Land Use Management System (LUMS)	Wall to wall Land Use Scheme approved and adopted by Council in May 2022			

**KPA 3 : Municipal Local Economic Development and Spatial Planning
Annual performance as per key performance indicators in LED**

	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
1	Existence of LED unit	Existence of LED unit	Yes	Fully Established LED unit
2	Percentage of LED Budget spent on LED related activities.	Percentage of LED Budget spent on LED related activities.	R541,500	R401,316
3	Existence of LED strategy	THE MUNICIPALITY HAS AN EXISTING LED STRATEGY.		
4	Number of LED stakeholder forum meetings held	Number of LED stakeholder forum meetings held	Four (4) Ngqushwa Agricultural forums held by 30 June 2022	Target Achieved

	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
5	Plans to stimulate second economy	Plans to stimulate second economy	Implementation of LED strategy	Four LED programmes implemented
6	Percentage of SMME that have benefited from a SMME support program	Percentage of SMME that have benefited from a SMME support program	Two (2) SMMEs	Target Achieved
7	Number of job opportunities created through EPWP	326 job opportunities	330 job opportunities created	100%
8	Number of job opportunities created through PPP	-	-	-

KPA 4: Municipal Financial Viability and Management

Annual performance as per key performance indicators in financial viability

	Indicator name	Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
1	Percentage expenditure of capital budget	R37,032,354	R29,784,491	80%
2	Salary budget as a percentage of the total operational budget	R83,741,680	R87,278,147	104%

3	Trade creditors as a percentage of total actual revenue	R6,918,639	R6,677,056	97%
4	Total municipal own revenue as a percentage of the total actual budget	R59,013,617	R37,230,589	63%
5	Rate of municipal consumer debt reduction	R22,668,013	R21,384,515	94%
6	Percentage of MIG budget appropriately spent	R27,626,627	R 27,626,627	100%
7	Percentage of MSIG budget appropriately spent	N/A	N/A	N/A
8	AG Audit opinion	Unqualified Audit Opinion with findings	Unqualified Audit Opinion with findings	
9	Functionality of the Audit Committee	Functional	Functional	
10	Submission of AFS after the end of financial year	Submitted	Submitted	

KPA 5 : Good Governance and Public Participation

No	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
1	% of ward committees established	100%	100%	100%
2	% of ward committees that are functional	100%	100%	100%
3	Existence of an effective system to monitor CDWs	The performance of CDW's is monitored directly by Department of Cooperative Governance and Traditional Affairs, however, the office of the Speaker gives support to CDW's.		

No	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
4	Existence of an IGR strategy	No		
5	Effective of IGR structural meetings	Yes		
6	Existence of an effective communication strategy	Yes		
7	Number of mayoral imbizos conducted	None		
8	Existence of a fraud prevention mechanism	The municipality has a fraud prevention plan and the fraud awareness workshop which is part of risk assessment workshop that is conducted on an annual basis. Quarterly fraud awareness posters are distributed on all municipal buildings.		