



# ALFRED NZO

DISTRICT MUNICIPALITY

## *2013/14 Annual Report*



<b>A: MAYOR'S FOREWORD</b>	<b>1</b>
<b>B: EXECUTIVE SUMMARY</b>	<b>2</b>
<b>1.1. MUNICIPAL MANAGER'S OVERVIEW</b>	<b>2</b>
<b>1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW</b>	<b>3</b>
1.2.1. MUNICIPAL POWERS & FUNCTIONS	3
1.2.2. POPULATION SIZE AND DISTRIBUTION	4
1.2.2. SOCIO ECONOMIC STATUS	6
<b>1.3. SERVICE DELIVERY OVERVIEW</b>	<b>9</b>
<b>1.4. FINANCIAL HEALTH OVERVIEW</b>	<b>10</b>
1.4.1. OPERATING RATIOS	10
1.4.2. CAPITAL EXPENDITURE	11
<b>1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW</b>	<b>12</b>
<b>1.6. AUDITOR GENERAL REPORT</b>	<b>13</b>
<b>1.7. STATUTORY ANNUAL REPORT PROCESS</b>	<b>13</b>
<b>CHAPTER 2: GOVERNANCE</b>	<b>15</b>
<b>A: POLITICAL AND ADMINISTRATIVE GOVERNANCE</b>	<b>15</b>
<b>2.1. POLITICAL GOVERNANCE</b>	<b>15</b>
2.1.1. TOP POLITICAL STRUCTURE	16
2.1.2. COUNCILLORS	17
2.1.3. POLITICAL DECISION-TAKING	18
<b>2.2. ADMINISTRATIVE GOVERNANCE</b>	<b>19</b>
<b>B: INTERGOVERNMENTAL RELATIONS</b>	<b>20</b>
<b>2.3 INTERGOVERNMENTAL RELATIONS</b>	<b>20</b>
2.3.1. NATIONAL INTERGOVERNMENTAL STRUCTURES	20
2.3.2. PROVINCIAL INTERGOVERNMENTAL STRUCTURE	20
2.3.3. RELATIONSHIPS WITH MUNICIPAL ENTITIES	20
2.3.4. DISTRICT INTERGOVERNMENTAL STRUCTURES	20
<b>C: PUBLIC ACCOUNTABILITY AND PARTICIPATION</b>	<b>21</b>
<b>2.4. PUBLIC MEETINGS</b>	<b>21</b>
2.4.1. COMMUNICATION, PARTICIPATION AND FORUMS	21
2.4.2. WARD COMMITTEES	21
<b>2.5. IDP PARTICIPATION AND ALIGNMENT</b>	<b>22</b>
<b>D: CORPORATE GOVERNANCE</b>	<b>23</b>
<b>2.6. RISK MANAGEMENT</b>	<b>23</b>
<b>2.7. ANTI-CORRUPTION AND FRAUD</b>	<b>23</b>
<b>2.8. SUPPLY CHAIN MANAGEMENT</b>	<b>23</b>
2.8.1. SUPPLY CHAIN MANAGEMENT POLICY	23
2.8.2. SUPPLY CHAIN MANAGEMENT POLICY COMPLIANCE WITH PRESCRIBED FRAMEWORK	23
2.8.3. APPROVAL OF TENDERS NOT RECOMMENDED	24
2.8.4. IMPLEMENTATION OF SYSTEMS	24
2.8.5. CONTRACTS AND CONTRACT MANAGEMENT	25

<b>2.9. BY-LAWS</b>	<b>25</b>
<b>2.10. WEBSITES</b>	<b>26</b>
<b>2.11. CUSTOMER/ PUBLIC SATISFACTION ON MUNICIPAL SERVICES</b>	<b>26</b>
<b>CHAPTER 3: SERVICE DELIVERY PERFORMANCE</b>	<b>28</b>
<b>INTRODUCTION</b>	<b>28</b>
<b>A: BASIC SERVICES</b>	<b>29</b>
<b>3.1. WATER PROVISION</b>	<b>29</b>
OPERATIONS AND MAINTENANCE	29
3.1.1. WATER SERVICE DELIVERY LEVELS	30
3.1.2. WATER SERVICES CAPITAL EXPENDITURE YEAR 0:	32
<b>3.2. WASTE WATER (SANITATION) PROVISION</b>	<b>37</b>
3.2.1. SANITATION SERVICE DELIVERY LEVELS	38
3.2.2. EMPLOYEES IN SANITATION SERVICES	39
3.2.3 FINANCIAL PERFORMANCE	40
<b>3.3. ELECTRICITY</b>	<b>41</b>
<b>3.4 WASTE MANAGEMENT</b>	<b>41</b>
<b>3.5 HOUSING</b>	<b>41</b>
<b>3.6. FREE BASIC SERVICES AND INDIGENT SUPPORT</b>	<b>42</b>
3.6.1. FREE BASIC SERVICE DELIVERY LEVELS	42
3.6.3. FREE BASIC SERVICE FINANCIAL PERFORMANCE	43
<b>B: ROAD TRANSPORT</b>	<b>44</b>
<b>3.7 ROADS</b>	<b>44</b>
<b>3.8 TRANSPORT</b>	<b>47</b>
<b>3.9 WASTE WATER (STORMWATER DRAINAGE)</b>	<b>49</b>
<b>C: PLANNING AND DEVELOPMENT</b>	<b>52</b>
<b>3.10 PLANNING</b>	<b>52</b>
<b>3.11 LOCAL ECONOMIC DEVELOPMENT</b>	<b>56</b>
3.11.1. ANDM LED STRATEGY	56
3.11.2. TOP 3 SERVICE DELIVERY PRIORITIES:	56
<b>D: COMMUNITY &amp; SOCIAL SERVICES</b>	<b>61</b>
<b>3.12. CHILD CARE; AGED CARE; SOCIAL PROGRAMMES</b>	<b>61</b>
3.12.1. SERVICE STATISTICS FOR CHILD CARE	61
<b>E: ENVIRONMENTAL PROTECTION</b>	<b>63</b>
<b>3.13. POLLUTION CONTROL</b>	<b>63</b>
<b>3.14. BIO-DIVERSITY &amp; LANDSCAPE</b>	<b>63</b>
<b>F: HEALTH</b>	<b>65</b>
<b>3.15. MUNICIPAL HEALTH SERVICES</b>	<b>65</b>

<b>3.15.1. SERVICE STATISTICS FOR MUNICIPAL HEALTH SERVICES</b>	<b>66</b>
<b>G: SECURITY AND SAFETY</b>	<b>69</b>
3.16. FIRE AND RESCUE SERVICES	69
3.16.1. THE DIVISIONS FIRE AND RESCUE SERVICES	69
<b>3.17. DISASTER MANAGEMENT</b>	<b>71</b>
<b>H1: SPORT AND RECREATION</b>	<b>73</b>
<b>13.18. HERITAGE AND MUSEUMS</b>	<b>73</b>
<b>3.19. SPORT AND RECREATION</b>	<b>73</b>
3.19.1. SERVICE STATISTICS FOR SPORT ARTS CULTURE RECREATION AND HERITAGE	73
<b>H2: CUSTOMER CARE AND (ISD)</b>	<b>75</b>
3.20.1. CC & ISD SERVICE STATISTICS FOR CC & ISD	75
<b>I: CORPORATE POLICY OFFICES AND OTHER SERVICES</b>	<b>76</b>
<b>3.21. FINANCIAL SERVICES</b>	<b>76</b>
<b>3.22. HUMAN RESOURCE SERVICES</b>	<b>77</b>
3.22.1 SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES	77
<b>3.23. INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES</b>	<b>79</b>
3.23.1. ICT STRATEGY IMPLEMENTATION	80
<b>3.24. PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES</b>	<b>82</b>
3.24.1. RISK MANAGEMENT	82
<b>J: MISCELLANEOUS</b>	<b>83</b>
<b>K: ORGANISATIONAL PERFORMANCE SCORECARD</b>	<b>84</b>
<b>ORGANISATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>	<b>84</b>
<b>BASIC SERVICE DELIVERY PERFORMANCE HIGHLIGHTS</b>	<b>85</b>
<b>LOCAL ECONOMIC DEVELOPMENT</b>	<b>86</b>
<b>FINANCIAL VIABILITY AND MANAGEMENT</b>	<b>86</b>
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	<b>87</b>
<b>CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE</b>	<b>88</b>
<b>(PERFORMANCE REPORT PART II)</b>	<b>88</b>
<b>A: INTRODUCTION TO THE MUNICIPAL PERSONNEL</b>	<b>88</b>
<b>4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES</b>	<b>88</b>
<b>B: MANAGING THE MUNICIPAL WORKFORCE</b>	<b>90</b>
<b>4.2 POLICIES</b>	<b>90</b>
<b>4.3. INJURIES, SICKNESS AND SUSPENSIONS</b>	<b>91</b>

<b>4.4 PERFORMANCE REWARDS</b>	<b>93</b>
<b>C: CAPACITATING THE MUNICIPAL WORKFORCE</b>	<b>94</b>
<b>4.5 SKILLS DEVELOPMENT AND TRAINING</b>	<b>94</b>
<b>D: MANAGING THE WORKFORCE EXPENDITURE</b>	<b>96</b>
<b>4.6 EMPLOYEE EXPENDITURE</b>	<b>96</b>
<b>CHAPTER 5 – FINANCIAL PERFORMANCE</b>	<b>100</b>
<b>A: STATEMENTS OF FINANCIAL PERFORMANCE</b>	<b>100</b>
<b>5.1 STATEMENTS OF FINANCIAL PERFORMANCE</b>	<b>101</b>
<b>5.2 GRANTS</b>	<b>104</b>
<b>5.3 ASSET MANAGEMENT</b>	<b>106</b>
<b>5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS</b>	<b>107</b>
<b>B: SPENDING AGAINST CAPITAL BUDGET</b>	<b>111</b>
<b>5.5 CAPITAL EXPENDITURE</b>	<b>111</b>
<b>5.6 SOURCES OF FINANCE</b>	<b>111</b>
<b>5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS</b>	<b>112</b>
<b>5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW</b>	<b>113</b>
<b>C: CASH FLOW MANAGEMENT AND INVESTMENTS</b>	<b>114</b>
<b>5.9 CASH FLOW</b>	<b>114</b>
<b>5.10 BORROWING AND INVESTMENTS</b>	<b>115</b>
<b>D: OTHER FINANCIAL MATTERS</b>	<b>117</b>
<b>5.11 SUPPLY CHAIN MANAGEMENT</b>	<b>117</b>
<b>5.12 GRAP COMPLIANCE</b>	<b>117</b>
<b>CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS</b>	<b>118</b>
<b>A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS</b>	<b>118</b>
<b>6.1 AUDITOR GENERAL REPORTS YEAR 0 (PREVIOUS YEAR)</b>	<b>118</b>
<b>B: AUDITOR-GENERAL OPINION YEAR 1 (CURRENT YEAR)</b>	<b>119</b>
<b>6.2 AUDITOR GENERAL REPORT YEAR 1</b>	<b>119</b>
<b>GLOSSARY</b>	<b>121</b>
<b>APPENDICES</b>	<b>123</b>

<b>APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE</b>	<b>123</b>
<b>APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES</b>	<b>124</b>
<b>APPENDIX C – THIRD TIER ADMINISTRATIVE STRUCTURE</b>	<b>125</b>
<b>APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY</b>	<b>126</b>
<b>APPENDIX E – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 1</b>	<b>128</b>
<b>APPENDIX F – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS</b>	<b>129</b>
<b>APPENDIX G – DISCLOSURES OF FINANCIAL INTERESTS</b>	<b>129</b>
<b>APPENDIX H: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE</b>	<b>131</b>
APPENDIX H (I): REVENUE COLLECTION PERFORMANCE BY VOTE	131
APPENDIX H (II): REVENUE COLLECTION PERFORMANCE BY SOURCE	132
<b>APPENDIX I: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG</b>	<b>133</b>
<b>APPENDIX J: CAPITAL EXPENDITURE – NEW &amp; UPGRADE/RENEWAL PROGRAMMES</b>	<b>134</b>
APPENDIX J (I): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME	134
APPENDIX J (II): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME	136
<b>APPENDIX K – CAPITAL PROGRAMME BY PROJECT YEAR 1</b>	<b>138</b>
<b>APPENDIX L – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 1</b>	<b>139</b>
<b>APPENDIX M – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS</b>	<b>140</b>
<b>APPENDIX N – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY</b>	<b>141</b>
<b>APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71</b>	<b>142</b>
<b>APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT</b>	<b>143</b>
<b><u>VOLUME II: ANNUAL FINANCIAL STATEMENTS</u></b>	<b>144</b>

**ALFRED NZO**

2014/15 Annual Financial Statements



# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## A: MAYOR'S FOREWORD

As the Executive Mayor of the District Municipality, I have a mandate to fulfil all the objectives expected of this position and most importantly to ensure that I take a lead in championing the delivery of basic services to all our communities, irrespective of their political affiliations. The community of Alfred Nzo District Municipality must be in a position to look back and indeed be able to measure the impact that the municipality has made in improving their quality of life.

As the new financial year is about to unfold our effectiveness and our relevance will be put to test by way of transforming our plans as enshrined in the Integrated Development Plan into tangible deliverables that can be quantified in terms of the positive impact such deliverables have to our communities.

Certainly, as a municipality we have made very meaningful inroads in the execution of our duties, particularly in relation to the many challenges that this municipality has gone through as a result of the numerous irregularities of the past that led to the near collapse of the municipality. With sheer determination and the inculcation of a new culture of accountability on the part of all Councillors, where in the recent past the exercise of the oversight function left a lot to be desired, I can give assurance to our communities that without a shadow of a doubt, winning the war against poverty and corruption is inevitable.

It is worth noting that, through our concerted effort to turn around the municipality, all the negative factors that manifested themselves as inhibiting factors that impeded our improvement plans are far outweighed by the positive things that are within our means to be optimally utilised for the benefit and improvement of our municipality.

Of critical importance is the urgent need for our municipality to strike a balance between obtaining a clean audit report and providing effective and sustainable services to our communities. To achieve this equilibrium, the municipality has developed good policies that will assist in the implementation of its plans, whilst ensuring that all the implementation activities by individual departments and the organisation as a whole are beyond reproach and measurable.

As the leadership of this municipality, we have taken a bold stand that, never again will we be viewed as spectators or as rubber stampers on matters that can be called to account whenever things go wrong or to take credit for any achievements. I will continue to give guidance and good leadership to my fellow leaders with a clear conscience on what our roles and responsibilities are. Whenever the need arises we will intervene and never again will the municipality degenerate in our presence.

Whilst the desire to achieve a clean administration and audit opinion by 2014 seems to be elusive, we have not lost hope and we will continue to strive for service excellence and to vigorously exert all our collective efforts in doing what is best for this municipality.

The year ahead of us is full of challenges yet very exciting.



Eunice Diko

Executive Mayor

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## B: EXECUTIVE SUMMARY

### 1.1. MUNICIPAL MANAGER'S OVERVIEW

Let me take this opportunity to thank the Council of Alfred Nzo District Municipality, for entrusting me with the responsibility of heading the administration.

It is an honour and privilege that comes with a huge responsibility, not only to turn the situation around, but also set the municipality on the right path, towards a clean administration. To the management and staff, I know that change of leadership brings anxiety and uncertainty, but this time around we must be optimistic about the future, no matter how difficult the situation might be.

One is coming at a time looking at the prior –year misstatements, understanding that we have been experiencing disclaimer - Opinions, for the past 4 consecutive years, meaning that we all expected to be determined, to provide all the necessary information and support.

Equally, this is also a time for national elections in government, where the leadership, in the form of Honourable Councillors, will be engaging with the communities on priorities for the coming financial year, 2014/15.

Dealing with issues facing our institution moving forward, will require that tough decisions and difficult choices to be taken, something that is not easy.

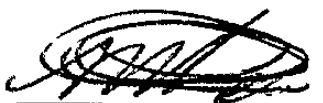
Notwithstanding, the challenges, we are facing as the institution; I am convinced that we will overcome, so that those who will come after us, would be proud of the strides we have made.

At the end of 2013/2014, financial year, we would have made giant strides towards filling-in of critical posts as one of the steps to set administrative wheels in motion towards acceleration of services to our communities.

Critically, we need to respond with speed to the backlogs on infrastructure throughout the district, hence we are hard at strengthening IGR.

Our customer care call Centre is 086 000 3781.

I thank you.



Mr M.S.A. Kraai  
Acting Municipal Manager

ALFRED NZO

2014/15

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## 1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

### 1.2.1. MUNICIPAL POWERS & FUNCTIONS

The Municipal Structures Act of 1998 (as amended) makes provision for the division of powers and functions between the district and local municipalities. It assigns the district wide functions to the district municipalities and most day to day service delivery functions to the local municipalities. The provincial MECs are empowered to adjust these powers and functions according to the capacity of the municipalities to deliver services.

With regard to the above statement for instance, the function of Water and Sanitation as well as the maintenance of water infrastructure is still the function of the district. Whilst the Local Municipality is responsible for Planning, it is also reliant on the District for advice and support. Amongst other things the powers and functions of the municipalities are as follows:

Table 1: Powers and Functions

Local Functions		District functions	Shared Functions
Building Regulations Child Care Facilities Pontoons, Ferries, Jetties, Piers and Harbors Storm Water Management Systems in Built up Areas Trading Regulations Street Lighting Traffic and Parking	Facilities for the Accommodation, Care and Burial of Animals Fences and Fencing Local Amenities Local Sport Facilities Municipal Parks and Recreation Pounds Public Places Street Trading	Municipal Health Services Potable Water Sanitation Air Quality Management Licensing and Control of Undertakings that sell food to the public	Fire Fighting Services Local Tourism Municipal Airports Municipal Public Transport Cemeteries, Funeral Parlors and Crematoria Markets Municipal Abattoirs Municipal Roads Refuse Removal, Refuse Dumps and Solid Waste Development Planning

# ALFRED NZO

2019 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## 1.2.2. POPULATION SIZE AND DISTRIBUTION

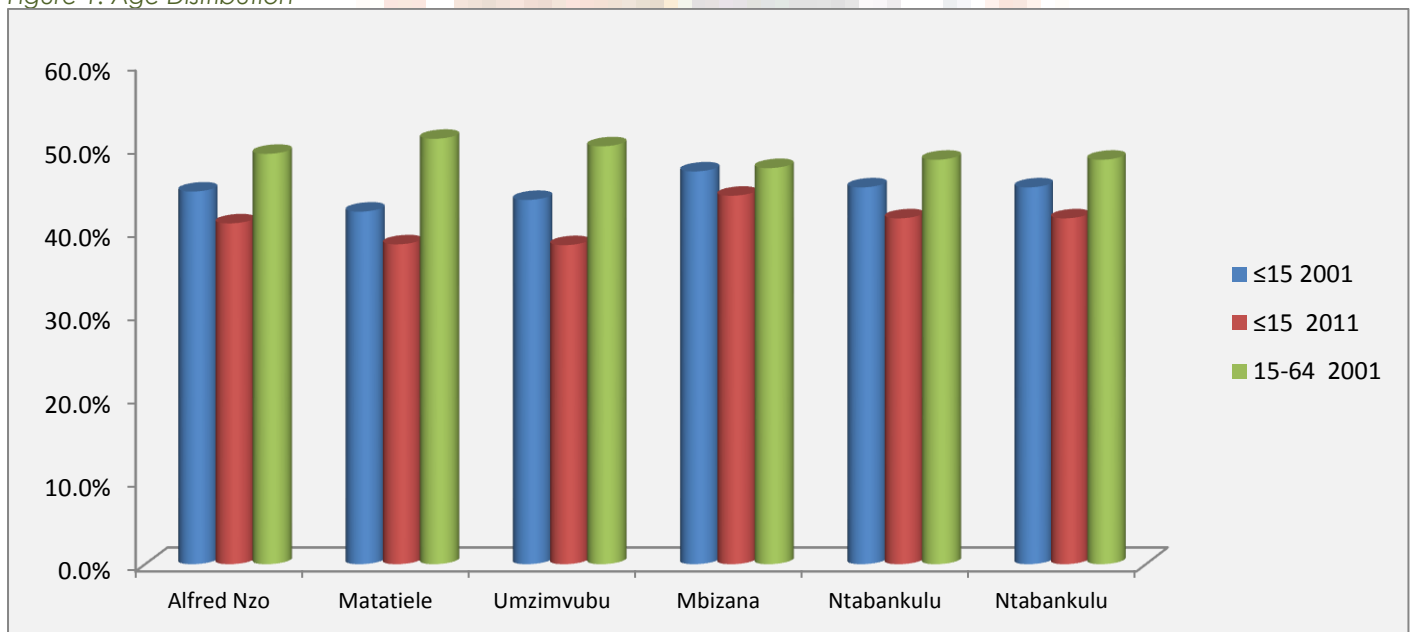
### AGE DISTRIBUTION

The potentially economically active population (16 – 65 years) constitutes 40% of the population. Municipal planning must take cognisance of the predominantly youthful population and the Municipality acknowledges this through inclusion of the needs of children and youth issues in its Programme for special groups. This approach by the municipality is in line with one of the Millennium Development Goals.

Table 2: Age Distribution

Area	≤15 2001	≤15 2011	15-64 2001	15-64 2011	65+ 2001	65+ 2011
Alfred Nzo	44.7	40.9	49.2	52.9	6.1	6.2
Matatiele	42.3	38.4	51.0	54.6	6.8	6.9
Umzimvubu	43.7	38.3	50.1	55.0	6.2	6.7
Mbizana	47.1	44.2	47.5	50.6	5.4	5.2
Ntabankulu	45.2	41.5	48.5	52.2	6.3	6.3

Figure 1: Age Distribution



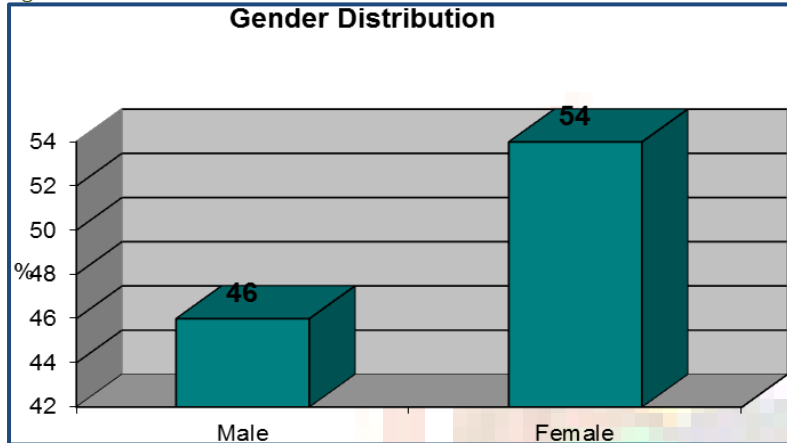
The high proportion of dependent youth in the district implies a higher burden on the economically active population. Given that a high percentage of the economically active population is not economically active this burden shifts to organs of state and places a higher burden on municipalities and government departments such as Social Development, Health etc.

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## GENDER DISTRIBUTION

The Alfred Nzo population is predominantly female. Females constitute approximately 54. % of the population while males constitute 45% and this is a replica of the previous situation before the incorporation of Mbizana and Ntabankulu Local Municipalities. Municipal planning must take into consideration the issue of this gender balance. The Municipality acknowledges this through inclusion of the needs of women and gender issues in its programmes for special groups. This approach by the district municipality is in line with Global Approach on meeting Millennium Development Goals by 2014.

Figure 2: Gender Distribution



Source: Statistics South Africa: Census 2011

# ALFRED NZO

2014/15 Annual Report

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

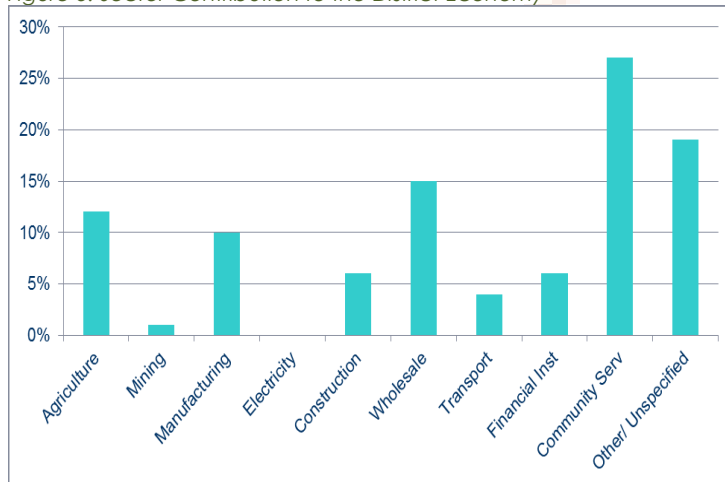
## 1.2.2. SOCIO ECONOMIC STATUS

The Alfred Nzo District is embattled by poor socio-economic conditions and low levels of development which is not an uncommon trend in the region.

### ECONOMIC SECTORS AND THEIR PERFORMANCE

The figure below shows the total Gross Value Adding (GVA) of the district relative to that of other districts in the province. Alfred Nzo is the least significant contributor to the provincial GVA, contributing less than 1% of the province's GVA.

Figure 3: Sector Contribution to the District Economy



The district local economy is heavily reliant on the Community Services sector which contributes 28% of the Gross Value Adding (GVA) in the District. This includes salaries and wages for government employees such as office workers, nurses, teachers and doctors.

The second highest contributor to the District's economy is Wholesale / Trade (15% of GVA). This sector is underpinned by the public sector based expenditure through government employment and social grants.

The third highest contributor to the District's economy is Agriculture (12% of GVA) and Manufacturing is the fourth highest contributor by 10% to the district economy. The contribution of the other sectors is very limited with construction contributing only 6% and transport sector contributing 4%. This is a reflection of a relatively large number of informal taxi operators in the area.

### INCOME LEVELS

Income levels within the District are very low. Only 6.6% of the economically active population has an income of more than R1601.00 per month. The majority of the people within the district are having income that is less than R800 per month. Municipal planning needs to focus strongly on local economic development initiatives that will enable the community to generate income.

The absence of a higher income earning class limits the growth potential of the District in that it is this category that usually offers the necessary intellectual and financial capital to support growth.

### POVERTY LEVELS

Increasing levels of absolute poverty have been recorded in the Eastern Cape and 74% of the people of the Eastern Cape live below the poverty line of R800 or less a month. Poverty levels vary from district to district but in Alfred Nzo approximately 40% of the population lives below the poverty line. High poverty levels imply a high dependency on social assistance in the form of grants. Municipal planning needs to focus strongly on poverty alleviation mechanisms.

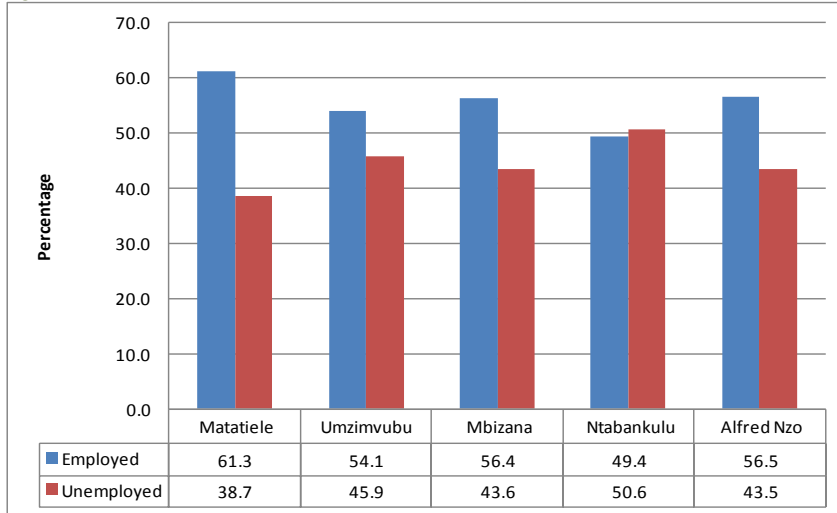
# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## EMPLOYMENT LEVELS AND TRENDS

The Alfred Nzo District has very low levels of employment and a high percentage of people who are not economically active. This in turn accounts for the high poverty levels and low income levels. High unemployment rates impact negatively on municipalities as low affordability levels result in a poor payment rate for services.

For the purposes of this section, people's employment status may be classified as employed, unemployed and not economically active. These statuses may be defined as:

Figure 4: Unemployment Rate by Local Municipality



Source: Census 2011

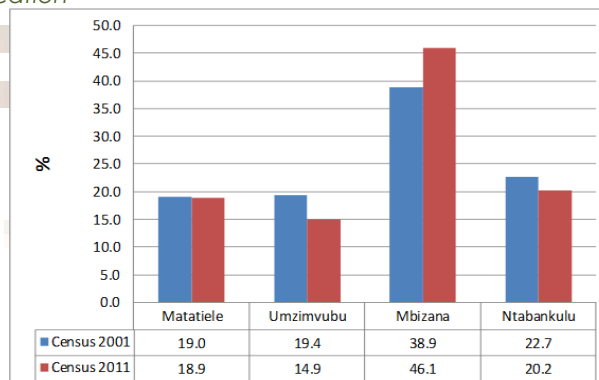
- ✦ **Employed** being people who have within the last thirty days performed work for pay.
- ✦ **Unemployed** are those people within the economically active population who: are not working; want to work and are available to start work immediately; and have taken active steps to look for work or to start some form of self-employment.
- ✦ **Not economically active** i.e. a person who is not working, not seeking work and not available for work

## EDUCATION

The following Figure demonstrates that number of persons with no schooling in Mbizana Local Municipality is significantly higher than persons with no schooling in other three Local Municipalities.

Percentage of the population aged 20 years and above with no education; Alfred Nzo Local Municipality:

Figure 5: Persons 20+ with no Education



Source: Statistics South Africa: Census 2011

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## HIV/AIDS

HIV&AIDS continues to pose a major challenge for the people of South Africa and the Eastern Cape. According to the Department of Health, the HIV/AIDS infection rate has stabilized in the Alfred Nzo District. HIV/AIDS nevertheless remains a challenge and the Department is actively concentrating on the management of antiretroviral treatment of I2infected people. There is a high level of Tuberculosis (TB) in the region which is commonly associated with HIV/AIDS and the Department is also focusing its attention on the management of TB. Municipal planning must take into consideration the needs of people infected and affected by HIV/AIDS. The Municipality has developed an HIV/AIDS strategy (attached as part of sector plans) and established a District AIDS Council.



# ALFRED NZO

2014/15 Annual Report

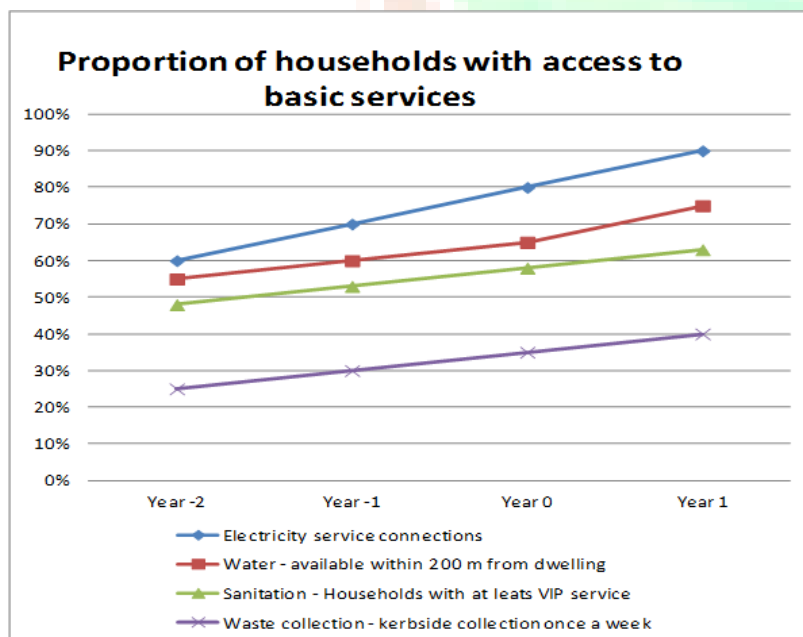
# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## 1.3. SERVICE DELIVERY OVERVIEW

The Alfred Nzo District Municipality is a Water Services Authority and therefore responsible for provision of Water Services (Water & Sanitation). In the previous years, when the municipality had only two local municipalities, major strides were made to reduce the water services backlogs, however after the 2011 elections the backlog figures increased with the inclusion of two new local municipalities. Even though the two local municipalities came with backlogs, the municipality continued to deliver the service especially with regards to provision of sanitation services i.e. VIP toilets in rural areas.

Some of the major challenges lies when the supporting departments do not respond promptly on compliance approvals i.e water licenses, ROD's on EIA's and Basic Assessments conducted. This, sometimes, stalls progress of projects thereby delaying the backlog eradication processes. The other challenge that is usually overlooked is the poor performance by the contractors. These challenges need to be addressed in the following manner: - Strengthening relations with the support departments through the IGR process. It is imperative that the implementation of debt collection strategies and the compilation of the indigent register is done so that all consumers that do not qualify as indigent are billed to recover costs for operations and maintenance.

Contractor development/ incubation programme had been identified and strict selection criteria with respect to appointment of contractors are our areas of focus to change the situation going forward. Staff development and training remains our other municipality is facing is the reverse backlog, the verification reports indicate that there is still a lot of backlog to be eradicated, and there is also need to refurbish and replace old water supply scheme components.



As can be seen on the diagram above, the provision of electricity and waste collection has not been taken into account as it is not the competency of the district. Furthermore it can be seen that the provision of services especially with respect to sanitation has been on the constant increase as opposed to water which has remained the same. This is mainly due to the fact that the provision of sanitation facilities i.e. VIP toilets is quick to implement while water services have a lot of statutory requirements that need to be adhered to before any construction work can commence.

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## 1.4. FINANCIAL HEALTH OVERVIEW

The municipality's is believed that it has a strong financial health as it has got sufficient reserves on its disposal. Even though it relies heavily on grants, it can sustain itself for the foreseeable future as a result of the reserves and the interest it derives from its investments. It is however a fact that the municipality is financing its operations mainly through various conditional and unconditional grants. However, it is anticipated that the municipality will receive these grants for the foreseeable future and will be existing independently, we therefore submit that the municipality is financially sustainable and will continue to deliver it services to its stakeholders as there is a strong finance base. The grants the municipality receives ensure financial sustainability and that the municipality is able to deliver on its mandate, thereby building community confidence, which in turn will ensure the future sustainability of the municipality and a further support by government.

Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	815,371,000.00	857,831,240.00	737,010,793.00
Taxes, Levies and tariffs	22,526,200.00	22,526,200.00	16,722,504.00
Other	16,949,900.00	16,949,900.00	18,672,548.00
Sub Total	854,847,100.00	897,307,340.00	772,405,845.00
Less: Expenditure	644.00	640.00	645.00
Net Total*	854,846,456.00	897,306,700.00	772,405,200.00

### 1.4.1. OPERATING RATIOS

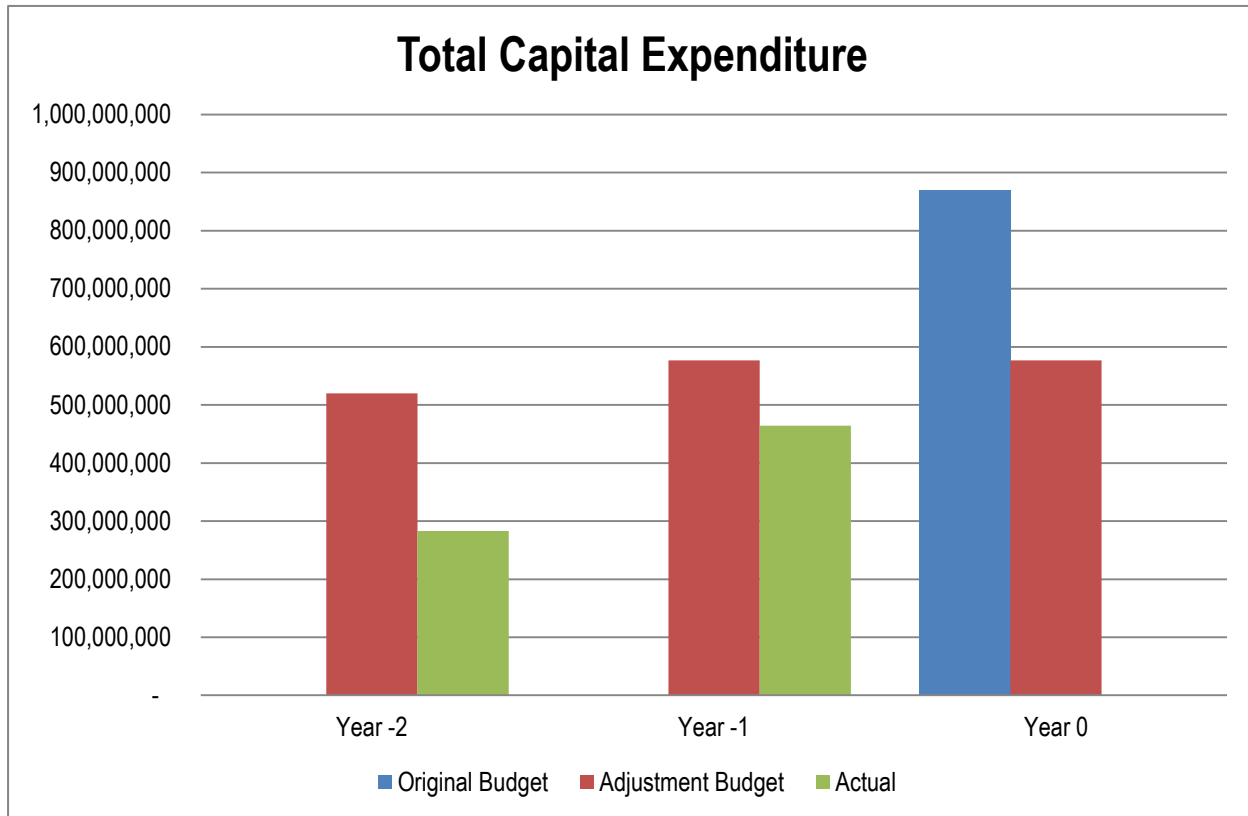
Detail	%
Employee Cost	28%
Repairs & Maintenance	10%
Finance Charges & Impairment	3%

- ✚ The 'Employee Costs' is expected to be approximately 30% to total operating cost; as this is the industry norm. ANDM employee operating cost ratio is 28%, which is even below the industry norm. It can be concluded that ANDM is doing well in managing employee costs.
- ✚ The cost of 'Repairs and maintenance' is expected to be approximately 20% to total operating cost, as this is the industry norm. ANDM repairs and maintenance operating cost ratio is 10%. Looking at this on the financial management perspective, ANDM can be regarded as financially health in regard to the containment of costs. It is further believed that these cost containment measures are not negative to the service delivery provision mandate of the municipality.
- ✚ The cost of 'Finance Charges and Impairment' is expected to be approximately 10% as per the industry norm. The ANDM finance charges and impairment operating cost ratio is 3%. It is then concluded that this municipality's financial management is on par, especially when you look at its operating cost ratios as a whole, as they fall way below the industry norms. The finance charges and impairment expenditure are well managed.

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## 1.4.2 CAPITAL EXPENDITURE

Detail	2012/13	2014/15	2015/16
Original Budget	557 306 879	800 964 403	869 259 298
Adjustment Budget	520 096 217	576 725 403	576 725 399
Actual	283 094 489	464 360 855	0



The municipality approved an annual budget that was divided into capital and an operating budget in accordance with international best practice. The appropriation for capital projects considered the funding sources and the municipality had insured that funds were available and were not committed for other purposes.

The budget includes the Regional Bulk Infrastructure Grant which is schedule 6 (B) Grant as per Division of Revenue (DoRa). The implementing Agent is appointed by Department of Water Affairs and funds are not transferred to the municipality, therefore there was no expenditure incurred by the municipality. The budget for 2014 – 2015 will not include the total allocation but only the grant portion that will be implemented by the municipality

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## 1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

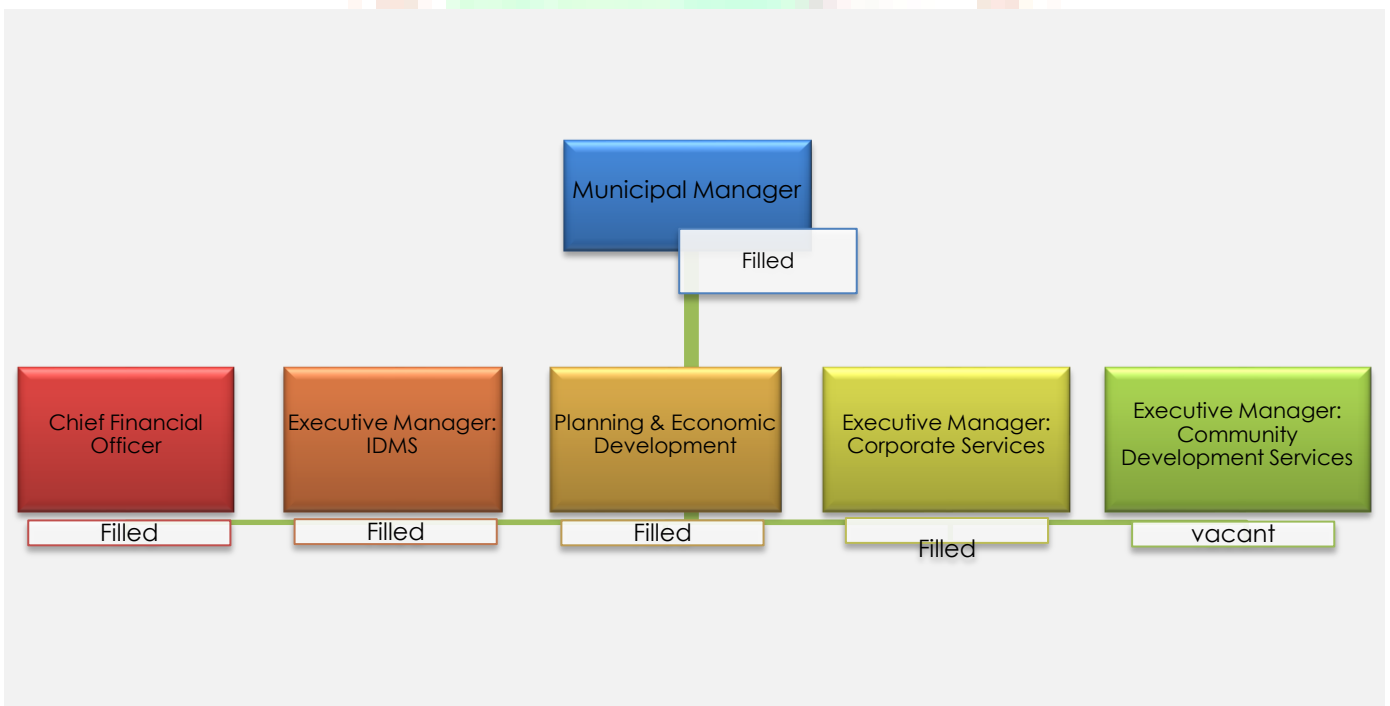
Section 66 of the Local Government: The Municipal Systems Act (Act No 32 of 2000) as amended requires a Municipal Manager to develop a staff establishment for the municipality and submit the staff establishment to the municipal council for approval. In line with the above legislative framework and other pertinent employment regulations the ANDM has reviewed its staff establishment for the financial year 2012-2013.

The structure had a total of 845 posts for the period and sum of 411 posts are filled resulting in a vacancy percentage of 51.36% for the period. The municipality administration is comprised of the following departments:

- ✦ Office of the Municipal Manager
- ✦ Corporate Services
- ✦ Budget and Treasury
- ✦ Community Development Services
- ✦ Infrastructure Development and Municipal Services
- ✦ Planning and Economic Development

The municipal manager together with four section 56 managers have all signed annual performance agreements for the year under review and submitted to the relevant authorities that is Department of Local Government and Traditional Affairs and Provincial Legislature. It is essential to note that Mr. O Hlazo Executive Manager IDMS resigned during the year under review.

The municipality structure reflected below covers the top levels only and the comprehensive adopted organizational structure is attached to the report as an annexure for further reference.



# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

## 1.6. AUDITOR GENERAL REPORT

AG's responsibility is to express an opinion on the consolidated and separate financial statements based on AG's audit. AG conducted AG's audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that AG comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the consolidated and separate financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated and separate financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated and separate financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated and separate financial statements.

AG believes that the audit evidence AG have obtained is sufficient and appropriate to provide a basis for AG's qualified audit opinion.

The municipal performance over the last three financial years in as far as the audit is concerned is summarized below:

Financial Year	Auditor General's Opinion
2011/12	Disclaimer
2012/13	Disclaimer
2013/14	Disclaimer

## 1.7. STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Submit draft year 1 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
8	Mayor tables the unaudited Annual Report	

# CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE

No.	Activity	Timeframe
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September - October
12	Municipalities receive and start to address the Auditor General's comments	November
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Oversight report	December
17	Oversight report is made public	
18	Oversight report is submitted to relevant provincial councils	
19	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	January

The Alfred Nzo municipal annual report enables council and the public to monitor the progress of the municipality against a set of specific objectives established by the municipality. Since the annual report considers previous, current and future year activities, ANDM may choose to integrate their annual reporting process with other municipal planning and management processes.

Annual reporting promotes a greater understanding of municipal responsibilities and priorities and also provides an opportunity to engage citizens in setting municipal objectives. Each municipality can choose how it will measure its progress against the objectives and how it will report on its progress each year. Council may consider establishing a feedback form that citizens can use to advise council of the type of information they would like to see included in subsequent reports.

The annual report will be made available for public inspection at the municipal offices and at the municipal public meetings.



# CHAPTER 2: GOVERNANCE

## CHAPTER 2: GOVERNANCE

Alfred Nzo District Municipality is a district authority, category A of the municipality which means all the executive powers of the municipality are vested to the Council. The provisions of the latter are per section 12 of the Notice of the Municipal Structures Act 117 of 1990. Council has a minimum of six (6) meetings per year: All meetings are preceded by meetings of the standing committees: In addition to the Ordinary Council meetings undertaken during the year, Special Council meetings and Committee meetings are convened during to ensure that decisions are not delayed.

### A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

Alfred Nzo District Municipality is a district authority, category A of the municipality which means all the executive powers of the municipality are vested to the Council. The provisions of the latter are per section 12 of the Notice of the Municipal Structures Act 117 of 1990. Council has a minimum of six (6) meetings per year: All meetings are preceded by meetings of the standing committees: In addition to the Ordinary Council meetings undertaken during the year, Special Council meetings and Committee meetings are convened during to ensure that decisions are not delayed.

The municipal manager is the Accounting Officer and the leader of the administrative business of the municipality, supported by 5 Senior Managers. The administrative leadership are involved in a day to day running of the municipality.

Indicators	Targets	Achievements
Filling of critical posts	To fill all Section 56 positions including the Municipal Manager	Municipal Manager position has been filled Five Section 56 manager posts filled

## 2.1. POLITICAL GOVERNANCE

Alfred Nzo District Municipality is a district authority, category A of the municipality which means all the executive powers of the municipality are vested to the Council. The provisions of the latter are per section 12 of the Notice of the Municipal Structures Act 117 of 1990. Council has a minimum of six (6) meetings per year: All meetings are preceded by meetings of the standing committees: In addition to the Ordinary Council meetings undertaken during the year, Special Council meetings and Committee meetings are convened during to ensure that decisions are not delayed.

	2013/14 for the period July 13 – Jun 14	
	Ordinary	Special
Council Meetings	4	3
Mayoral Committee	6	2
Executive Management	10	8
Full Management	12	3
Audit Committee	4	1
MPAC	5	0
Whippery Programmes	1 x Study Group held for all Councilors	
	1 x District Whippery Forum workshop on oversight, customization of Chief Whips	
	7 x caucuses were held in preparation for the Council Sittings	

# CHAPTER 2: GOVERNANCE

	2013/14 for the period July 13 – Jun 14	
	Ordinary	Special
Speakers Forum		

## 2.1.1. TOP POLITICAL STRUCTURE

Picture	POLITICAL STRUCTURE	Name	Function
	<b>Executive Mayor</b>	Cllr. E.N. Diko	Political head of the Institution and performs all the functions as per the legislation
	<b>Deputy Mayor</b>	Cllr S. Mehlomakhulu	Performs all functions as delegated by the Executive Mayor
	<b>Speaker</b>	Cllr S. Sello	Chairperson of the Council
	<b>Chief Whip</b>	Cllr P. Nyangana	Political link between the organisation and Council
	<b>Mayoral Committee/ Executive Committee</b>	Cllr S. Mehlomakhulu	Chairperson of Corporate Services Standing committee
		Cllr V.N.S Mdingwazwe	Chairperson of Community Development Services Standing Committee

# CHAPTER 2: GOVERNANCE

Picture	POLITICAL STRUCTURE	Name	Function
		Cllr Z. Busuku	Chairperson of BTO Standing Committee
		Cllr B.P. Mabhengu	Chairperson of the IDMS standing Committee
		Cllr N. Tobo	Chairperson of Planning & economic Development standing Committee
		Cllr M. Gqola	Member of LED & IGR Standing Committee
		Cllr B. Maningi	Member of Community Development Services Standing Committee

## 2.1.2. COUNCILLORS

The Alfred Nzo District Municipality is made up 41 Councillors and proportionally representatives from the four local municipalities (Matatiele, Mbizana, Ntabankulu and Umzimvubu) and seven Traditional Leaders from their Traditional Councils. Refer to **Appendix A** where a full list of Councilors can be found (including committee allocations and attendance at council meetings).

# CHAPTER 2: GOVERNANCE

## 2.1.3. POLITICAL DECISION-TAKING

The political decisions are taken as per the diagram depicted below. Standing committees endorse from the management to the Mayoral Committee and the latter approves in accordance with powers as per the Municipal Delegation Framework and further recommend to the Council for approval.



# ALFRED NZO

2019 | 2024 | 2029 | 2034 | 2039

# CHAPTER 2: GOVERNANCE

## 2.2. ADMINISTRATIVE GOVERNANCE

Administrative governance is concerned with the effective functioning of the municipality and its day to day operations in terms of Finance, Corporate.

Picture	Position	Name	Function
	<b>Municipal Manager</b>	Mr. M. Z. Silinga	Provide administrative leadership
	<b>Chief Financial Officer</b>	Mr. L. Fokazi	Financial management in order to promote financial viability
	<b>Senior Manager: Infrastructure Development &amp; Municipal Services</b>	Mr. O. N. Hlazo	Responsible for provision of basic service delivery
	<b>Senior Manager: Led &amp; Planning</b>	Mr. M. S. A. Kraai	Facilitate the promotion of municipal planning and regional economic growth
	<b>Senior Manager: Community Development Services</b>	Vacant	Manage the implementation of fire and rescue services, with Municipal Health Service and Disaster Management
	<b>Senior Manager: Corporate Services</b>	Ms. N. N. Qaba	Manage Human Resource Management, ICT and Administration

# CHAPTER 2: GOVERNANCE

## B: INTERGOVERNMENTAL RELATIONS

The Municipal Systems Act, 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.

### 2.3 INTERGOVERNMENTAL RELATIONS

#### 2.3.1. NATIONAL INTERGOVERNMENTAL STRUCTURES

The municipality participated in some of the National Intergovernmental Structures during the year under review such as National Municipal Managers Forum.

#### 2.3.2. PROVINCIAL INTERGOVERNMENTAL STRUCTURE

During the year under review the municipality has participated in the provincial IGR structures such as Technical and Political Muni MEC, PMIF (Provincial Municipal Infrastructure Forum)

#### 2.3.3. RELATIONSHIPS WITH MUNICIPAL ENTITIES

Alfred Nzo District Municipality established its Development Agency to focus on promoting and implementation of local economic development initiatives, investment mobilization, and trade promotion and marketing in so far as it relates to local economic development. ANDA is a municipal entity established in terms of the Municipal Systems Act and is accountable to the Municipality.

#### 2.3.4. DISTRICT INTERGOVERNMENTAL STRUCTURES

These structures are up and running with varying degrees of effectiveness and efficiency, however there is room for improvement. These IGR structures have been established as mandated by the Act.

District structures include political forums, namely DWIF (District Wide Infrastructure Forum), District Mayors Forum (DIMAFO), Speakers Forum; Chief whips Forum, District Clusters and technical structures, namely Municipal Managers Forum, Technical Support Forum and their sub-forums as well as CFOs Forum.

The sitting of the IGR structures has been incorporated into the adopted Municipal Planning Calendar for 2014/15 Financial Year, this will enable the institution to monitor the effectiveness of these sittings.

# CHAPTER 2: GOVERNANCE

## C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

The institution has put various mechanisms aimed at advancing public accountability and participation and it has conducted a series of community and stakeholder engagements through structures like; IDP & Budget outreaches, Mayoral Committee outreaches, MPAC, Audit committees, Standing committees, Council meetings and Open Council Day.

MPAC Committee conducted oversight visits to projects that are currently implemented by the institution to verify information contained in progress reports.

### 2.4. PUBLIC MEETINGS

#### 2.4.1. COMMUNICATION, PARTICIPATION AND FORUMS

The Alfred Nzo District Municipality Communication Strategy was developed and adopted by the Council. The strategy is reviewed on an annual basis to review its efficiency and effectiveness. ANDM has quarterly District Communicators Forum (Communicators from the four local municipalities) and District Core Team (Communicators from the four local municipalities, government departments and State Owned Entities) meetings respectively, to coordinate integrated communication programmes. During the year under review the district municipality facilitated five community outreach programmes aimed at bringing government closer to communities and encouraging participatory citizenry in planning municipal affairs.

#### 2.4.2. WARD COMMITTEES

Ward Committee structures as per the Systems Act are located within the local municipalities of the district municipality.

The municipal IDP & Budget is informed by community needs and Municipal Programme of Action.

ALFRED NZO

2019/2020

# CHAPTER 2: GOVERNANCE

## 2.5. IDP PARTICIPATION AND ALIGNMENT

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



ALFRED NZO

2019 | 2024 | 2029 | 2034 | 2039

# CHAPTER 2: GOVERNANCE

## D: CORPORATE GOVERNANCE

By 2014, all organs of the state in South Africa are expected to have achieved clean audits on their Annual Financial Statements and maintaining systems for sustaining quality financial statements and management information.

In an effort to achieve the nationwide objective, the Alfred Nzo District Municipality is in a process of reviving and institutionalizing the Operation Clean Audit (OCA) to complement the developed Audit Action Plan (FY 2013/14) to put in place a systematic approach in addressing AG queries. The OCA committee was tasked to focus on underlying root causes and put forth recommendations for strengthening of systems.

An Audit Action Plan to address queries raised by Auditor General during the 2012/13 Audit. The plan was implemented by all departments of the institution and the progress on implementation was tracked through management meetings and it was a standing item on these meetings.

### 2.6. RISK MANAGEMENT

Fraud awareness workshops were facilitated to assist Councilors and ANDM employees understand fraud and corruption, including their roles in the prevention and combating fraud within the municipality. Fraud and wide risk assessments were also conducted to identify high risk areas along with mitigating strategies.

The Risk Assessment workshop which was intended track progress and develops a Risk Register for the 2014/15 as well as to develop a risk-based Internal Audit Plan has been scheduled to take place in beginning of July 2014

### 2.7. ANTI-CORRUPTION AND FRAUD

Fraud and Anti-corruption plan was developed and adopted by the Council for the year under review. Subsequent to that fraud awareness workshops were facilitated to assist Councilors and ANDM employees understand fraud and corruption, including their roles in the prevention and combating fraud within the municipality. Fraud and wide risk assessments were also conducted to identify high risk areas along with mitigating strategies.

### 2.8. SUPPLY CHAIN MANAGEMENT

#### 2.8.1. SUPPLY CHAIN MANAGEMENT POLICY

Alfred Nzo District Municipality has developed the supply chain management policy and its being implemented. The policy is being reviewed yearly in line with IDP and Budget implementation process plan, with all other municipal policies.

#### 2.8.2. SUPPLY CHAIN MANAGEMENT POLICY COMPLIANCE WITH PRESCRIBED FRAMEWORK

Supply chain management policy of the Alfred Nzo municipality does comply with all National Treasury Regulations and the applicable legislations. The supply chain management policy of Alfred Nzo is fair, equitable, transparent, competitive and cost-effective and complies with prescribed regulatory framework for municipal supply chain management, which cover at least the following:

- ✦ The range of supply chain management processes that municipalities and including tenders, quotations, auctions and other types of competitive bidding;
- ✦ when Alfred Nzo District municipality may or must use a particular type of process;

# CHAPTER 2: GOVERNANCE

- ✦ procedures and mechanisms for each type of process;
- ✦ Procedures and mechanisms for more flexible processes where the value of a contract is below a prescribed mount;
- ✦ open and transparent pre-qualification processes for tenders or other bids;
- ✦ competitive bidding processes in which only pre-qualified persons may participate;
- ✦ bid documentation, advertising of and invitations for contracts;
- ✦ procedures and mechanisms for—
  - ✦ the opening , registering and recording of bids in the presence of interested persons;
  - ✦ the evaluation of bids to ensure best value for money;
  - ✦ negotiating the final terms of contracts; and
  - ✦ the approval of bids;
- ✦ screening processes and security clearances for prospective contractors on tenders or other bids above a prescribed value;
- ✦ compulsory disclosure of any conflicts of interests prospective contractors may have in specific tenders and the exclusion of such prospective contractors from those tenders or bids;
- ✦ participation in the supply chain management system of persons who are not officials of the municipality or municipal entity, subject to section 117 of MFMA
- ✦ the barring of persons from participating in tendering or other bidding processes, including persons
  - who were convicted for fraud or corruption during the past five years;
  - who wilfully neglected, reneged on or failed to comply with a government contract during the past five years; or
  - whose tax matters are not cleared by South African Revenue Service;
- ✦ measures for
  - combating fraud, corruption, favouritism and unfair and irregular practices in municipal supply chain management; and
  - promoting ethics of officials and other role players involved in municipal supply chain management;
- ✦ the invalidation of recommendations or decisions that were unlawfully or improperly made, taken or influenced, including recommendations or decisions that were made, taken or in any way influenced by
  - Councillors in contravention of item 5 or 6 of the Code of Conduct for Councillors set out in Schedule 1 to the Municipal Systems Act; or
  - municipal officials in contravention of item 4 or 5 of the Code of Conduct for Municipal Staff Members set out in Schedule 2 to that Act;
- ✦ the procurement of goods and services by municipalities through contracts procured by other organs of state;
- ✦ contract management and dispute settling procedures; and
- ✦ the delegation of municipal supply chain management powers and duties, including to officials.

## 2.8.3. APPROVAL OF TENDERS NOT RECOMMENDED

If a tender other than the one recommended in the normal course of implementing the supply chain management policy of a municipality is approved, the accounting officer of the municipality do notify the Auditor-General in writing, the relevant provincial treasury and the National Treasury and, in the case of a municipal entity, also the parent municipality, of the reasons for deviating from such recommendation.

## 2.8.4. IMPLEMENTATION OF SYSTEMS

The accounting officer of Alfred Nzo municipality does

- ✦ implement the supply chain management policy of the municipality and
- ✦ Take all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favoritism and unfair and irregular practices.
- ✦ No person may impede the accounting officer in fulfilling this responsibility.

# CHAPTER 2: GOVERNANCE

## 2.8.5. CONTRACTS AND CONTRACT MANAGEMENT

A contract or agreement procured through the supply chain management system of a municipality is completed/ prepared

- ✦ in writing;
- ✦ stipulate the terms and conditions of the contract or agreement, which include provisions providing for
  - the termination of the contract or agreement in the case of non- or underperformance;
  - dispute resolution mechanisms to settle disputes between the parties;
  - a periodic review of the contract or agreement once every three years in the case of a contract or agreement for longer than three years; and
  - any other matters that may be prescribed.
- ✦ The accounting officer of a Alfred Nzo District municipality also
- ✦ the termination of the contract or agreement in the case of non- or underperformance;
- ✦ dispute resolution mechanisms to settle disputes between the parties;
- ✦ a periodic review of the contract or agreement once every three years in the case of a contract or
- ✦ take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the Alfred Nzo District municipality is properly enforced;
- ✦ monitor on a monthly basis the performance of the contractor under the contract or agreement;
- ✦ establish capacity in the administration of the Alfred Nzo District municipality
  - to assist the accounting officer in carrying out the duties set out in paragraphs (a) and (b); and
  - to oversee the day-to-day management of the contract or agreement; and regularly report to the council of the Alfred Nzo District municipality, as may be appropriate, on the management of the contract or agreement and the performance of the contractor.
- ✦ A contract or agreement procured through the supply chain management policy of the municipality may be amended by the parties, but only after
- ✦ the reasons for the proposed amendment have been tabled in the council of the Alfred Nzo District municipality.

### Councillors barred from serving on municipal tender committees

- ✦ No Councillor of any municipality may be a member of a municipal bid committee or any other committee evaluating or approving tenders, quotations, contracts or other bids, nor attend any such meeting as an observer.

## 2.9. BY-LAWS

Newly Developed	Revised	Public Participation Conducted Prior to Development of By-Laws (Yes or No)	Date of Public Participation	By-Laws Gazetted (Yes or No)	Dates of Publication

There are six bylaws that were promulgated in 2009. Since then they were never reviewed.

# CHAPTER 2: GOVERNANCE

## 2.10. WEBSITES

Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	yes	
All current budget-related policies	Yes	
The previous annual report (Year -1)	No	
The annual report (Year 0) published/to be published	Yes	
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes	
All service delivery agreements (Year 0)	Yes	
All long-term borrowing contracts (Year 0)	Yes	
All supply chain management contracts above a prescribed value (give value) for Year 0	Yes	
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	Yes	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
Public-private partnership agreements referred to in section 120 made in Year 0	NO	
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes	
<i>Note: MFMA s75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments.</i>		T 2.10.1

Municipal Finance Management Act requires municipalities to have website that is updated constantly with legislative documents such as IDP, SDBIP and Municipal Budget to mention the few. Alfred Nzo District Municipality does have a website ([www.andm.gov.za](http://www.andm.gov.za)) and is updated with the content as required. We, however, have shortfalls in doing so and have put plans in place to redress our shortfalls such as developing a calendar of requesting documents that required by the MFMA to be uploaded on the website from the relevant divisions within the institution on the set timeframe.

## 2.11. CUSTOMER/ PUBLIC SATISFACTION ON MUNICIPAL SERVICES

The Municipal Systems Act 32 of 2000; emphasises on the role of the municipality to establish sound relations between the municipality and its customers. Customer satisfaction measurement has a critical role in informing service delivery improvement. It allows the municipality to understand what its customer's value, how values vary between different types. The District Municipality has just established the customer care unit in the financial year 2012/13. In this financial year the municipality has been using suggestion boxes to measure satisfaction levels of the public. A budget to conduct customer satisfaction surveys was set aside and only Supply Chain Management processes were commenced and the actual implementation will only start on the coming fiscal year 14/15.

This will be done in 2014-2015 financial year.



ALFRED NZO

2019 Financial Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## CHAPTER 3: SERVICE DELIVERY PERFORMANCE

### INTRODUCTION

The Municipality is a Water Services Authority under the Municipal Structures Act (No117 of 1998). The Municipality, being the WSA, has also decided to fulfil the Water Services Provider function for the local Municipalities that fall within its area of jurisdiction. These services are performed under the infrastructure within the DM. The infrastructure department is split into three sections, the WSA, PMU and WSP.

The WSA is responsible for the compilation of the Water Services Development plan (WSDP) and the Master Plans for sanitation & transport planning. It is also responsible for the verification and review of by-laws and tariffs in terms of the Water Services Act (108 of 1997). It is also responsible for the investigations and designs of all water schemes and extensions.

The PMU deals with all capital and MIG funded projects in the entire district. These include water, sanitation, community facilities, and LED projects. This section also deals with the management of the funding of projects for which applications have been received and the implementation thereof. The strategic objectives of this unit are to provide services including engineering and community services to address the current backlogs.

The WSP is responsible for the operations and maintenance of the water purification and sewerage treatment works in all local municipalities within ANDM (Matatiele, Umzimvubu, Mbizana and Ntabankulu local Municipalities). It is responsible for the bulk and reticulation networks in the aforementioned municipalities. It is responsible for the operations and maintenance of water services infrastructure management of the drought relief funding, also deals with sampling for water and effluent quality testing and compliance with legislative requirements (BDS & GDS).

The key main stakeholders that are critical to the success of our effort to reduce backlog are listed as follows:

- ✦ *The entire community (beneficiaries) to be served with water to ensure ownership of the project.*
- ✦ *Political leadership represented by Council who ensures that budget is equitably allocated to ensure that it addresses the imbalances of the past in line with the Government's vision.*
- ✦ *National and Provincial Government through Municipal Infrastructure Grant which ensures that budget is made available.*
- ✦ *Contractors and professional service providers who forms part of business community to ensure that projects are implemented on time at the right quality.*

### VUNA AWARDS

#### EPWP award

The municipality provides a high level, RDP and below RDP standards level of services of water and sanitation. People sourcing water from springs, rainwater tanks, streams, rivers, dams, or water vendors are deemed to be unserved. People sourcing water from within 200m from a standpipe in the rural areas are deemed to be served within the RDP Standards and people with ERF connections in the urban areas are deemed to be served with a high level service. The Municipality provides bulk services for water and Sanitation to Schools and clinics where the cost for connection is incurred by the respective sector departments

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## A: BASIC SERVICES

The major challenge that the municipality is currently facing is the reverse in backlogs resulting from the increase of a number of local municipalities it is serving. The verification reports show that there is a lot of backlog eradication, replacement and refurbishment of infrastructure that needs to be carried out at Mbizana and Ntabankulu areas. One of the challenges that the Municipality is facing in water provisioning is the statutory obligations. The challenge lies when the supporting departments do not respond promptly on compliance approvals i.e water licenses, ROD's on EIA's and Basic Assessments conducted. This, sometimes, stalls progress of projects thereby delaying the backlog eradication processes. The other challenge that is usually overlooked is the poor performance by the contractors.

These challenges need to be addressed in the following manner: - Strengthening relations with the support departments through the IGR process. It is imperative that the implementation of debt collection strategies and the compilation of the indigent register is done so that all consumers that do not qualify as indigent are billed to recover costs for operations and maintenance.

Contractor development/ incubation programme had been identified and strict selection criteria with respect to appointment of contractors are our areas of focus to change the situation going forward. Staff development and training remains our other area of focus to try and mitigate the issue of staff retention.

### 3.1. WATER PROVISION

#### OPERATIONS AND MAINTENANCE

Maintaining water schemes and ensuring ongoing clean drinking water supply to the communities. ANDM also ensures that the water treatment works are operational and they are operating with the set limits so as to ensure safe drinking water. Operations and maintenance is done even in rural schemes and there are rural operators that are working in these schemes thereby creating jobs for the communities living in poverty.

#### WATER CONSERVATION

This ensures that water provided by the municipality is conserved at a household level. This assists in ensuring that the municipality does not incur tedious water losses. Water conservation awareness and education is also conducted in rural areas.

#### REFURBISHMENT

This ensures that the existing water infrastructure in the district is maintained and refurbishment takes place where necessary so as to ensure continuous water provisioning. Through refurbishment, the municipality saves on water losses and unaccounted water.

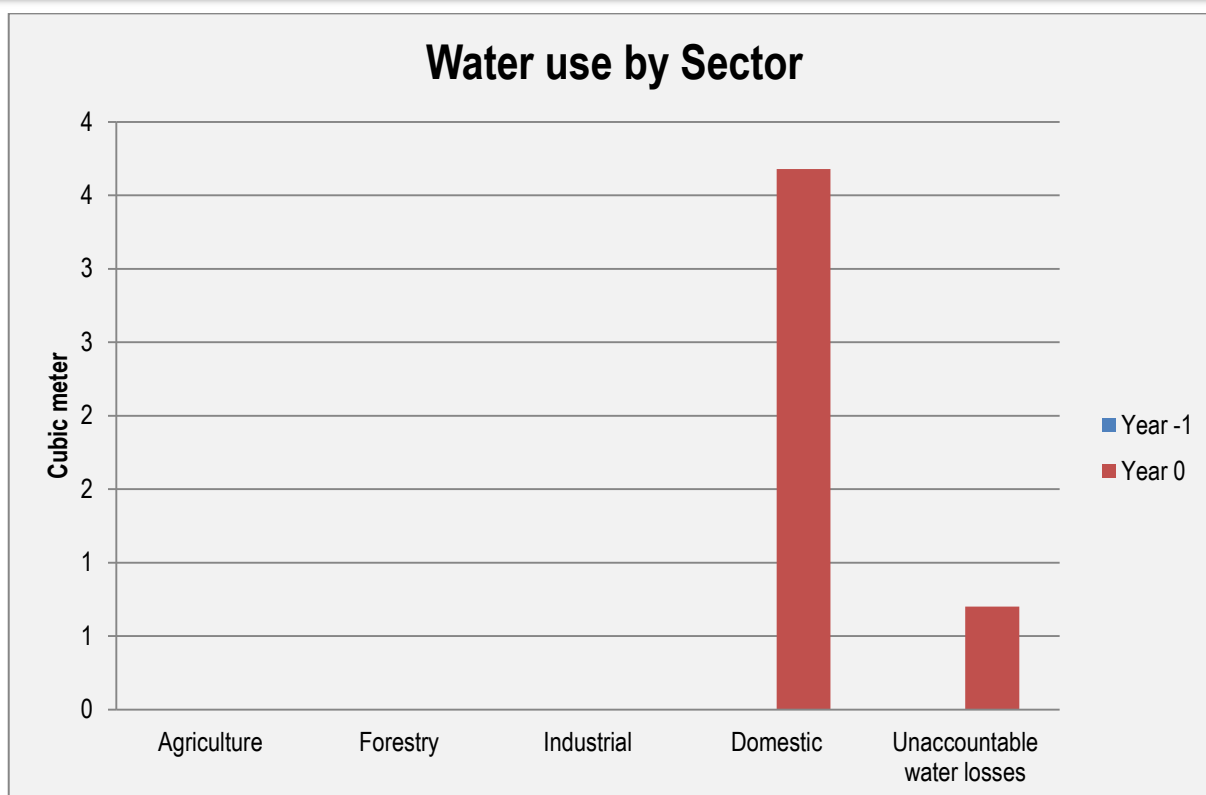
#### WATER QUALITY MONITORING

This ensure that water provided by the municipality is of good quality and is compliant to the set standards as per the department of Water Affairs.

Total Use of Water by Sector (cubic meters)

	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
Year -1	0	0	0	0	0
Year 0	0	0	0	4	1

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE



Alfred Nzo does not provide water for the following sectors:

- ✚ Agriculture,
- ✚ Forestry
- ✚ Industrial use.

ANDM provides water for domestic use only; however there is unaccounted water that gets dictated and this is due to commercial activities taking place at a household level.

### 3.1.1. WATER SERVICE DELIVERY LEVELS

Description	2010/11	2011/10	2012/13	2013/14
	Actual No.	Actual No.	Actual No.	Actual No.
<u>Water:</u> (above min level)				
Piped water inside dwelling			11	–
Piped water inside yard (but not in dwelling)			16	–
Using public tap (within 200m from dwelling )	11	11	36	39
Other water supply (within 200m)				
Minimum Service Level and Above sub-total	11	11	63	39
Minimum Service Level and Above Percentage	100%	100%	88%	82%
<u>Water:</u> (below min level)				
Using public tap (more than 200m from dwelling)				
Other water supply (more than 200m from dwelling)			9	9
No water supply				
Below Minimum Service Level sub-total	–	–	9	9
Below Minimum Service Level Percentage	0%	0%	12%	18%
Total number of households*	11	11	72	47



# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Employees: Water Services						COMMENT
Job Level	Year -1	Year 0				
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)	
	No.	No.	No.	No.	%	
0 - 3	7	7	6	1	14%	
4 - 6	20	24	20	11	46%	
7 - 9	36	62	29	52	84%	
10 - 12	59	74	49	23	31%	
13 - 15	65	96	18	32	33%	
16 - 18	0	0	0	0	0%	NOT ON ORGARNOGRAM
19 - 20	0	0	0	0	0%	NOT ON ORGARNOGRAM
Total	187	263	122	119	0%	NOT ON ORGARNOGRAM
<p>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</p>						T3.1.7

## 3.1.2. WATER SERVICES CAPITAL EXPENDITURE YEAR 0:

Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance From Original Budget	Total Project Value
Total All	795764606	576065402	380873359	0%	
Executive & Council					280
Motor Vehicles	800 000.00	672 353.00	660 314.70	-21%	150
Furniture And Equipment	100 000.00	387 647.00	-	0%	320
Motor Vehicles			658 120.37	100%	
Municipal Manager					
Computer Hardware	10 000.00	77 202.00	61 000.00	84%	
Furniture And Equipment	100 000.00	-	32 798.21	-205%	
Audio And Visuals Equipment	-	-	125 000.00	100%	
Planning					
Computer Hardware	-	-	64 770.00	100%	
Gis Upgrade	400 000.00	400 000.00	172 981.69	-131%	
Budget & Treasury					
Computer Software	50 000.00	-	-	0%	
Revamping Of Cashier's Office	750 000.00	1 400 000.00	-	0%	
Furniture And Equipment	100 000.00	250 000.00	66 549.03	-50%	
Government Loans Housing	-	700 000.00	-	0%	
Fleet Management System	-	550 000.00	-	0%	
Finance Management System	-	3 500 000.00	-	0%	
Computers	-	100 000.00	74 138.28	100%	
Technical Services					
Memorial Lecture	-	336.00	-168.00	100%	

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance From Original Budget	Total Project Value
Lowe Mkemane Water Supply	-	106 597.00	53 298.25	100%	
Siqhingeni Water Supply	18 000 000.00	11 485 130.00	10 902 667.44	-65%	
Caba-Mdeni Water Supply	500 000.00	2 073 760.00	1 308 726.19	62%	
Tholamela Water Supply - Dbsa	23 621 992.00	10 000 000.00	6 462 958.28	-265%	
Fobane Water Supply Dbsa	72 882 358.00	3 000 000.00	889 293.36	-8096%	
Hlane Water Supply Phase 2	15 000 000.00	10 036 737.00	8 669 335.88	-73%	
Mvenyane Water Supply	4 773 100.00	1 338 164.00	1 271 845.37	-275%	
Kwabaca Rws - Section 3 ( Bulk Pipeline)	12 000 000.00	9 849 417.00	8 183 698.68	-47%	
Mapoliseng-Lekhalong Access Rd	1 000 000.00	-	-	0%	
Rams-Professional Fees	1 795 000.00	1 795 000.00	1 721 933.55	-4%	
Rbig Mbizana	59 300 000.00	59 300 000.00	-	0%	
Rehabilitation Of Mbizana Ponds	1 000 000.00	600 000.00	-	0%	
Siphambukweni/Thusong Mocc	5 000 000.00	5 000 000.00	7 799 739.66	36%	
Matatiele:Surfacing Of Maluti	2 500 000.00	2 500 000.00	6 210.00	-40158%	
Ntabankulu Sewer Upgrade	24 564 146.00	11 564 145.00	7 766 386.87	-216%	
Matatiele:Mwig	2 718 000.00	2 718 000.00	983 551.66	-176%	
Umzimvubu:Surfacing Sophia Rds	5 000 000.00	5 000 000.00	4 465 890.69	-12%	
Mt Ayliff Rbig	20 000 000.00	20 000 000.00	11 320 212.25	-77%	
Sanitation All Municipality	60 000 000.00	82 000 000.00	81 984 650.75	27%	
Rehabilitation Of Ntabankulu Ponds	1 500 000.00	1 500 000.00	606 227.75	-147%	
Up-Grading Ntabankulu Sewerage	-	-	-328 073.13	100%	
Cabazana/Sipolweni Bridge	25 400 000.00	-	13 715 440.87	-85%	
Kwabhaca Reginal Water -Mig	-	4 956 212.00	1 478 106.18	100%	
Qwidlana Water Supply - Mig	-	5 000 000.00	4 863 706.04	100%	
Cabazi Water - Mig	-	-	297 879.87	100%	
Cabazana Water - Mig	-	25 000 000.00	21 126 292.92	100%	
Cabazana Water - Mig	-	-	137 531.10	100%	
Umzimviubu Ward 14 - Mig	-	3 000 000.00	-	0%	
Maluti/Matafiele/Ramo -Mig	-	6 000 000.00	1 788 075.45	100%	
Ramohlakoana/Maluti Phase 2-Sewer	19 734 952.00	11 913 153.00	11 901 321.41	-66%	
Mount Ayliff Peri-Urban San.	12 000 000.00	1 436 546.00	718 272.94	-1571%	
Computer Hardware			13	100%	

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance From Original Budget	Total Project Value
	-	-	071.42		
Computer Hardware	-	26 859.00	37 855.90	100%	
Tools & Equipment	-	584 892.00	413 101.07	100%	
Water & Sanitation Backlog Era	3 000 000.00	3 000 000.00	2 868 686.37	-5%	
Kwabaca Rws -Section 3 (Bulk P	39 000 000.00	15 000 000.00	14 961 979.45	-161%	
Qwidlana Water Supply	30 757 616.00	10 685 275.00	10 414 419.14	-195%	
Feasibility	-	30 000 000.00	19 576 519.03	100%	
Ntibani Water Project	46 500 000.00	26 500 000.00	19 241 155.47	-142%	
Ntibani Water Project	-	58 825.00	-29 412.60	100%	
Drought Relief Projects	2 000 000.00	1 781 270.00	1 197 129.93	-67%	
Tools Technical	3 000 000.00	-	274 615.75	-992%	
Madiba Zone Center	250 000.00	-	-	0%	
Cabazi Water	20 568 085.00	11 340 442.00	10 573 931.45	-95%	
Cabazi Water	-	-	-5 040.00	100%	
D.Relief:Shulwane	-	31 452.00	-15 726.20	100%	
Mbizana Ward 04	-	142 529.00	-142 528.68	100%	
Greater Mbizana	20 000 000.00	6 000 000.00	3 347 064.54	-498%	
Nokweni Bomvini Water Supply	35 500 000.00	10 974 198.00	3 410 275.09	-941%	
Umzimvubu Ward 14	46 000 000.00	-	-	0%	
Umzimvubu Ward 13	-	15 000 000.00	5 704 069.50	100%	
Umzimvubu Ward 24	-	5 000 000.00	337 099.99	100%	
Umzimvubu Ward 22	-	3 348 845.00	13 320.00	100%	
Umzimvubu Ward 6	-	3 435 706.00	259 597.95	100%	
Up-Grading Of Mbizana Sewer Sy	2 500 000.00	1 500 000.00	-	0%	
Ntabankulu Ward 3	-	11 324.00	5 661.81	100%	
Rbig (Matat And Umzimvubu)	-	28 640 000.00	-145 755.32	100%	
Belford Bulk Pipelines	8 000 000.00	5 900 000.00	5 417 872.60	-48%	
Matatiele Ward 16	-	875 510.00	-	0%	
Matatiele Ward 15	-	5 125 995.00	878 905.79	100%	
Matatiele Ward 22	-	5 637 138.00	-	0%	
Matatiele Ward 5	-	4 255 545.00	1 512 085.13	100%	
Matatiele Ward 7	-	2 403 986.00	2 035 176.63	100%	

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance From Original Budget	Total Project Value
Matat Wtw Refurb Water Augm	5 000 000.00	5 000 000.00	4 124 464.41	-21%	
Ntabankulu Wtw Refurb	-	-	140 950.00	100%	
Ntabankulu Wtw Refurb	-	-	-21 654.08	100%	
Refurbishment Water Sch Mbizan	2 000 000.00	2 000 000.00	762 615.15	-162%	
Refurbishment Water Sch Umzim	2 000 000.00	2 000 000.00	1 484 357.61	-35%	
Refurbish Water Scheme Matat	2 000 000.00	2 910 433.00	2 139 659.00	7%	
Reburbishm Water Schem Ntabank	2 000 000.00	2 000 000.00	715 725.00	-179%	
Refurbish Mnceba Water Schem	-	-	138 560.00	100%	
Refurbish Mnceba Water Schem	2 000 000.00	2 106 597.00	1 460 801.41	-37%	
Backlog Eradication Strategy	1 900 000.00	2 116 382.00	1 647 184.13	-15%	
Kwa- Baca South Leg Water Aug	7 000 000.00	4 100 000.00	4 125 008.11	-70%	
Mbizana Disaster Center	3 000 000.00	500 000.00	-	0%	
Andm Sanitation All Lms	32 418 947.00	-	28 778 550.87	-13%	
Rbig Matat And Umzumvubu	20 000 000.00	20 000 000.00	6 718 044.67	-198%	
Siqhingini Water Supply	5 468 801.00	7 000 000.00	4 332 755.29	-26%	
Umzimvubu Ward 14	46 270 609.00	10 000 000.00	3 363 577.09	-1276%	
Tools And Equipment(Jetting Machines)	2 500 000.00	2 000 000.00	411 583.15	-507%	
Community Development Services					
Computer Hardware	-	-	55 200.00	100%	
Computer Hardware	100 000.00	250 000.00	169 008.02	41%	
Furniture & Office Equipment	100 000.00	130 000.00	100 649.00	1%	
General Equipment	-	-	-70 914.84	100%	
Fire Engines (Vehicles)	5 350 000.00	6 920 000.00	3 360 898.48	-59%	
Communication Equipment	500 000.00	200 000.00	192 603.00	-160%	
Portable Radio And Software	100 000.00	-	-	0%	
Furniture And Equipment	831 000.00	-	- 0.06	0%	
General Eqipment	100 000.00	-	-	0%	
Fire Fighting And Rescue Equipment	1 650 000.00	-	-	0%	
Office Space	700 000.00	-	-	0%	
Upgrade Thusong Center	200 000.00	-	-	0%	
Corporate Services				0%	
Computer Hardware	-	-	8 200.00	100%	

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance From Original Budget	Total Project Value
Computer Hardware	500 000.00	411 800.00	335 669.91	-49%	
Security Infrastructure	350 000.00	-	-	0%	
Furniture And Equipment	200 000.00	130 000.00	101 810.86	-96%	
Network And Cabling	750 000.00	120 000.00	114 953.26	-552%	
Projecto And Screens	100 000.00	20 000.00	-	0%	
Computer Software	1 000 000.00	1 180 000.00	1 157 927.33	14%	
Ict Centere	1 000 000.00	1 000 000.00	859 356.72	-16%	
Job Evaluation System	1 000 000.00	500 000.00	-	0%	
Records Mngt Systems	-	1 000 000.00	-	0%	
	795764606	576065402	380873359	-545	

83 835 households served with water by 2017. In year five, the municipality has a budget projection of 72 700 000.00 in providing water to its communities.

-Greater Mbizana Regional Bulk Water Supply R60 000 000.00

-District Sanitation project R30 000 000.

-Mt Ayliff RBIG water project R25 000 000.00

-Matatiele RBIG Water project R25 000 000.00

# ALFRED NZO

2014/15 - 2015/16

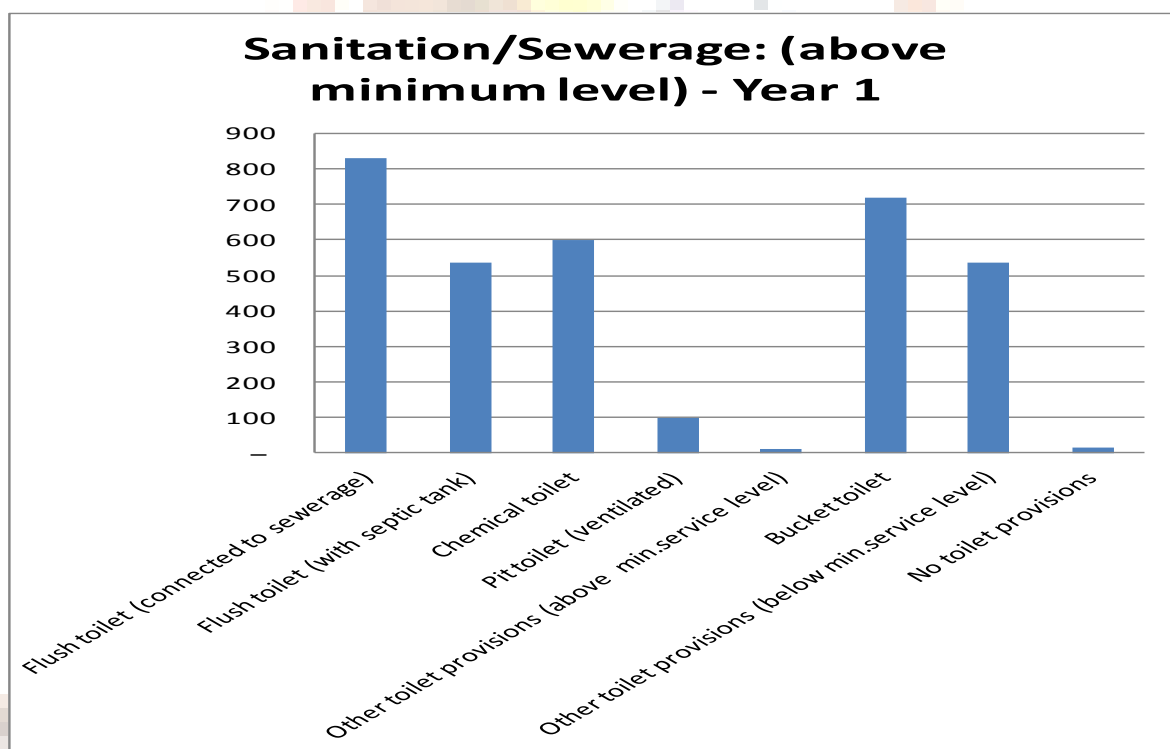
# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.2. WASTE WATER (SANITATION) PROVISION

The Municipality provides sanitation for its entire jurisdiction i.e. Umzimvubu, Matatiele, Mbizana and Ntabankulu Local Municipalities. The Department operates the established 7 Sanitation Zone centres that are responsible to produce and construct sanitation facilities in the rural area. This activity is purely a labour intensive initiative. This is where the District Municipality manages to provide many job opportunities whilst providing the sanitation service to the community. It is through this initiative that the District Municipality received lots of incentives from the EPWP. Furthermore, implementation of the VIP toilets programme has also been extended to Mbizana and Ntabankulu local municipalities, the construction is done through normal tender processes and construction. It should be noted, however, that due to change from use of cement blocks for the building of toilets to precast type structure, the requirement for huge numbers of labour was reduced as the precast panels are not manufactured within the zone center.

The municipality appoints people from the areas where VIP toilets are being constructed and this addresses issues of unemployment in communities living in poverty.

The municipality is also serving the communities with Waste Water Treatment through the treatment of Sewer and managing the disposal of sewage from the septic tanks especially in areas that are not connected to water borne system.

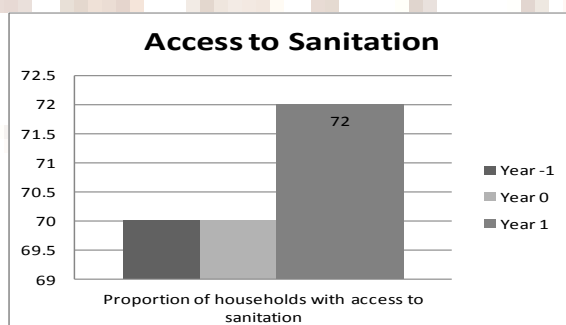


# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.2.1. SANITATION SERVICE DELIVERY LEVELS

Description	Year -3	Year -2	Year -1	Year 0
	Outcome	Outcome	Outcome	Actual
<i>Sanitation/sewerage: (above minimum level)</i>				
Flush toilet (connected to sewerage)	9	9	9	–
Flush toilet (with septic tank)	3	3	3	–
Chemical toilet	33	33	33	–
Pit toilet (ventilated)	58	86	110	119
Other toilet provisions (above min.service level)	13	13	27	11
<i>Minimum Service Level and Above sub-total</i>	115	143	181	130
<i>Minimum Service Level and Above Percentage</i>	9.9%	8.7%	10.9%	9.3%
<i>Sanitation/sewerage: (below minimum level)</i>				
Bucket toilet	502	952	938	720
Other toilet provisions (below min.service level)	535	535	535	535
No toilet provisions	10	11	12	15
<i>Below Minimum Service Level sub-total</i>	1 047	1 498	1 485	1 271
<i>Below Minimum Service Level Percentage</i>	90.1%	91.3%	89.1%	90.7%
Total households	1 162	1 642	1 666	1 401
<i>*Total number of households including informal settlements</i>				T 3.2.3

Households - Sanitation Service Delivery Levels below the minimum						
Description	Households					
	Year -2	Year -1	Year 0	Year 1		
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
<b>Formal Settlements</b>						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
Households below minimum service level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households below minimum service level	25%	25%	25%	25%	25%	25%
<b>Informal Settlements</b>						
Total households	100,000	100,000	100,000	100,000	100,000	100,000
Households below minimum service level	25,000	25,000	25,000	25,000	25,000	25,000
Proportion of households below minimum service level	25%	25%	25%	25%	25%	25%
						T3.2.4





# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.2.3 FINANCIAL PERFORMANCE

Financial Performance Year 0: Sanitation Services						R'000
Details	Year -1	Year 0				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
<b>Total Operational Revenue</b>					0%	
Expenditure:						
Employees	827 451.30	3 493 613.59	3 256 397.22	3 520 755.90	1%	
Repairs and Maintenance					0%	
Other					0%	
<b>Total Operational Expenditure</b>	827451	3493614	3256397	3520756	1%	
<b>Net Operational Expenditure</b>	827451	3493614	3256397	3520756	1%	
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>						T 3.2.8

Capital Expenditure Year 0: Sanitation Services						R' 000
Capital Projects	Year 0					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value	
Total All	92418947	82000000	3782445	-2343%		
SANITATION ALL	60000000	82000000	3838445	-1463%	280	
ANDM SANITATION ALL LMS	32418947	0	-56000	57991%	150	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>						T 3.2.9

ALFRED NZO

2018/19 - 2024/25

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.3. ELECTRICITY

This is not the ANDM competency; it is the competency of Local Municipalities. However the ANDM assist in facilitation the Electricity Sector Plan which outlines a strategy on how Local Municipalities should go about providing electricity for different user/ Level of service.

## 3.4 WASTE MANAGEMENT

This is the competency of the local municipality not the district municipality but the district assists in monitoring compliance and raising awareness on good waste management practices. ANDM also plays a role in ensuring that the Local Municipalities have got credible Integrated Waste Management Plans.

## 3.5 HOUSING

This is a Local Municipalities competency



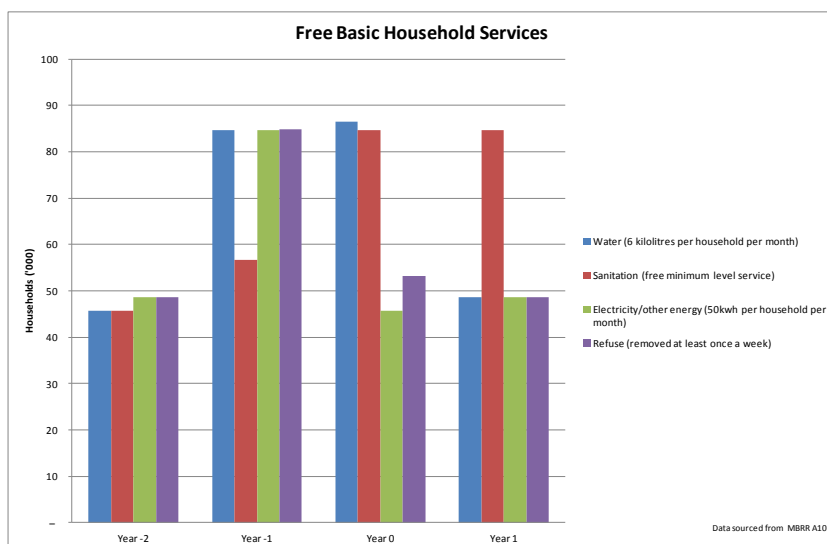
ALFRED NZO

Water & Sewerage Services

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.6. FREE BASIC SERVICES AND INDIGENT SUPPORT

Free Basic services have been established under WSA Unit and it has a coordinator. The Indigent Policy has been reviewed and adopted by council. The municipality has even taken an initiative to translate the policy into ANDM languages and this has been completed. The FBS Unit also conducts awareness campaigns to sensitise communities of the processes and procedures to follow when applying for indigency. The policy makes mention that the applicant will be subjected to verification.



### 3.6.1. FREE BASIC SERVICE DELIVERY LEVELS

Free Basic Services To Low Income Households										
Number of households										
Households earning less than 2 state pensions combined per household										
	Total	Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse		
		Access	%	Access	%	Access	%	Access	%	
Year -2	178 347	11 492	6%	85 813	48%					
Year -1	178 347	63 078	35%	110 413	62%					
Year 0	178 347	38 942	22%	119 000	67%					

ALFRED NZO

2017/18 Annual Report



# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## B: ROAD TRANSPORT

This is not the competency of the district municipality.

### 3.7 ROADS

This is not the competency of the district municipality.

Gravel Road Infrastructure				
				Kilometers
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
Year -1	145	15	10	100
Year 0	160	20	12	120
Year 1	166	25	14	140
				T3.7.2

Tarred Road Infrastructure					
					Kilometers
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
Year -1	85	10	23	18	100
Year 0	98	14	25	15	120
Year 1	114	20	30	25	140
					T3.7.3

Cost of Construction/Maintenance						
						R' 000
	Gravel			Tar		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
Year -1	450000	1700000	250000	1950000	1050000	400000
Year 0	475000	1800000	260000	2020000	1220000	500000
Year 1	490000	1900000	280000	2300000	1300000	550000
						T3.7.4

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE



Road Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year 0		Year 1		Year 2	Year 4		
		Target	Actual	Target	Actual	Target	Target		
		*Previous Year	(iv)	*Previous Year	*Current Year	(vii)	*Current Year	*Current Year	*Following Year
Service Indicators (i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
<b>Elimination of gravel roads in townships</b>	Kilometers of gravel roads tarred (Kilometers of gravel road remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	Baseline (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)	xxx kms gravel roads tarred (xxx kms gravel roads remaining)
<b>Development of municipal roads as required</b>	xxx kms of municipal roads developed	xxx kms	xxx kms	xxx kms	xxx kms	xxx kms	xxx kms	xxx kms	xxx kms

Note: This statement should include no more than the top four priority service objectives. The indicators and targets specified above (columns (i) and (ii)) must be incorporated in the indicator set for each municipality to which they apply. These are 'universal municipal indicators'. \* 'Previous Year' refers to the targets that were set in the Year 0 Budget/IDP round; \* 'Current Year' refers to the targets set in the Year 1 Budget/IDP round. \* 'Following Year' refers to the targets set in the Year 2 Budget/IDP round. Note that all targets in the IDP must be fundable within approved budget provision. MSA 2000 chapter 5 sets out the purpose and character of Integrated Development Plans (IDPs) and chapter 6 sets out the requirements for the reduction of performance management arrangement by municipalities in which IDPs play a key role.

T3.7.6

Employees: Road Services					
Job Level	Year 0		Year 1		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0.5	17%
7 - 9	6	6	6	1.5	25%
10 - 12	7	7	7	1	14%
13 - 15	9	9	9	2.2	24%
16 - 18	11	11	11	0.9	8%
19 - 20	18	18	18	1	6%
<b>Total</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>7.1</b>	<b>13%</b>

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June.  
 \*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.  
 T3.7.7

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Financial Performance Year 1: Road Services						R'000
Details	Year 0	Year 1				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
<b>Total Operational Revenue</b>	120	125	100	95	-32%	
Expenditure:						
Employees	125	244	250	248	2%	
Repairs and Maintenance	25	244	250	248	2%	
Other	45	244	250	248	2%	
<b>Total Operational Expenditure</b>	195	732	750	744	2%	
<b>Net Operational Expenditure</b>	75	607	650	649	6%	
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T3.7.8	

Capital Expenditure Year 1: Road Services						R' 000
Capital Projects	Year 1					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value	
Total All	260	326	378	31%		
Project A	100	130	128	22%	280	
Project B	80	91	90	11%	150	
Project C	45	50	80	44%	320	
Project D	35	55	80	56%	90	
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T3.7.9	

This is not the competency of the district municipality

# ALFRED NZO

2019/2020 Financial Report



# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Financial Performance Year 1: Transport Services						R'000
Details	Year 0	Year 1				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
<b>Total Operational Revenue</b>	120	125	100	95	-32%	
Expenditure:						
Employees	125	244	250	248	2%	
Repairs and Maintenance	25	244	250	248	2%	
Other	45	244	250	248	2%	
<b>Total Operational Expenditure</b>	195	732	750	744	2%	
<b>Net Operational Expenditure</b>	75	607	650	649	6%	
<i>Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>						T3.8.5

Capital Expenditure Year 1: Transport Services						R' 000
Capital Projects	Year 1					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value	
<b>Total All</b>	260	326	378	31%		
Project A	100	130	128	22%	280	
Project B	80	91	90	11%	150	
Project C	45	50	80	44%	320	
Project D	35	55	80	56%	90	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</i>						T3.8.6

This is not the competency of the district municipality



ALFRED NZO

2014/15 Annual Report

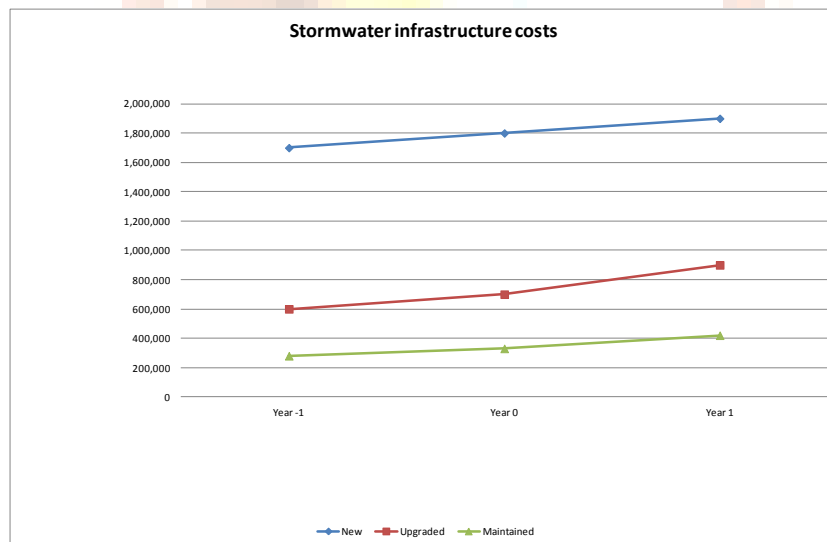
# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.9 WASTE WATER (STORMWATER DRAINAGE)

This is the local municipality's competence

Stormwater Infrastructure				Kilometers
	Total Stormwater measures	New stormwater measures	Stormwater measures upgraded	Stormwater measures maintained
Year -1	145	15	10	100
Year 0	160	20	12	120
Year 1	166	25	14	140
				T3.9.2

Cost of Construction/Maintenance				R' 000
	Stormwater Measures			
	New	Upgraded	Maintained	
Year -1	1,700,000	600,000	280,000	
Year 0	1,800,000	700,000	330,000	
Year 1	1,900,000	900,000	420,000	
				T3.9.3



# ALFRED NZO

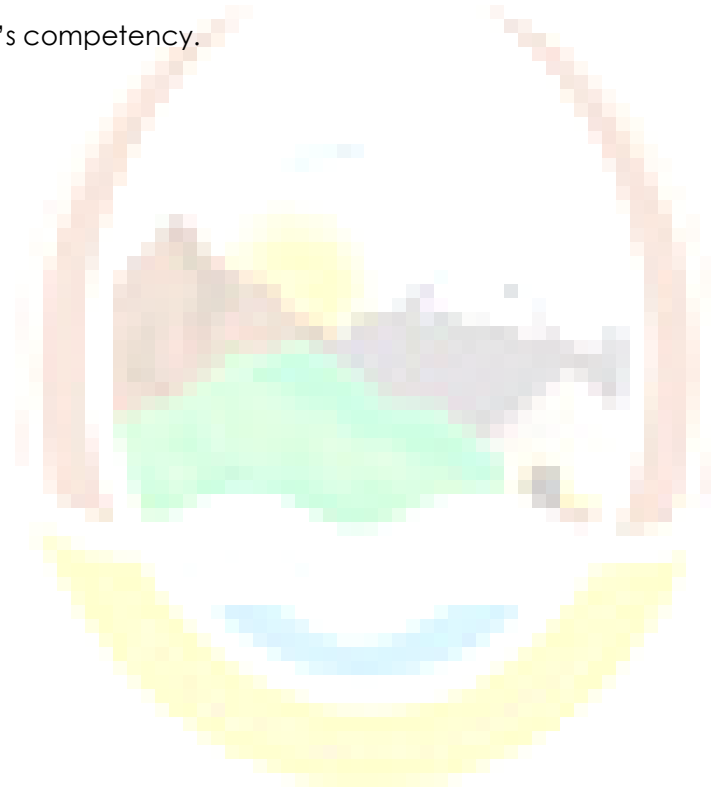
2014/15 - 2015/16



# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Capital Expenditure Year 1: Stormwater Services					
Capital Projects	Year 1				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T3.9.8

This is not the municipality's competency.



ALFRED NZO

2019/2020 Annual Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## C: PLANNING AND DEVELOPMENT

Planning and Development Department deals with the following:

- ✦ Promotion of Local Economic Development and Planning
- ✦ Development Planning which includes Integrated Development Planning (IDP), Organisational Performance Management Systems (OPMS)
- ✦ Spatial Planning and Land Use Management
- ✦ Geographic Information Systems (GIS)
- ✦ Land and Development Administration
- ✦ Environmental Management
- ✦ Town Planning related issues

### 3.10 PLANNING

A large proportion of the town planning work especially land-use management is the responsibility of the local municipality, However the district municipality is responsible for regional spatial planning through crafting of SDF, Co-ordinating regional planning, strategic planning and district wide spatial planning interventions.

#### SPATIAL PLANNING

In accordance with section 26 (e) of the Municipal Systems Act No.32 of 2000 Alfred Nzo District Municipality is currently in the process of reviewing its Spatial Development Framework. The review has been necessitated by the recent development project of the N2 wild coast route that is planned to traverse between Alfred Nzo District municipality, O.R Tambo and Amathole District municipality.

In keeping with the requirements of chapter four of the Municipal System Act, Act No. 32 of 2000, The district municipality has insured a transparent, inclusive and comprehensive approach towards the adoption of the SDF. The project steering committee of the subject document was made up of representatives from the district municipality, DPLGTA, RDLR, Traditional leaders, councillors, local municipalities and the professional consulting team responsible for assisting the district in crafting the document.

Alferd Nzo District municipality SDF is compiled in support of the long term strategic intent and a short to medium development program as outlined in the IDP. The following are the key spatial restructuring program for Alfred Nzo District Municipality:

- ✦ Hierarchy of corridors
- ✦ Hierarchy of Nodes
- ✦ Settlement Clusters

#### LAND USE MANAGEMENT:

The District municipality is predominantly rural in nature with small urban centres within its Six towns i.e Mbizana, Mount Frere, Mount Ayliff, Matatiele, Ntabankulu and Cedarville. This means that only the towns mentioned above have town planning schemes thus proper land use management. It is still a challenge to manage land-use in rural areas as these areas are under the administration of the traditional leaders who use customary systems of land use and land allocation. The District municipality is responsible for regional development and the local are responsible for local development therefore the district municipality devises strategies to inform land use management but can't enforce land-use regulatory measures as that is the function of the local municipality's. The District municipality therefore does not deal directly with statutory planning but advises local municipalities on such application for land development as and when needed, nonetheless the district municipality is hopes to compile a broad land-use Management framework in preparation of the wall to wall development of schemes. Up





ALFRED NZO

2019/2020 Annual Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Job Level	Year -1	Year 0				COMMENT
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)	
	No.	No.	No.	No.	%	
0 - 3	3	3	3	0	0%	
4 - 6	4	5	4	0	0%	
7 - 9	1	2	1	3	150%	
10 - 12	0	2	0	0	0%	Not on organogram
13 - 15	0	0	0	0	0%	Not on organogram
16 - 18	0	0	0	0	0%	Not on organogram
19 - 20	0	0	0	0	0%	Not on organogram
<b>Total</b>	<b>8</b>	<b>12</b>	<b>8</b>	<b>3</b>	<b>25%</b>	

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

T 3.10.4

Financial Performance Year 0: Planning Services						R' 000
Details	Year -1	Year 0				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
<b>Total Operational Revenue</b>						
Expenditure:						
Employees		5667266	6221293	3788136	-50%	
Repairs and Maintenance		1000000	1000000	805314	-24%	
Other		15966000	15966000	10156498	-57%	
<b>Total Operational Expenditure</b>		<b>22633266</b>	<b>23187293</b>	<b>14749948</b>	<b>-53%</b>	
<b>Net Operational Expenditure</b>		<b>22633266</b>	<b>23187293</b>	<b>14749948</b>	<b>-53%</b>	
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>						

T 3.10.5

Capital Expenditure Year 0: Planning Services						R' 000
Capital Projects	Year 0					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value	
<b>Total All</b>	400000	400000	0	0%		
GIS UPGRADE	400 000.00	400 000.00				
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).</i>						

T 3.10.6

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.11 LOCAL ECONOMIC DEVELOPMENT

### 3.11.1. ANDM LED STRATEGY

ANDM IDP identifies, inter alia, Local Economic Development as one of the key performance areas and a strategic intervention for promoting socio-economic development, alleviating poverty and improving the quality of life. LED aims to induce economic development and growth in a locality with the objective of creating jobs and improving the quality of life by realizing a locality's full comparative advantage.

The ANDM LED Strategy was adopted in 2012, as informed by the municipal IDP. The strategy serves as a guiding document for the implementation of District LED initiatives – providing a general overview of District economic drivers. The document identifies the key sectors within the Alfred Nzo District to be Government Services, Agriculture, the Trade and Commercial Sector as well as Tourism.

The majority of projects within the District are concentrated in the Business support and Enterprise development sector (28%); Agricultural sector (25%) and Infrastructure projects (22%).

#### **With regard to the contribution being made to the local economy in facilitating job creation through LED services (in year 1):**

The District LED Strategy identifies programmes and initiatives that are designed to facilitate job creation through LED, which include:

- ✦ Mobilisation and Optimal Use of available Resources for LED;
- ✦ Infrastructure Development;
- ✦ LED Governance and Regulation;
- ✦ Strategic Support to Key Economic Sectors; and
- ✦ SMME Development & support.

### 3.11.2. TOP 3 SERVICE DELIVERY PRIORITIES:

As per the ANDM LED Strategy, the Agricultural Sector is showing that the sector's contribution to the district economy is not in line with its contribution to employment – the sector creates employment, but has low levels of productivity.

ANDM has previously participated in a study conducted by Cacadu District, researching the potential for the production of maize in the Eastern Cape. The study indicated that the animal feed industry in the Eastern Cape is mostly dependant on grain imported from other production areas, although the Eastern Cape has areas that are suitable for maize production (with Alfred Nzo indicating high potential for maize production). The District has since invested in a masterplan to guide the development of the grain production industry. Therefore, **the first service delivery priority** for LED is:

- ✦ **To increase the level of production within the Agricultural sector**, in order to increase food security, sell the production surplus, where the intended outcome is to reduce high levels of unemployment and increasing district economic growth and development.

SMME Development and Support has been identified by the District LED Strategy as having potential to create employment opportunities and facilitate job creation. ANDM has thus embarked on the development of an SMME Strategy; to provide a guide in terms of the various types of programmes that may be implemented in order to stimulate economic growth within the SMME sector of the district.

The SMME sector is faced with a number of challenges that relate to an under-developed SMME sector; which is not able to significantly and positively contribute to economic growth and development and the creation of sustainable jobs for the residents of the district.

The second service delivery priority for LED is:

- ✦ To implement programmes that **build the capacity of SMMEs** in the District; to have an SMME sector that takes the lead in the provision of decent and sustainable employment – thus stimulating the District's economic growth and development.

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

The Tourism Sector within ANDM is characterised by fragmented tourism activities that are boundary specific to local municipalities within the District. Even though the District is strategically positioned with a Coast-side and Mountainous inlands, there remains a lot of potential to explore the area and develop the Tourism sector.

The District has embarked on the development of a Tourism Sector Plan, as a way to create a framework for implementing a collection of initiatives or programmes under one umbrella to grow regional development and assist in economic development of the region through tourism.

The **third service delivery priority for LED** is:

- ✦ *the development of the District Tourism sector through the provision of infrastructure for a sustainable Tourism Industry that will in turn contribute to the District's economy.*

Measures taken to improve performance and the major efficiencies achieved by your service during the year:

## 1. ANDM GRAIN PRODUCTION MASTERPLAN

In response to the gaps identified in the Agricultural sector in the region; and in response to the high potential identified in ANDM for the production of maize, the District has embarked on a "Grain Production Masterplan". The document serves as the masterplan for the development of the grain industry in the District. It is an investment attraction tool, giving a comprehensive report on the areas with high yield potential, and also gives recommendations as to how the value-chain can be exploited; from production to markets.

Through this document, the District is in a position to make informed decisions regarding areas that can produce the best yield for commercial farming purposes.

## 2. GRAIN PRODUCTION

The Grain Production Programme is in response to the Grain Production Masterplan. The overall objective of the programme is to increase the level of production within the agricultural sector, in order to increase food security and sell the production surplus.

In the current period, ANDM identified (200) hectares of land for crop production. Communities provide the land and labour to the initiative, to ensure that assistance is provided to them for a limited amount of time; enough to ensure that there is a level of skills transfer. The grain produced in this programme is mainly for subsistence farming purposes as it is a food security programme.

## 3. POVERTY ALLEVIATION PROGRAMME

ANDM has embarked on a Poverty Alleviation Programme, designed to intervene at a socio-economic level by providing small scale support to emerging projects and cooperatives/SMMEs which demonstrate potential to grow into better and more established business entities.

The District set aside financial resources in order to finance the needs of each project or cooperatives which have formally communicated required support for their respective project venture. This is an intervention that forms part of the foundation for the further development and mentorship of projects and SMMEs that will translate into sustainable business ventures; thus creating employment and reducing the District's poverty levels. 13 initiatives were supported through this programme.

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Economic Activity by Sector			
R '000			
Sector	Year -1	Year 0	Year 1
Agric, forestry and fishing	2	1.5	1.5
Mining and quarrying	6	5	2
Manufacturing	56	58	63
Wholesale and retail trade	45	51	52
Finance, property, etc.	51	48	52
Govt, community and social services	23	25	25
Infrastructure services	34	38	41
<b>Total</b>	<b>217</b>	<b>226.5</b>	<b>236.5</b>
T3.11.2			

Economic Employment by Sector				Jobs
Sector	Year 1	Year -1	Year 0	Year 0
	No. (14/15)	No. (12/13)	No. (13/14)	ANDM TOTAL POPULATION = 801 344 ANDM EAP = 40% of total population
Agric, forestry and fishing	43 223	32 418	38 465	EAP = 320 538
Mining and quarrying	10 806	8 104	9 616	
Manufacturing	36 019	27 015	32 054	
Wholesale and retail trade	54 029	40 522	48 081	Year -1 ANDM TOTAL POPULATION = 900491 ANDM EAP = 30% of total population
Finance, property, etc.	25 214	16 209	22 438	
Govt, community and social services	97 252	75 641	89 751	EAP = 270 147
Infrastructure services	25 214	18 910	19 232	
Other/Unspecified	68 437	51 328	60 902	Year 1 ANDM TOTAL POPULATION = 900486 ANDM EAP = 40% of total population EAP = 360 194
<b>Total</b>	<b>360 194</b>	<b>270 147</b>	<b>320 538</b>	
T3.11.3				

## LOCAL JOB OPPORTUNITIES:

The Alfred Nzo District is characterised by low levels of employment and a high percentage of people who are not economically active. This in turn accounts for the high poverty levels and low income levels.

With regards to the District's Gross Value Add (GVA) related to employment opportunities by sector:

Government Services are the largest contributor to the ANDM Employment Sector; showing that that District's economy is heavily reliant on this sector. It contributes approximately 28% of the Gross Value Adding (GVA) in the District.

Other sectors that play a noticeable contribution to the District's GVA include the Wholesale/Retail sector at 15%, Agriculture, Forestry and Fishing at 12% and the Manufacturing sector at 10% of total GVA.

Manufacturing Sector Expansion Potential

Agriculture (Grain Masterplan)

Forestry Expansion (27 000 ha to be developed)

Jobs Created during Year 1 by LED Initiatives (Excluding EPWP projects)				
Total Jobs created / Top 3 initiatives	Jobs created	Jobs lost/displaced by other initiatives	Net total jobs created in year	Method of validating jobs created/lost
	No.	No.	No.	
Total (all initiatives)				
Year -1				
Year 0				
Year 1				
Initiative A (Year 1)				
Initiative B (Year 1)				
Initiative C (Year 1)				
T3.11.5				

(We do not have a tool that we use to measure jobs created through led initiatives at the moment)



# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## Financial Performance Year 0: Local Economic Development Services

R'000

Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120.00	125.00	100.00	95.00	-32%
Expenditure:					
Employees	604 126.32	1 589 595.85	1 481 662.29	1 428 737.79	-11%
Repairs and Maintenance	25.00	244.00	250.00	248.00	2%
Other	45.00	244.00	250.00	248.00	2%
Total Operational Expenditure	604 196.32	1 590 083.85	1 482 162.29	1 429 233.79	-11%
Net Operational Expenditure	604 076.32	1 589 958.85	1 482 062.29	1 429 138.79	-11%

Capital Expenditure Year 1: Economic Development Services					
R' 000					
Capital Projects	Year 1				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	260	326	378	31%	
Project A	100	130	128	22%	280
Project B	80	91	90	11%	150
Project C	45	50	80	44%	320
Project D	35	55	80	56%	90
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					T3.11.10

# ALFRED NZO

2024/25 Financial Performance Report



# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Financial Performance Year 0: Child Care; Aged Care; Social Programmes						R'000
Details	Year - 1	Year 0				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget	
Total Operational Revenue	120.00	125.00	100.00	95.00	-32%	
Expenditure:						
Employees	2 836 729.48	2 740 582.73	2 566 329.19	2 419 750.81	-13%	
Repairs and Maintenance	25.00	244.00	250.00	248.00	2%	
Other	45.00	244.00	250.00	248.00	2%	
<b>Total Operational Expenditure</b>	<b>2 836 799.48</b>	<b>2 741 070.73</b>	<b>2 566 829.19</b>	<b>2 420 246.81</b>	<b>-13%</b>	
<b>Net Operational Expenditure</b>	<b>2 836 679.48</b>	<b>2 740 945.73</b>	<b>2 566 729.19</b>	<b>2 420 151.81</b>	<b>-13%</b>	
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					T 3.14.5	

Capital Expenditure Year 1: Child Care; Aged Care; Social Programmes						R' 000
Capital Projects	Year 1					
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value	
Total All	260	326	378	31%		
Project A	100	130	128	22%	280	
Project B	80	91	90	11%	150	
Project C	45	50	80	44%	320	
Project D	35	55	80	56%	90	
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T3.56.6	

Special Programmes Unit is a located in the office of the Executive Mayor and is responsible for mainstreaming and advocating for previously disadvantaged groups, i.e. child care, youth, gender, older persons, people with disability and HIV & Aids. Special Programmes coordinates and implement municipal programmes related to the vulnerable groups. The unit advise the municipality in policy development and other strategic documents and programmes to favour the above mentioned groups.

# ALFRED NZO

2017/18 Annual Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## E: ENVIRONMENTAL PROTECTION

An Environmental Management Framework (EMF) can be defined as a study of the biophysical and socio-cultural systems of a geographically defined area to reveal where specific land uses may be best practiced and to offer performance standards for maintaining appropriate use of such land. It serves as a blueprint that will guide government's strategic and spatial planning, to ensure that sustainability is attained and resources optimised. An EMF also serves as a guide to ensure that there is compatibility between plans and the state of the environment to allow for the integration of environmental management measures into the plans. An EMF is part of a suite of Integrated Environmental Management (IEM) tools that can be used to support informed decisions regarding the management of the impacts on the environment that can arise out of human activities and development. An EMF also functions as a support mechanism in the Environmental Impact Assessment (EIA) process in the evaluation and review of the development applications as well as informs decision making regarding land-use planning application.

### 3.13. POLLUTION CONTROL

- ✦ *Climate Change vulnerability assessment-the assessment was completed and vulnerability maps were completed.*
- ✦ *Integrated Waste Management Plan- this plan has not been completed but workshops with different stakeholders were conducted.*
- ✦ *Water Safety Plan-this plan was completed and adopted by council. The plan assist in ensuring that the municipality provide clean drinking water to its communities.*
- ✦ *Project Steering committees were established to ensure that these projects are a success and are adressing the pollution problems that are facing Alfred Nzo District Municipality.*
- ✦ *with climate change vunerability assessment, a climate change committee was established and this committee ensured that a climate change summit is hosted where different stakeholders were invited to participate in incoperating the climate change issues into the planning of the municipalities within Alfred Nzo District Municipality.*
- ✦ *With integrated waste management plan, an awareness was done to stakeholders on how to manage waste. This led to schools taking an initiative in managing waste as such there were request from certain schools for supply of waste receptacles but only one school benefited from this because the municipality did not have enough budget to assist the schools.*

N/a- air quality function was delegated to DEDEA and therefore the statistics can be sourced from DEDEA

There were four capital projects that were planned for ANDM pollution control but only one capital project was implemented and that was Mt Frere Waste Buyback Center. The other three capital projects were Matatiele Waste Buyback Center, Ntabankulu Waste Buyback Center and Mbizana Waste Buyback Center were not implemented due to limited financial resources even the Mt Frere Waste Buyback Center was funded by the municipality of Ostersund in Sweden through a partnership that Alfred Nzo District Municipality had with it.

### 3.14. BIO-DIVERSITY & LANDSCAPE

This is the competency of the Local Municipalities, the district only assist in facilitating funds for the implementation of projects relating to this component.

#### 1. SOURCE FUNDING FOR MATATIELE LOCAL MUNICIPALITY:

source funding for Matatiele Nature Reserve and Ecotourism Gateway Complex. This application was successful and the project is already under implementation. Department of Environmental Affairs funded the project with R7000 000.00.

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 2.SOURCE FUNDING FOR UMZIMVUBU LOCAL MUNICIPALITY:

Source funding for Umzimvubu street cleaning and beautification. The application to Department of Environmental Affairs for this project was successful and the project was funded with R15 174 184.00

## 3.SOURCE FUNDING MBIZANA LOCAL MUNICIPALITY-

Source funding for establishment of Mthamvuna Nature Reserve. The The application to Department of Environmental Affairs for this project was successful and the project was funded with R10 000 000.00

These projects are assisting the communities residing in these Local Municipalities in securing job opportunities and being able to earn a living. The project conditions are that they should be implemented using the EPWP.



# ALFRED NZO

2019 | 2024 | 2029 | 2034 | 2039

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## F: HEALTH

Note: Recent legislation includes the National Health Act 2004.

As per the National Health Act 63 of 2004, the Municipal Health Services are a responsibility of the district municipalities and metropolitan municipalities.

This then assisted the ANDM to incur and take over this function from the national and provincial governments. It is on this basis that even the National Treasury is funding the district municipalities to carry out this function through the ES under Community Services.

The organogram of ANDM is taking care of the function, although there should be improvement and compliance based on the World Health Organisation's norms and standards that each EHP should service 10,000 population

### 3.15. MUNICIPAL HEALTH SERVICES

(The programme has been renamed Municipal Health Services as per the legislated scope of practice of 2009)

#### BUILD-UP WORLD ENVIRONMENTAL HEALTH DAY SUMMIT

Availability and representation of the International Federation of Environmental Health (IFEH), All Africa Congress on Environmental Health, South African Institute of Environmental Health (SAIEH) with presentations that were relating to other countries complementing what we're doing in this district.

The Health Profession's Council of South Africa (HPCSA), National Department of Health, National South African Local Government Association (SALGA), was also represented in the summit, and they were indicating the important step done by the Executive Mayor and her MM, in implementing the service (MHS) in the district.

#### FOOD SAFETY & AWARENESS

Good governance: food safety and awareness programmes was championed by councillors, and since the function is new to district municipalities, this assisted them in understanding and accounting for the function that has no been their responsibility

#### WATER QUALITY MONITORING

Ensuring that the water consumed by our communities is potable, and complies with SANS 0241, by taking and analysing (on-site) water samples

#### HEALTH SURVEILLANCE OF PREMISES

Evaluation/ inspection of businesses (rural & urban), all government premises as required by law, and there has been a remarkable change in the maintenance of government institutions (with specific reference to clinics and schools). Even with the business world, a very remarkable improvement has been noticed.

#### AIR QUALITY MONITORING

ANDM is embarking on strategies to mitigate and adapt to effects of Climate Change, and out of this workshops and trainings are being held to put the EHPs on par with the advantages and disadvantages of adverse conditions of climate change and what are the deadly effects thereof. It also capacitates EHPs on the do's and don'ts for mitigation and prevention.

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## ENVIRONMENTAL HEALTH AWARENESS

Prevention of communicable diseases, resulting from the processes of exhumation and interment of dead bodies, is done through environmental health awareness.

### 3.15.1. SERVICE STATISTICS FOR MUNICIPAL HEALTH SERVICES

#### ENVIRONMENTAL HEALTH AWARENESS:

423 awareness programmes conducted

#### HEALTH SURVEILLANCE OF PREMISES:

1043 businesses & government institutions inspected and reports discussed with relevant authorities

#### WATER QUALITY MONITORING:

581 samples taken and analysed

1 build-up on WEHD Summit (district event)

#### MHS Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	2013/14		2014/15		2015/16	16/17		
		Target	Actual	Target	Actual	Target	*Current Year	*Current Year	*Following Year
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Ensure that a comprehensive municipal health service package is rendered throughout the district									
Water Quality Monitoring  To reduce prevalence rate of water borne related illnesses through water quality monitoring	To monitor the quality of water supplied to the communities by ANDM through taking, analysis & reporting of water samples	336	581	336	744	-			
	Awareness campaigns conducted to areas that have been identified not to have potable water supplies	100% of areas without potable water	388 samples did not comply and immediate awareness was conducted	100%	408				
Food Control & Safety - To monitor	Number of food safety awareness	408	423	408	408				

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

MHS Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	2013/14		2014/15			2015/16	16/17	
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
quality of food that reach ANDM consumers - To reduce rate of food borne disease outbreaks	campaigns conducted Number of food samples taken, analyzed and communicated  Certificate of Acceptability issued to qualifying food businesses	769  70	40 (chemical analysis)  87						
Health surveillance of premises  To ensure that food and non-food businesses, schools, and govt buildings are evaluated and monitored	Number of businesses, and govt institutions inspected	900	1043	900	420				
Surveillance & prevention of communicable diseases -Ensure that communicable diseases within Alfred Nzo are effectively prevented, and even the cross-boundary issues are properly addressed	Number of awarenesses conducted on prevention and control of communicable diseases.	408	423	408	408				
Epidemiological surveillance of diseases									
Disposal of the dead	Number of awarenesses on disposal of the dead	408	423	408	408				

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Employees: Municipal Health Services					
Job Level	Year -1	13/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0	0%
4 - 6	19	25	19	0.6	24%

Financial Performance Year 0: Municipal Health Services					
R'000					
Details	2012/13	2013/14			Variance To Budget
	Actual	Original Budget	Adjustment Budget	Actual	
Total Operational Revenue	15,156	17,414(Mhs Es)		17,404 (Mhs Es) 4,202 (Ecdoh)	%
Expenditure:					
Employees	6,500	8,500	8,500	7,429	14,4%
Repairs And Maintenance	-	-	-	-	%
Other	4,000	5,500	5,000	4,358	26%
Total Operational Expenditure	10,500	14,000	13,000	11,787	18,8%
Net Operational Expenditure					%

Capital Expenditure Year 0: Municipal Health Services					
R' 000					
Capital Projects	13/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	200	150	148	26%	
Purchase of water sampling kits	200	150	148	26%	200

The capital projects are majorly the procurement of sampling equipment which is assisting on on-site sampling and quick analysis of water samples. As time goes by there will be need for a fully-fledged mini laboratory which will need accreditation for the institution to sample and analyse even food samples. This will also reduce costs and on transporting the samples to Cape Town and Johannesburg and at the same time minimize the risks of having a tangible result

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## G: SECURITY AND SAFETY

**The functions that are carried out by ANDM are Fire and Rescue Services, and Disaster Risk Management.** These are carried out following the legislative mandate set out in *the Disaster Management Act and Fire Services Act*

### 3.16. FIRE AND RESCUE SERVICES

Fire and Rescue Services is a unit under Community Development Services Directorate Services Directorate, responsible for ensuring the safety of ANDM community and visitors by; providing effective emergency response services and quality prevention and education programmes that will minimize the loss of life and property resulting from fires and other emergency situations.

The Fire and Rescue Service Unit is organized into four divisions. Each division has functional Sections which are responsible for the accomplishment of specific functional goals and objectives.

#### 3.16.1. THE DIVISIONS FIRE AND RESCUE SERVICES

##### MANAGEMENT & ADMINISTRATION

The Management and Administration division is responsible for all management and administrative functions in Fire and Rescue Services unit. It is therefore responsible for budget management and control thereof, human resource management, establishing organizational principles and processes and providing motivation and discipline. Furthermore, the monitoring and management of performance and risk management are key functional roles of the division so as to ensure excellence of service delivery and a safe and healthy environment for all communities.

##### OPERATIONS

The Operations Division is responsible for fire suppression and rescue and is the backbone of the Fire and Rescue Service. The key objective of the division is to ensure that the Fire and Rescue Service is always prepared to provide a 24 hour uninterrupted fire and rescue response to all members of the community. Functions include fire suppression, technical rescue, hazardous materials, and urban search and rescue and disaster response services, operational risk familiarization and public fire education in partnership with other service divisions. This division also include Fire and Rescue service communications – dispatch services.

- ✦ The Communication Control Centre has handled 2252 emergency and non-emergency calls and dispatched response vehicles to 529 incidents.
- ✦ Through utilization of relevant resources the Fire and Rescue services has promptly respond to 529 fire related incidents, saving lives and property thus, ensuring stability in the district economy.

##### SAFETY & SUPPORT SERVICES

The Safety and Support Services Division is primarily responsible for the achievement of the department's fire prevention, fire cause determination and fire protection strategies. It is also responsible for ensuring that all support services relating to the provision of a fire and rescue service are provided in a manner that contributes to the rendering of an effective service.

- ✦ 180 occupancies have been inspected resulting into the registration of 56 flammable liquid and hazardous chemical handling sites and production of reports thereof.
- ✦ Out of 56 building plans that were scrutinized, 40 were approved and 16 rejected pending noncompliance.

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## IN-HOUSE AND PUBLIC TRAINING

The Training section is primarily responsible for the professional and continual skills development of firefighters and for public fire education to achieve preparedness objectives.

- Through extensive public education, public awareness programs and continuous training of fire fighters, the municipality has managed to reduce the impact of fire related incidents by 60% in 2013/14 financial year.

District Fire Service Data					
	Details	Year 12/13	Year 13/14		Year 14/15
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Total fires attended in the year	809	600	398	600
2	Total of other incidents attended in the year	239	200	131	200
3	Average turnout time - urban areas	10 min	7 min	10 min	7 min
4	Average turnout time - rural areas	30 min	45 min	30 min	45 min
5	Fire fighters in post at year end	54	54		53
6	Total fire appliances at year end	7	11	11	14
7	Average number of appliance off the road during the year	2	2	1	2

90% of the response time as stipulated in SANS 10090 was achieved in the financial.

Employees: Fire Services					
Job Level	Year -1	Year 0			
Fire Fighters	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Fire Officer & Deputy					
Other Fire Officers					
0 - 3	1	1	1	0	0%
4 - 6	8	20	12	8	40%
7 - 9	38	96	38	58	60%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	47	117	51	66	56%

Procurement of responding fire-fighting engines (trucks) and equipment has been with hiccups, as the allocated budget could not be used on time. The process of procuring a fire engine from issuing an order to the delivering the asset takes about 12 months (and that is way above the fiscal year) so it becomes very difficult for the payments to be made within the same year. This puts us in a very difficult situation of under-spending whereas the budget was supposed to have been spent within the same period.

This then puts us in a corner when it comes to service delivery as we cannot render a seamless service if we don't have the material resources to operate.

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.17. DISASTER MANAGEMENT

Alfred Nzo District Municipality Disaster Risk Management Unit is responsible for an integrated institutional capacity for disaster risk management, risk assessment, risk reduction, response and recovery, this forms part of our endeavors aimed at sustainable communities.

Disaster risk management is a multi-disciplinary, multi-sectoral integrated and uniform process of planning that focuses on the prevention and reduction of risk of disasters, mitigating their severity, ensure emergency preparedness and also provide for the rapid response to disasters and post-disaster recovery.

Here are the projects for the year under review (2013/2014):

KPA	PROGRAMS (2013/2014 Financial Year )
Integrated institutional for disaster risk management	Capacitation of the District Disaster Advisory Forum Members ( 05-06 September 13) Establishment of Local Disaster Management Advisory Forums (Matatiele, Ntabankulu July to August 2013) Skills Development Program in Disaster Management for Officials and councilors June 2013 to October 2013 Training of Disaster Management Volunteers Training (09-11 December 13) Establishment of Ward Based Disaster Management Reps (Nov – Dec 13 at Umzimvubu and Ntabankulu) Sitting of the District Disaster Management Advisory Forum (04 March 14)
Disaster Risk Reduction	Adoption of the ANDM Disaster Risk Management Policy Framework – July 13
Disaster Response and Recovery	Procurement of relief material Responding to Hailstorm disaster at Ntabankulu

### SERVICE STATISTICS FOR DISASTER MANAGEMENT

TYPE OF INTERVENTION	NUMBER
Declared disasters	1
Households assisted with disaster relief material	934
Awareness campaigns	21
Capacity building/training (number of beneficiaries)	50
Institutional capacity (advisory forum)	2
Disaster risk plans developed (Disaster Risk Management Plan, Disaster Management Policy Frame work and Risk Assessment)	3

### Employees: Disaster Management

Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	3	0	3	100%
4 - 6	1	3	1	0	0%
7 - 9	7	15	7	8	53%

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Financial Performance Year 0: Disaster Management, Animal Licencing and Control, Control of Public Nuisances, Etc					
Details	Year -1	Year 0			R'000
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
<b>Total Operational Revenue</b>	-	-	-	-	0%
Expenditure:					
Employees	10 237 983.84	3 716 088.46	2 744 635.65	2 070 231.11	-80%
Repairs and Maintenance	-	-	-	-	0%
Other	-	-	-	-	0%
<b>Total Operational Expenditure</b>	10 237 983.84	3 716 088.46	2 744 635.65	2 070 231.11	-80%
<b>Net Operational Expenditure</b>	10 237 983.84	3 716 088.46	2 744 635.65	2 070 231.11	-80%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					T 3.22.5

On the current year (13/14) we were struck by a tornado in almost 50% of the district. This brought a business unusual type of a scenario. Despite that, we did not over-spend, but the fleet that was not very new was affected very negatively. As a result now we have a situation that needs replacement of all the fleet that is used for response and recovery. Incidentally it needs to be noted that the same fleet is used for the mitigation of disasters, as well.

The district municipal area is a very prone place for disasters, so it needs all of us to plan ahead and prevent/ mitigate disasters (as this will assist in curbing unnecessary expenditures)

# ALFRED NZO

2014/15 Annual Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## H1: SPORT AND RECREATION

According to the municipal key performance area this unit belong to Good Governance and Public Participation, it directly involve members of the communities on heritage issues, community sport development and development of arts and culture.

### 13.18. HERITAGE AND MUSEUMS

Develop, protect and promote heritage site

#### ARTS AND CULTURE

Facilitate the establishment and functioning of Cultural centres

#### SPORTS AND RECREATION

Facilitate the development of sport and recreational facilities

### 3.19. SPORT AND RECREATION

#### 3.19.1. SERVICE STATISTICS FOR SPORT ARTS CULTURE RECREATION AND HERITAGE

##### HERITAGE AND MUSEUM:

- ✚ 1 commemoration of fallen heroes conducted,
- ✚ 1 Khananda Hill monument has been erected.
- ✚ 1 Alfred Nzo memorial lecture conducted
- ✚ 1 O.R. Tambo memorial lecture conducted

##### ARTS AND CULTURE:

- ✚ 1 district cultural activity conducted
- ✚ 1 Alfred Nzo Choral music conducted

# ALFRED NZO

2014-2015-2016-2017-2018-2019

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## SPORT AND RECREATION:

- ✚ 14 women participated in National Spar Netball Championship
- ✚ 174 Alfred Nzo young men and women participated in Provincial Eastern Cape SALGA games.
- ✚ 6 young men participated in international world karate tournament

SACR&H Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	13/14		14/15		-	-		
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
To co-ordinate SACR & H at a district level and to ensure that these services go uninterrupted and smoothly.									
Heritage and museum	Number of commemoration	4	4	3	1	3			
Sport and recreation	Number of sport programmes conducted	3	3	3	3	4			
Arts and culture	Number of cultural activities conducted	1	1	1	1	1			

The component of SACRH is focusing mainly in coordinating and facilitating the development of sport and recreation, arts and culture, heritage and museum. The target major task is to develop heritage route that link all heritage sites within the district. Identify and develop undeveloped heritage sites within the district. Expose and develop the district youth on sport and recreation and arts and culture programmes. As the district is playing a co-ordination and facilitation role there is a challenge with regard to specific budget, this is based on the primary mandate of the entire municipality.

# ALFRED NZO

2014/15 Annual Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## H2: CUSTOMER CARE AND (ISD)

### ISD & CUSTOMER CARE PUBLIC EDUCATION AND COMMUNITY AWARENESS PROGRAMME

- ✦ This is where we ensure that our customers know exactly what service standards are expected from us to them
- ✦ This also informs them on what to do should they not receive the set standards
- ✦ It includes the workforce of the district municipality, hence the staging of a customer care day (where we ensure that all our councilors and workers are informed of what they are worth)

### CUSTOMER CARE CENTRE MARKETING

- ✦ Inform ANDM Communities about ANDM and its Services, and the use of customer care line through roadshows

### BATHO PELE CHAMPIONSHIP PROGRAMME

- ✦ Formally introduce ANDM Batho Pele Championship Programme
- ✦ Formulate and launch the Championship Committee
- ✦ Promote the culture of practical application of Batho Pele Principles by all ANDM Service Units

### DEVELOPMENT AND IMPLEMENTATION OF ISD GUIDELINES

- ✦ Develop draft ISD guidelines

### PROMOTION OF A CRIME FREE DISTRICT THROUGH CRIME AWARENESS PROGRAMMES

- ✦ District Community Safety Forum launched
- ✦ 4 Local CSF formulated and operational

### 3.20.1. CC & ISD SERVICE STATISTICS FOR CC & ISD

- ✦ 1 Customer Care Day held for all ANDM Councillors and workers
- ✦ 3 Customer Care Line road-shows in all 4 LMs as a customer care line marketing strategy
- ✦ 4 Local Community Safety For a formulated with structured safety plans
- ✦ 1 District Community Safety Forum launched and signed off by the 4 LMs and ANDM
- ✦ 1 District CS Plan formed

#### Employees: CC & ISD

Job Level	12/13		13/14		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	16	20	16	1	20%

The customer care upgrade system is the route that needs to be taken to put the already existing system into a higher level, as the one we have now has been introduced as we initiated the customer care centre in 2012. The cost for the upgrade was supposed to be R2,500,000.00, but due to budgetary limitations we could not afford the system in its entirety hence we need to procure as such

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## I: CORPORATE POLICY OFFICES AND OTHER SERVICES

The responsibilities of the department include;

- ✦ *Human Resource Management which is responsible for providing management and staff with quality human resource support including career and compensation management, labour relations management and employee wellness*
- ✦ *Human Resource Development which includes assisting new entrants into the labour market (NSDS), training and development of staff, Councillor Development and community empowerment.*
- ✦ *Legal Services which includes all legal related matters of the whole Municipality such as litigation, contract management, advisory services, debt recovery, by law development and disciplinary proceedings.*
- ✦ *Administrative Support*
- ✦ *Information and Communication Technology (ICT)*

### 3.21. FINANCIAL SERVICES

#### Employees: Financial Services

Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	6	9	7	1	11%
4 - 6	14	21	13	6	29%
7 - 9	35	44	35	9	20%
10 - 12	11	17	11	6	35%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	66	91	66	22	24%

#### Financial Performance Year 0: Financial Services

R'000

Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					0%
Expenditure:					
Employees	4 359 884.07	24792787	21 740 582.00	15 306 130.45	-62%
Repairs and Maintenance	-	0	0	-	0%
Other	-	0	0	-	0%
Total Operational Expenditure	4 359 884.07	24792787	21740582	15 306 130.45	-62%
Net Operational Expenditure	4 359 884.07	24792787	21740582	15 306 130.45	-62%

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## Financial Performance Year 0: Financial Services

R'000

Details	Year -1	Year 0			Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.25.5

## 3.22. HUMAN RESOURCE SERVICES

ANDM Human Resources Management and Development Division is responsible for the following:

- ✦ 1. Employee Health and welfare through the implementation of a sustainable Integrated wellness Programme.
- ✦ 2. to ensure that a fully compliant to legislation IPMS and EPMS is implemented and monitored
- ✦ 3. Promotion of sound labour relations and employee welfare
- ✦ 4. Development and review of policies and implementation of collective agreements as signed.
- ✦ 5. Review and adoption of the Organisational structure and organizational development strategies implemented in terms legislation.
- ✦ 6. Implement personnel management and payroll management.
- ✦ 7. Implement and coordinate the capacity building and training of employees and Councillors.
- ✦ 8. implement graduate and non-graduate support programmes for ANDM Youth

### 3.22.1 SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

#### ACHIEVEMENTS:

- ✦ Integrated Employee Wellness Programme - 60 Counselling, follow ups Treatment and referral done at IDMS Technical Services. 120 consultations and referrals done for employees. 30 OHS inspections done on ANDM sites
- ✦ Policy development and review - All 23 CPS policies were adopted by council on the 30 May 2014
- ✦ Employment Equity Plan implementation – The ANDM Employment Equity Plan was reviewed and adopted. The annual Employment Equity Report was submitted to the Department of Labour in January 2014.
- ✦ Retention and Succession planning of staff - Adoption of retention strategy on the 30 May 2014
- ✦ Performance Management System - Performance contracts were signed by senior managers, level 2&3 managers
- ✦ Performance assessment for level 2&3 managers were conducted for midterm
- ✦ Review and adoption of the organizational structure -1 Reviewed organisational structure was adopted on the 30 May 2014.
- ✦ Coordination of all training and development programmes - Ten Trainings were conducted for 10 councilors and 46 employees as beneficiaries
- ✦ District Job Evaluation Unit was established
- ✦ External Bursary Scheme - 7 students were registered at tertiary institutions to study.

#### Human Resource Services Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	2013/2014		2014/2015		2015/2016	2016/2017		
		Target	Actual	Target	Actual	Target	Target	Target	
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Following Year	
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
number of employ	100% implementation of	100% implementation	100% implementation of	100% implementation	100% implementation of	100% implementation	100% implementation of	100% implementation	100% implementation

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Human Resource Services Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	2013/2014		2014/2015		2015/2016	2016/2017		
		Target	Actual	Target		Actual	Target		
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Employees and councillors trained	the WSP	of the WSP	the WSP	of the WSP	the WSP	of the WSP	the WSP	of the WSP	of the WSP
Improving speed of payroll administration to ensure that efficient and effective payroll administration	Commencement of the payroll monthly payroll adjustments within the prescribed time frames.	Payroll Monthly adjustment are received monthly as per prescribed schedule of payroll processing	Commencement of the payroll monthly payroll adjustments within the prescribed time frames.	Payroll Monthly adjustment are received monthly as per prescribed schedule of payroll processing	Commencement of the payroll monthly payroll adjustments within the prescribed time frames.	Payroll Monthly adjustment are received monthly as per prescribed schedule of payroll processing	Commencement of the payroll monthly payroll adjustments within the prescribed time frames.	Payroll Monthly adjustment are received monthly as per prescribed schedule of payroll processing	Payroll Monthly adjustment are received monthly as per prescribed schedule of payroll processing
improve compliance with adopted policies and collective agreements	100% legal complaint policies and Collective Agreements	100% legal complaint policies and Collective Agreements	100% legal complaint policies and Collective Agreements	100% legal complaint policies and Collective Agreements	100% legal complaint policies and Collective Agreements	100% legal complaint policies and Collective Agreements	100% legal complaint policies and Collective Agreements	100% legal complaint policies and Collective Agreements	100% legal complaint policies and Collective Agreements
Training of unemployed graduates	Number of graduates	x graduates trained	x people trained	x people trained	x people trained	x people trained	x people trained	x people trained	x people trained

Employees: Human Resource Services					
Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	2	2	3	0	0%
4 – 6	10	12	9	6	50%

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Employees: Human Resource Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
7 – 9	3	6	3	3	50%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	15	20	15	9	45%

Financial Performance Year 0: Human Resource Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					0%
Expenditure:					
Employees	2 411 979.26	6 169 750.09	6 083 587.64	4 943 124.66	-25%
Repairs and Maintenance	-	-	-	-	0%
Other	-	-	-	-	0%
Total Operational Expenditure	2 411 979.26	6 169 750.09	6 083 587.64	4 943 124.66	-25%
Net Operational Expenditure	2 411 979.26	6 169 750.09	6 083 587.64	4 943 124.66	-25%

## ACHIEVEMENTS:

- ✚ Organogram approved by the Council on the 30 May 2014
- ✚ Performance agreements for all section 56 managers.
- ✚ ANDM developed and adopted a workplace skills plan for the 2014/15 financial year.

## 3.23. INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES

- ✚ 1. ICT Infrastructure Assessment
- ✚ 2. Hardware and software evaluation
- ✚ 3. Improve operational efficiency and ICT diversity management
- ✚ 4. Assist municipality in making informed decisions when procuring systems/technology specifications to meet current and planned requirements
- ✚ 5. Provide guidance and information on proposed standards

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.23.1. ICT STRATEGY IMPLEMENTATION

### SOFTWARE MAINTENANCE

Microsoft and Cibex licenses were updated

### HARDWARE MAINTENANCE

Additional space was added to the VMWare and network points were added in Mbizana DMC, Network Infrastructure was put in place in Cedarville Revenue Office

### COMPUTER CENTRE

4 ICT centres are in place in Mbizana ; Mount Ayliff; Matatiele and Ntabankulu, Internet access will be implemented by DSRAC

### ICT GOVERNANCE IMPLEMENTATION (POPI AND CGICTGF)

Monitoring of the ICT Environment to reduce downtime for all Systems

ICT Services Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	Year 3		
		Target	Actual	Target	Actual	Target	Target	Target	Target
Service Indicators		*Previous Year		*Previous Year	*Current Year		*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
upgrade and maintain software licenses for uninterrupted ICT Services	100% of Software Applications and Systems License Renewals	100% of Software Applications and Systems License Renewals	100% of Software Applications and Systems License Renewals	100% of Software Applications and Systems License Renewals	100% of Software Applications and Systems License Renewals	100% of Software Applications and Systems License Renewals	100% of Software Applications and Systems License Renewals	100% of Software Applications and Systems License Renewals	100% of Software Applications and Systems License Renewals
To establish four (4) Computer centers that will enhance targeted communities ICT knowledge and access	Establishment of four (4) ICT Centres	ICT Centres in place for Mbinza, Ntabankulu, Mt Frere and Matatiele	ICT Centres in place for Mbinza, Ntabankulu, Mt Frere and Matatiele	n/a	n/a	n/a	n/a	n/a	n/a

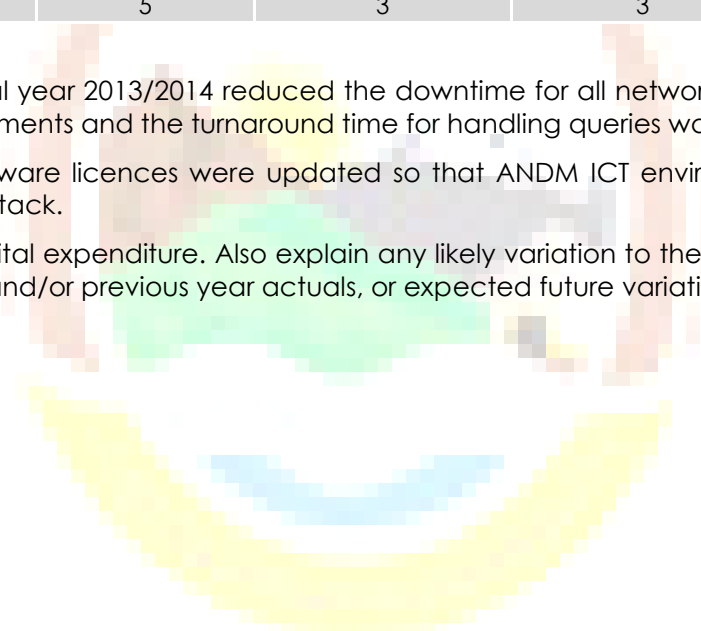
# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Employees: ICT Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	2	1	0	0%
4 - 6	2	2	2	2	100%
7 - 9	0	1	0	1	100%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	2	5	3	3	60%

ICT Division for the financial year 2013/2014 reduced the downtime for all networks and network support was provided to all departments and the turnaround time for handling queries was reduced.

All the hardware and software licences were updated so that ANDM ICT environment is secured and protected from external attack.

for net operating and capital expenditure. Also explain any likely variation to the total approved project value (arising from year 1 and/or previous year actuals, or expected future variations).



ALFRED NZO  
 2014 Financial Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 3.24. PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

### 3.24.1. RISK MANAGEMENT

Alfred Nzo District Municipality has been established Risk Management processes for identification, analysing & evaluating, monitoring and communication of risks. Integrated Risk Management Framework was also established to guide operation of risk management practises across of the municipality. Municipal wide Risk Assessment was also conducted to identify high risk areas and also for the preparation of Risk Based Internal Audit Plan. Risks registers were also compiled based on the outcomes of the risk assessments.



# ALFRED NZO

2019/2020 Annual Report

## *J: MISCELLANEOUS*

---

This component includes: the provision of Airports, Abattoirs, and Forestry as municipal enterprises.



# ALFRED NZO

2019/2020 Annual Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## K: ORGANISATIONAL PERFORMANCE SCORECARD

### 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;	738	441	59,8%	
2	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	7	5	71,4%	
3	Percentage of Section 57 Managers including Municipal Managers who attended at least 1 skill development training course within the FY	5	1	20%	
4	Percentage of Managers in Technical Services with a professional qualification	Planners, Technicians Engineers			
5	Level of PMS effectiveness in the DM – (DM to report)				
6	Level of effectiveness of PMS in the LM – (LM to report)				
7	Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term	738	738	100%	
8	Percentage of councillors who attended a skill development training within the current 5 year term (For 2013-2014)	80	43	53,7%	
9	Percentage of staff complement with disability	738	5	0,7%	
10	Percentage of female employees	738	428	58%	
11	Percentage of employees that are aged 35 or younger	738	398	54%	
12	Adoption and implementation of a District Wide/ Local Performance Management System	60	60	100%	

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## BASIC SERVICE DELIVERY PERFORMANCE HIGHLIGHTS

Annual performance as per key performance indicators in water services

	Indicator name	Total number of household 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	178 347	103 790	23413	78632	
2	Percentage of indigent households with access to free basic potable water	7741	99715	23413	78632	
3	Percentage of clinics with access to potable water	65				
4	Percentage of schools with access to potable water	883				
5	Percentage of households in formal settlements using buckets	N/A				

Annual performance as per key performance indicators in sanitation services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households with access to sanitation services	178 347	59 351	18 786	79773	
2	Percentage of indigent households with access to free basic sanitation services	66415	98574	18786	79773	
3	Percentage of clinics with access to sanitation services	65				
4	Percentage of schools with access to sanitation services	883				

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## LOCAL ECONOMIC DEVELOPMENT

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	Fully fledged unit	100%	100%
2	Percentage of LED Budget spent on LED related activities.			
3	Existence of LED strategy	THE INFORMATION SHOULD BE REFLECTED IN A NARRATIVE FORM		
4	Number of LED stakeholder forum meetings held			
5	Plans to stimulate second economy			
6	Percentage of SMME that have benefited from a SMME support program			
7	Number of job opportunities created through EPWP	for LED projects		
8	Number of job opportunities created through PPP			

## 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			
		Target set for the year (35%) R(000)	Achievement level during the year R(000)	Achievement percentage during the year vs the operational budget
2	Salary budget as a percentage of the total operational budget			
		Target set for the year (20% or less) R(000)	Achievement level during the year R(000)	Achievement percentage during the year vs the actual revenue
3	Trade creditors as a percentage of total actual revenue			
		Target set for the year (80% and more) R(000)	Achievement level during the year R(000)	Achievement percentage during the year
4	Total municipal own revenue as a percentage of the total actual budget			
		Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
5	Rate of municipal consumer debt reduction			
6	Percentage of MIG budget			

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

	Indicator name	Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
	appropriately spent			
7	Percentage of MSIG budget appropriately spent			
8	AG Audit opinion			
9	Functionality of the Audit Committee			
10	Submission of AFS after the end of financial year			

## 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			
2	% of ward committees that are functional			
3	Existence of an effective system to monitor CDWs	THE INFORMATION SHOULD BE REFLECTED IN A NARRATIVE FORM		
4	Existence of an IGR strategy	THE INFORMATION SHOULD BE REFLECTED IN A NARRATIVE FORM		
5	Effectiveness of IGR structural meetings	THE INFORMATION SHOULD BE REFLECTED IN A NARRATIVE FORM		
6	Existence of an effective communication strategy	THE INFORMATION SHOULD BE REFLECTED IN A NARRATIVE FORM		
7	Number of mayoral imbizos conducted			
8	Existence of a fraud prevention mechanism	THE INFORMATION SHOULD BE REFLECTED IN A NARRATIVE FORM		

# ALFRED NZO

2019/2020 Annual Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

Provide a brief introduction to your municipality's organisational development function.

### A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

#### 4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees					
Description	Year -1	Year 0			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
Water	187	0	122	119	%
Waste Water (Sanitation)	6	0	5	20	%
Electricity	-	-	-	-	%
Waste Management	-	-	-	-	%
Housing	-	-	-	-	%
Waste Water (Stormwater Drainage)	-	-	-	-	%
Roads	-	-	-	-	%
Transport	-	-	-	-	%
Planning	8	0	8	3	%
Local Economic Development	5	0	5	2	%
Environmental Protection	28	0	25	44	%
Sport and Recreation	4	0	4	2	%
Totals	238	0	169	190	-

Vacancy Rate: Year 0			
Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	1	0	0.00
CFO	1	0	0.00
Other S57 Managers (excluding Finance Posts)	4	0	0.00

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## Vacancy Rate: Year 0

Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Other S57 Managers (Finance posts)	1	0	0.00
Police officers	0	0	0.00
Fire fighters	96	58	60.42
Senior management: Levels 13-15 (excluding Finance Posts)	4	0	0.00
Senior management: Levels 13-15 (Finance posts)	1	0	0.00
Highly skilled supervision: levels 9-12 (excluding Finance posts)	125	27	21.60
Highly skilled supervision: levels 9-12 (Finance posts)	41	15	36.59
Total	274	100	36.50

## Turn-over Rate

Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
Year -2	0	0	
Year -1	20	11	55%
Year 0	53	57	108%

# ALFRED NZO

2019 | 2020 | 2021 | 2022 | 2023

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## B: MANAGING THE MUNICIPAL WORKFORCE

Note: MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998.

### 4.2 POLICIES

#### HR Policies and Plans

	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
		%	%	
1	Affirmative Action			30-May-14
2	Attraction and Retention			30-May-14
3	Code of Conduct for employees			30-May-14
4	Delegations, Authorisation & Responsibility			30-May-14
5	Disciplinary Code and Procedures			30-May-14
6	Essential Services			30-May-14
7	Employee Assistance / Wellness			30-May-14
8	Employment Equity			30-May-14
9	Exit Management			30-May-14
10	Grievance Procedures			30-May-14
11	HIV/Aids			30-May-14
12	Human Resource and Development			30-May-14
13	Information Technology			30-May-14
14	Job Evaluation			30-May-14
15	Leave			30-May-14
16	Occupational Health and Safety			30-May-14
18	Subsistence and Travelling			30-May-14
19	Municipal Bereavement			30-May-14
20	Official Working Hours and Overtime			30-May-14
22	Payroll Deductions			30-May-14
23	Performance Management and Development			30-May-14
24	Recruitment, Selection and Appointments			30-May-14
25	Remuneration Scales and Allowances			30-May-14
27	Sexual Harassment			30-May-14
28	Skills Development			30-May-14
32	Uniforms and Protective Clothing			30-May-14
33	Other:			
Use name of local policies if different from above and at any other HR policies not listed.				T 4.2.1

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## 4.3. INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	0			0	60
Temporary total disablement	63	6	10%	13	
Permanent disablement					
Fatal	33	1	3%	7	
<b>Total</b>	<b>96</b>	<b>5</b>	<b>5%</b>	<b>19</b>	<b>60</b>

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 1-2)	105	63%	85	273	0.18	R 889 578.35
Skilled (Levels 3-5)	147	42%	95	101	0.25	R 252 251.32
Highly skilled production (levels 6-8)	136	38%	55	132	0.23	R 313 215.04
Highly skilled supervision (levels 9-12)	101	23%	27	36	0.17	R 222 523.21
Senior management (Levels 13-15)	52	3%	11	36	0.09	R 134 221.24
MM and S57	19	0%	3	8	0.03	R 115 729.35
<b>Total</b>	<b>560</b>	<b>28%</b>	<b>276</b>	<b>586</b>	<b>0.96</b>	<b>R 1 927 518.51</b>



# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## Disciplinary Action Taken on Cases of Financial Misconduct

Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
Revenue Clerk	R 8 000.00	Dismissed	02-Jul-13

## 4.4 PERFORMANCE REWARDS

Designations	Performance Rewards By Gender				
	Gender	Total number of employees in group	Beneficiary profile		
			Number of beneficiaries	Expenditure on rewards Year 1 R' 000	Proportion of beneficiaries within group %
Lower skilled (Levels 1-2)	Female	20	9		45%
	Male	30	12		
Skilled (Levels 3-5)	Female				
	Male				
Highly skilled production (levels 6-8)	Female				
	Male				
Highly skilled supervision (levels 9-12)	Female				
	Male				
Senior management (Levels 13-15)	Female				
	Male				
MM and S57	Female				
	Male				
<b>Total</b>		<b>50</b>	<b>21</b>		
<i>Has the statutory municipal calculator been used as part of the evaluation process ?</i>					Yes/No
<p><i>Note: MSA 2000 S51(d) requires that ... 'performance plans, on which rewards are based should be aligned with the IDP'... (IDP objectives and targets are set out in Chapter 3) and that Service Delivery and Budget Implementation Plans (developed under MFMA S69 and Circular 13) should be consistent with the higher level IDP targets and must be incorporated appropriately in personal performance agreements as the basis of performance rewards. Those with disability are shown in brackets '(x)' in the 'Number of beneficiaries' column as well as in the numbers at the right hand side of the column (as illustrated above).</i></p>					T4.4.1

ALFRED NZO

2014 | 2015 | 2016 | 2017 | 2018 | 2019

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## C: CAPACITATING THE MUNICIPAL WORKFORCE

Note: MSA 2000 S68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.

### 4.5 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix

Management level	Gender	Employees in post as at 30 June Year 0	Number of skilled employees required and actual as at 30 June Year 0												
			Learnerships			Skills programmes & other short courses			Other forms of training			Total			
			Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	Actual: End of Year -1	Actual: End of Year 0	Year 0 Target	
MM and s57	Female	2		1										1	
	Male	3													
Councillors, senior officials and managers	Female	33		3			24							27	
	Male	47		2			14								
Technicians and associate professionals *	Female	14	3			3	1								
	Male	72	8			4	22			3					
Professionals	Female	41				6	6			2					
	Male	24				2	4			1					
Sub total	Female	90		4			31								
	Male	146		2			40								
Total		472	11	12	0	15	142	0	0	6	0	0	28	0	

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))
<b>Financial Officials</b>						
Accounting officer	1	0	1	0	0	0
Chief financial officer	1	0	1	0	0	0
Senior managers	2	0	2	0	0	0
Any other financial officials	82	0	82	0	0	0
<b>Supply Chain Management Officials</b>						
Heads of supply chain management units	1	0	1	0	0	0
Supply chain management senior managers	1	0	1	1	1	1
<b>TOTAL</b>	<b>88</b>	<b>0</b>	<b>88</b>	<b>1</b>	<b>1</b>	<b>1</b>

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

T 4.5.2

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

Skills Development Expenditure										
										R'000
Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development Year 1							
			Learnerships		Skills programmes & other short courses		Other forms of training		Total	
			No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget
MM and S57	Female	2								
	Male	3								
Legislators, senior officials and managers	Female	33								
	Male	47								
Professionals	Female	41				100468				100468
	Male	24				13617				13617
Technicians and associate professionals	Female	14								
	Male	72						5680		5680
Clerks	Female	62				120750				120750
	Male	20				7800				7800
Service and sales workers	Female	22				29217				29217
	Male	23				15600				15600
Plant and machine operators and assemblers	Female	1				125895				125895
	Male	12				53955				53955
Elementary occupations	Female	25								
	Male	72								
Sub total	Female	174				250435				250435
	Male	189				37017		5680		42697
<b>Total</b>		<b>363</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>287452</b>	<b>0</b>	<b>5680</b>		<b>293132</b>
*% and *R value of municipal salaries (original budget) allocated for workplace skills plan.										%* *R
										T4.5.3

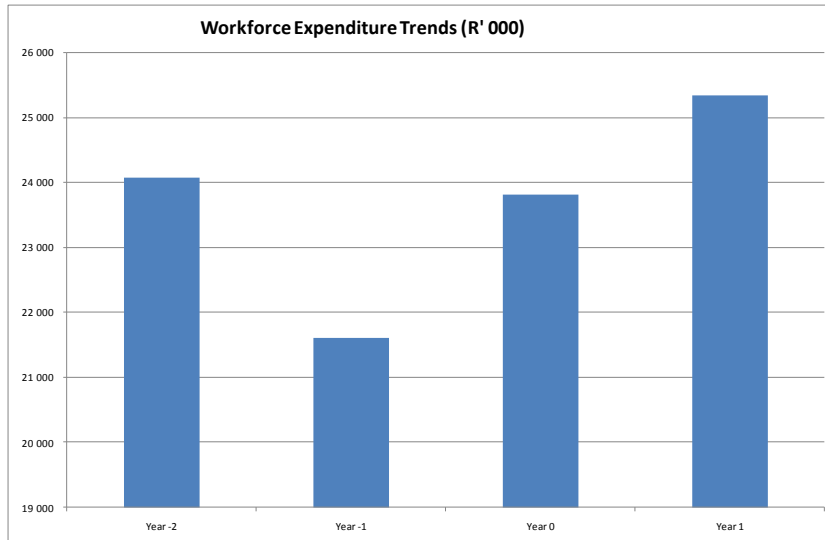
ALFRED NZO

2014/15 - 4th Periodic Report

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## D: MANAGING THE WORKFORCE EXPENDITURE

### 4.6 EMPLOYEE EXPENDITURE



#### Number Of Employees Whose Salaries Were Increased Due To Their Positions Being Upgraded

Beneficiaries	Gender	Total
Lower skilled (Levels 1-2)	Female	51
	Male	58
Skilled (Levels 3-5)	Female	57
	Male	54
Highly skilled production (Levels 6-8)	Female	19
	Male	6
Highly skilled supervision (Levels 9-12)	Female	4
	Male	2
Senior management (Levels 13-16)	Female	0
	Male	0
MM and S 57	Female	0
	Male	0
Total		251

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Social Facilitator	7	Task Grade 11	Level 6	The employees have already reached the ceiling by the time job evaluation was implemented
Secretary	3	Task Grade 5	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Gender Coordinator	1	Task Grade 10	Level 6	The employees have already reached the ceiling by the time job evaluation was implemented
Expenditure Clerk	1	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Administration clerk	4	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Revenue Clerk	9	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Records Officer	1	Task Grade 9	Level 7	The employees have already reached the ceiling by the time job evaluation was implemented
Registry Clerk	3	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Customer Care Officer	4	Task Grade 10	Level 6	The employees have already reached the ceiling by the time job evaluation was implemented
Personal Assistant	3	Task Grade 7	Level 4	The employees have already reached the ceiling by the time job evaluation was implemented
SPU Co-ordinators	4	Task Grade 10	Level 6	The employees have already reached the ceiling by the time job evaluation was implemented
Driver / Messenger	2	Task Grade 4	level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Senior Social Facilitator	2	Task Grade 12	Level 4	The employees have already reached the ceiling by the time job evaluation was implemented
Procurement Officer	1	Task Grade 10	Level 5	The employees have already reached the ceiling by the time job evaluation was implemented
Fire Fighter	34	Task Grade 7	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Senior HR Officer : Wellness	1	Task Grade 10	Level 4	The employees have already reached the ceiling by the time job evaluation was implemented
Senior Procurement Officer	1	Task Grade 12	Level 4	The employees have already reached the ceiling by the time job evaluation was implemented
Senior Accountant Payroll	1	Task Grade 12	Level 4	The employees have already reached the ceiling by the time job evaluation was implemented
Registry Clerk	3	Task Grade	Level 9	The employees have already reached the

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
		6		ceiling by the time job evaluation was implemented
HRD Officer	1	Task Grade 11	Level 6	The employees have already reached the ceiling by the time job evaluation was implemented
HR Officer	2	Task Grade 11	Level 6	The employees have already reached the ceiling by the time job evaluation was implemented
Accountant Payments	1	Task Grade 11	Level 5	The employees have already reached the ceiling by the time job evaluation was implemented
Senior Accountant Reconciliations	1	Task Grade 12	Level 4	The employees have already reached the ceiling by the time job evaluation was implemented
General Assistant maintenance	45	Task Grade 5	Level 5	The employees have already reached the ceiling by the time job evaluation was implemented
Admin Officer: Dev Planning	1	Task Grade 9	Level 7	The employees have already reached the ceiling by the time job evaluation was implemented
Meter Reader	13	Task Grade 6	Level 12	The employees have already reached the ceiling by the time job evaluation was implemented
Development Coordinator	2	Task Grade 11	level 4	The employees have already reached the ceiling by the time job evaluation was implemented
Desktop Engineers	2	Task Grade 10	Level 6	The employees have already reached the ceiling by the time job evaluation was implemented
Asset Management Officer	1	Task Grade 11	Level 6	The employees have already reached the ceiling by the time job evaluation was implemented
Contracts Officer	1	Task Grade 10	Level 5	The employees have already reached the ceiling by the time job evaluation was implemented
Data Capturer	7	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Accountant Credit Control	1	Task Grade 11	Level 5	The employees have already reached the ceiling by the time job evaluation was implemented
Senior Accountant Budget	1	Task Grade 12	Level 4	The employees have already reached the ceiling by the time job evaluation was implemented
Payroll Clerk	2	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Admin Clerk PMU	1	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Receiving & Issuing CLERK	7	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Stores Clerk	1	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
Adm Officer: Chief	1	Task Grade	Level 7	The employees have already reached the

# CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

## Employees Whose Salary Levels Exceed The Grade Determined By Job Evaluation

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Whip		9		ceiling by the time job evaluation was implemented
Labour Relations Off	1	Task Grade 10	Level 4	The employees have already reached the ceiling by the time job evaluation was implemented
Adm Clerk: SPU	1	Task Grade 6	Level 9	The employees have already reached the ceiling by the time job evaluation was implemented
				T4.6.3



# ALFRED NZO

2014/15 Annual Report

# CHAPTER 5 – FINANCIAL PERFORMANCE

## CHAPTER 5 – FINANCIAL PERFORMANCE

---

### INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

**Delete Directive note once comment is complete** - Please explain how your municipality sought to contain inflationary pressures during the financial year. Take the 5 most expensive consultancy arrangements in 2008/09 and explain the costs, the reasons for the engagements and the results. Include such other introductory remarks as you wish.

T5.0.1

## A: STATEMENTS OF FINANCIAL PERFORMANCE

---

### INTRODUCTION TO FINANCIAL STATEMENTS

Note: Statements of Revenue Collection Performance by vote and by source are included at **Appendix K**.

**Delete Directive note once comment is complete** - This component provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality

T5.1.0

ALFRED NZO

2018/19 Financial Report

# CHAPTER 5 – FINANCIAL PERFORMANCE

## 5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Description	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
<b>Financial Performance</b>						
Property rates					%	%
Service charges	14 102	20 226	20 226	16 723	-17%	-17%
Investment revenue	11 697	15 400	15 400	16 487	7%	7%
Transfers recognised - operational	297 329	319 703	319 703	319 703	0%	0%
Other own revenue	1 697	3 850	3 850	2 185	-43%	-43%
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>324 824</b>	<b>359 179</b>	<b>359 179</b>	<b>355 098</b>	<b>-1%</b>	<b>-1%</b>
Employee costs	119 246	145 034	144 407	139 512	%	%
Remuneration of councillors	6 975	7 928	8 554	7 593	%	%
Depreciation & asset impairment	49 336	30 000	48 000	51 745	%	%
Finance charges	2 582	2 913	2 380	2 175	%	%
Materials and bulk purchases	1 520	3 500	3 200	2 338	%	%
Transfers and grants	28 282	20 000	20 000	148 303	%	%
Other expenditure	86 199	145 426	159 066	63 603	%	%
<b>Total Expenditure</b>	<b>294 140</b>	<b>354 801</b>	<b>385 608</b>	<b>415 269</b>	<b>%</b>	<b>%</b>
<b>Surplus/(Deficit)</b>	<b>30 685</b>	<b>4 378</b>	<b>(26 429)</b>	<b>(60 171)</b>	<b>%</b>	<b>%</b>
Transfers recognised - capital					%	%
Contributions recognised - capital & contributed assets					%	%
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>30 685</b>	<b>4 378</b>	<b>(26 429)</b>	<b>(60 171)</b>	<b>%</b>	<b>%</b>
Share of surplus/ (deficit) of associate					%	%
<b>Surplus/(Deficit) for the year</b>	<b>30 685</b>	<b>4 378</b>	<b>(26 429)</b>	<b>(60 171)</b>	<b>%</b>	<b>%</b>
<b>Capital expenditure &amp; funds sources</b>						
<b>Capital expenditure</b>	-	-	-	-	%	%
Transfers recognised - capital	-	800 765	576 725	-	%	%
Public contributions & donations					%	%
Borrowing					%	%
Internally generated funds					%	%
<b>Total sources of capital funds</b>	-	800 765	576 725	-	%	%
<b>Financial position</b>						
Total current assets	-	-	-	-	%	%
Total non current assets	-	-	-	-	%	%
Total current liabilities	-	-	-	-	%	%
Total non current liabilities	-	-	-	-	%	%
Community wealth/Equity	-	-	-	-	%	%
<b>Cash flows</b>						
Net cash from (used) operating	-	-	-	-	%	%
Net cash from (used) investing	-	-	-	-	%	%
Net cash from (used) financing	-	-	-	-	%	%
<b>Cash/cash equivalents at the year end</b>	-	-	-	-	%	%
<b>Cash backing/surplus reconciliation</b>						
Cash and investments available	-	-	-	-	%	%
Application of cash and investments	-	-	-	-	%	%
<b>Balance - surplus (shortfall)</b>	-	-	-	-	%	%
<b>Asset management</b>						
Asset register summary (WDV)	-	-	-	-	%	%
Depreciation & asset impairment	-	-	-	-	%	%
Renewal of Existing Assets	-	-	-	-	%	%
Repairs and Maintenance	-	-	-	-	%	%
<b>Free services</b>						
Cost of Free Basic Services provided	-	-	-	-	%	%
Revenue cost of free services provided	-	-	-	1	100%	100%
<b>Households below minimum service level</b>						
Water:	-	-	-	-	%	%
Sanitation/sewerage:	-	-	-	-	%	%
Energy:	-	-	-	-	%	%
Refuse:	-	-	-	-	%	%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A1						T 5.1.1

# CHAPTER 5 – FINANCIAL PERFORMANCE

Financial Summary							R' 000
Description	Year 0	Current Year: Year 1			Year 1 Variance		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget	
<b>Financial Performance</b>							
Property rates					%	%	
Service charges					%	%	
Investment revenue					%	%	
Transfers recognised - operational					%	%	
Other own revenue					%	%	
<b>Total Revenue (excluding capital transfers and contributions)</b>	-	-	-	-	%	%	
Employee costs					%	%	
Remuneration of councillors					%	%	
Depreciation & asset impairment					%	%	
Finance charges					%	%	
Materials and bulk purchases					%	%	
Transfers and grants					%	%	
Other expenditure					%	%	
<b>Total Expenditure</b>	-	-	-	-	%	%	
<b>Surplus/(Deficit)</b>	-	-	-	-	%	%	
Transfers recognised - capital					%	%	
Contributions recognised - capital & contributed assets					%	%	
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	-	-	-	-	%	%	
Share of surplus/ (deficit) of associate					%	%	
<b>Surplus/(Deficit) for the year</b>	-	-	-	-	%	%	
<b>Capital expenditure &amp; funds sources</b>							
<b>Capital expenditure</b>	-	-	-	-	%	%	
Transfers recognised - capital					%	%	
Public contributions & donations					%	%	
Borrowing					%	%	
Internally generated funds					%	%	
<b>Total sources of capital funds</b>	-	-	-	-	%	%	
<b>Financial position</b>							
Total current assets	-	-	-	-	%	%	
Total non current assets	-	-	-	-	%	%	
Total current liabilities	-	-	-	-	%	%	
Total non current liabilities	-	-	-	-	%	%	
Community wealth/Equity	-	-	-	-	%	%	
<b>Cash flows</b>							
Net cash from (used) operating	-	-	-	-	%	%	
Net cash from (used) investing	-	-	-	-	%	%	
Net cash from (used) financing	-	-	-	-	%	%	
<b>Cash/cash equivalents at the year end</b>	-	-	-	-	%	%	
<b>Cash backing/surplus reconciliation</b>							
Cash and investments available	-	-	-	-	%	%	
Application of cash and investments	-	-	-	-	%	%	
<b>Balance - surplus (shortfall)</b>	-	-	-	-	%	%	
<b>Asset management</b>							
Asset register summary (WDV)	-	-	-	-	%	%	
Depreciation & asset impairment	-	-	-	-	%	%	
Renewal of Existing Assets	-	-	-	-	%	%	
Repairs and Maintenance	-	-	-	-	%	%	
<b>Free services</b>							
Cost of Free Basic Services provided	-	-	-	-	%	%	
Revenue cost of free services provided	-	-	-	-	%	%	
<b>Households below minimum service level</b>							
Water:	-	-	-	-	%	%	
Sanitation/sewerage:	-	-	-	-	%	%	
Energy:	-	-	-	-	%	%	
Refuse:	-	-	-	-	%	%	
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A1							

T5.1.1

# CHAPTER 5 – FINANCIAL PERFORMANCE

Financial Performance of Operational Services							R '000
Description	Year 0	Year 1		Year 1 Variance			
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget	
<b>Operating Cost</b>							
Water	26 485	23 572	28 075	23 042	-2.30%	-21.84%	
Waste Water (Sanitation)	8 541	8 285	9 054	8 456	2.02%	-7.07%	
Electricity	12 355	10 254	12 478	13 219	22.43%	5.61%	
Waste Management	14 232	13 235	13 662	12 097	-9.41%	-12.94%	
Housing	6 542	5 496	5 954	6 346	13.40%	6.19%	
Component A: sub-total	1 865	1 622	1 865	1 510	-7.41%	-23.46%	
Waste Water (Stormwater Drainage)	5 643	5 530	5 925	5 304	-4.26%	-11.70%	
Roads	5 643	5 530	5 925	5 304	-4.26%	-11.70%	
Transport	5 322	4 470	5 747	4 630	3.45%	-24.14%	
Component B: sub-total	8 455	8 455	8 624	9 554	11.50%	9.73%	
Planning	1 254	1 003	1 191	1 354	25.93%	12.04%	
Local Economic Development	2 516	2 063	2 264	2 340	11.83%	3.23%	
Component B: sub-total	6 846	6 230	7 256	6 640	6.19%	-9.28%	
Planning (Strategic & Regulatory)	12 546	10 413	11 793	11 542	9.78%	-2.17%	
Local Economic Development	2 355	2 190	2 425	2 402	8.82%	-0.98%	
Component C: sub-total	48 542	40 776	48 542	46 115	11.58%	-5.26%	
Community & Social Services	4 565	3 698	4 337	4 291	13.83%	-1.06%	
Environmental Protection	5 649	4 971	6 157	4 971	0.00%	-23.86%	
Health	5 649	4 971	6 157	4 971	0.00%	-23.86%	
Security and Safety	5 649	4 971	6 157	4 971	0.00%	-23.86%	
Sport and Recreation	5 649	4 971	6 157	4 971	0.00%	-23.86%	
Corporate Policy Offices and Other	5 649	4 971	6 157	4 971	0.00%	-23.86%	
Component D: sub-total	32 808	28 552	35 122	29 145	2.04%	-20.51%	
<b>Total Expenditure</b>	<b>179 353</b>	<b>157 791</b>	<b>181 274</b>	<b>169 118</b>	<b>6.70%</b>	<b>-7.19%</b>	

In this table operational income (but not levies or tariffs) is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

T5.1.2

ALFRED NZO

www.alfred.co.nz

# CHAPTER 5 – FINANCIAL PERFORMANCE

## 5.2 GRANTS

Grant Performance							R' 000
Description	Year 0	Year 1			Year 1 Variance		
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)	
<b>Operating Transfers and Grants</b>							
<b>National Government:</b>	<b>33 977</b>	-	-	<b>24 756</b>			
Equitable share	21 565			17 303			
Municipal Systems Improvement	4 524			2 182			
Department of Water Affairs	6 665			4 283			
Levy replacement	1 222			988			
Other transfers/grants [insert description]							
<b>Provincial Government:</b>	<b>18 925</b>	-	-	<b>5 994</b>			
Health subsidy	8 645			3 786			
Housing	4 865			1 502			
Ambulance subsidy	846			219			
Sports and Recreation	4 568			489			
Other transfers/grants [insert description]							
<b>District Municipality:</b>	-	-	-	-			
[insert description]							
<b>Other grant providers:</b>	-	-	-	-			
[insert description]							
<b>Total Operating Transfers and Grants</b>	<b>52 902</b>	-	-	<b>30 751</b>			

*Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.*

T5.2.1

# CHAPTER 5 – FINANCIAL PERFORMANCE

Grants Received From Sources Other Than Division of Revenue Act (DoRA)						
Details of Donor	Actual Grant Year 0	Actual Grant Year 1	Year 1 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind
<b>Parastatals</b>						
A - "Project 1"						
A - "Project 2"						
B - "Project 1"						
B - "Project 2"						
<b>Foreign Governments/Development Aid Agencies</b>						
A - "Project 1"						
A - "Project 2"						
B - "Project 1"						
B - "Project 2"						
<b>Private Sector / Organisations</b>						
A - "Project 1"						
A - "Project 2"						
B - "Project 1"						
B - "Project 2"						
Provide a comprehensive response to this schedule						T5.2.3

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

**Delete Directive note once comment is complete** – Use this box to provide additional information on grant benefits or conditions and reason for acceptance. Please also provide comments on grant surrendered to the National Revenue Fund with reasons that led to this.

T5.2.4

ALFRED NZO

2018/19 Annual Report

# CHAPTER 5 – FINANCIAL PERFORMANCE

## 5.3 ASSET MANAGEMENT

### INTRODUCTION TO ASSET MANAGEMENT

**Delete Directive note once comment is complete** – Provide a brief overview on Asset Management as practiced within your organisation and outline the key elements of your Asset Management Policy. Explain how asset management is organised, the staff involved and the key delegations. Describe key issues under development. Indicate the approach to capacity development for this activity. Refer to the illustrations of asset management approach in relation to the new assets set out below.

T5.3.1

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 1				
Asset 1				
Name				
Description				
Asset Type				
Key Staff Involved				
Staff Responsibilities				
	Year -2	Year -1	Year 0	Year 1
Asset Value				
Capital Implications				
Future Purpose of Asset				
Describe Key Issues				
Policies in Place to Manage Asset				

Asset 2				
Name				
Description				
Asset Type				
Key Staff Involved				
Staff Responsibilities				
	Year -2	Year -1	Year 0	Year 1
Asset Value				
Capital Implications				
Future Purpose of Asset				
Describe Key Issues				
Policies in Place to Manage Asset				

Asset 3				
Name				
Description				
Asset Type				
Key Staff Involved				
Staff Responsibilities				
	Year -2	Year -1	Year 0	Year 1
Asset Value				
Capital Implications				
Future Purpose of Asset				
Describe Key Issues				
Policies in Place to Manage Asset				

T5.3.2

# CHAPTER 5 – FINANCIAL PERFORMANCE

## COMMENT ON ASSET MANAGEMENT:

**Delete Directive note once comment's completed** – With reference to the three projects approved in the year, set out above, describe how these projects were evaluated from a cost and revenue perspective, including Municipal tax and tariff implications (See MFMA section 19(2) (a) & (b) and MSA section 74(2)(d),(e)&(i)). Ensure that these projects are maintained on files that are readily accessible for audit inspection. Financial data regarding asset management may be sourced from **MBRR Table A9**

T5.3.3

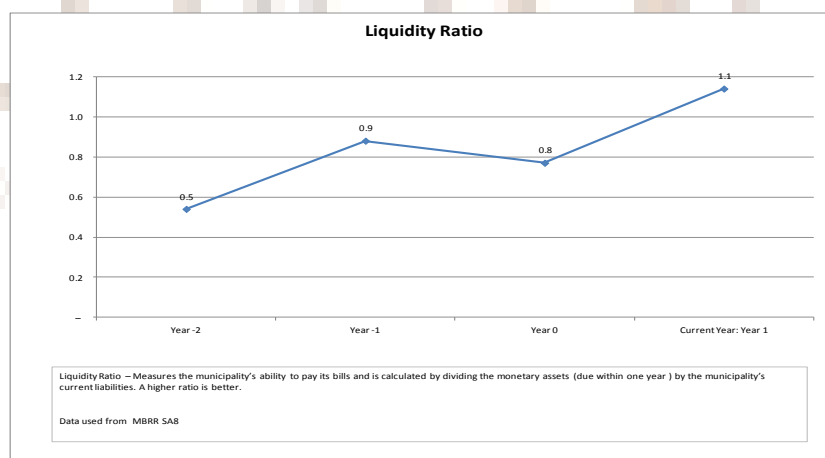
Repair and Maintenance Expenditure: Year 1				R' 000
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	125	129	128	-2.40%
				T5.3.4

## COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

**Delete Directive note once comment's completed** – Comment on adequacy of Repair & Maintenance Expenditure and variances show in T5.3.4 above and on the implications of the proportion of operating budget spend on repairs and maintenance over the past four years set out below. Note that the repairs and maintenance expenditure in T5.3.4 must reconcile with the operational repairs and maintenance expenditure for all services set out in Chapter 3.

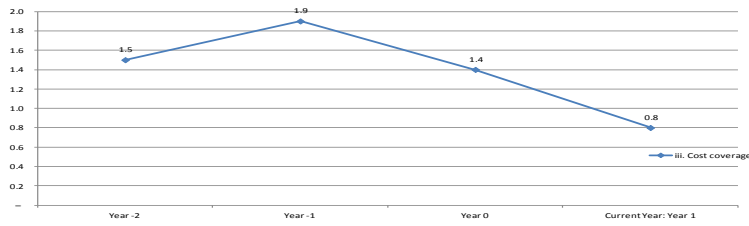
T5.3.4.1

## 5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS



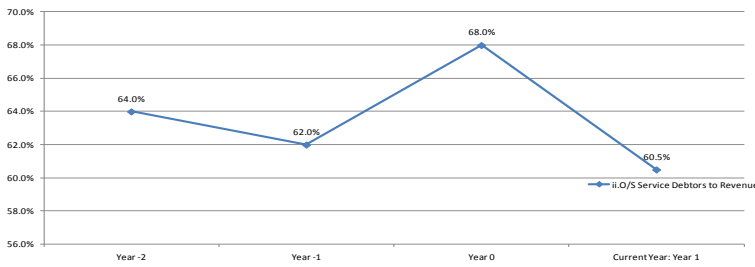
# CHAPTER 5 – FINANCIAL PERFORMANCE

**Cost Coverage**



Cost Coverage— It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated  
Data used from MBRR SAB

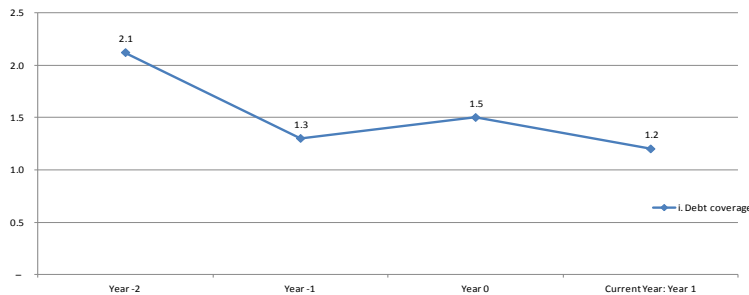
**Total Outstanding Service Debtors**



Total Outstanding Service Debtors— Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

Data used from MBRR SAB

**Debt Coverage**

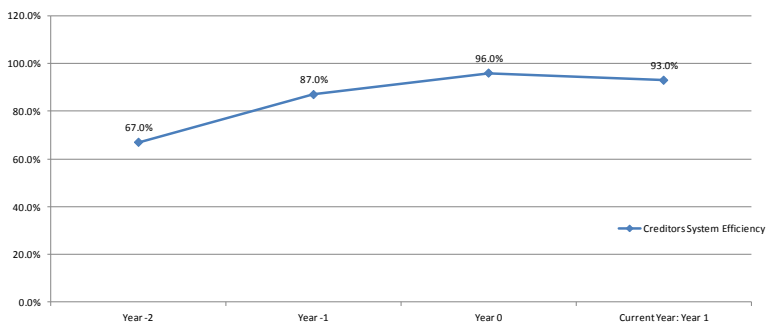


Debt Coverage— The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SAB

# CHAPTER 5 – FINANCIAL PERFORMANCE

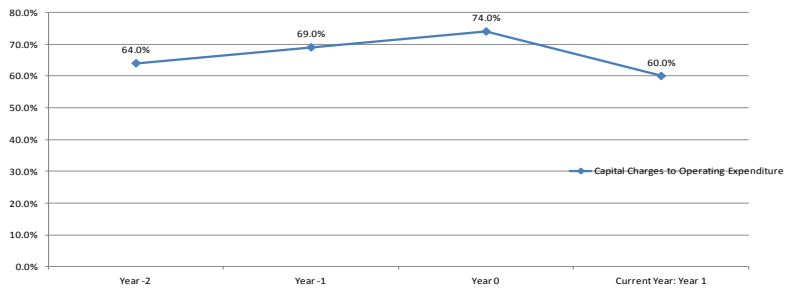
## Creditors System Efficiency



Creditor System Efficiency – The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8

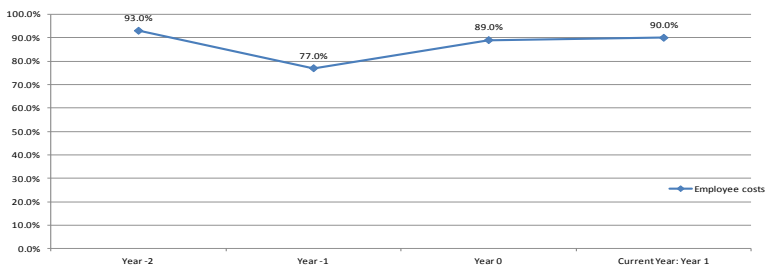
## Capital Charges to Operating Expenditure



Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

## Employee Costs



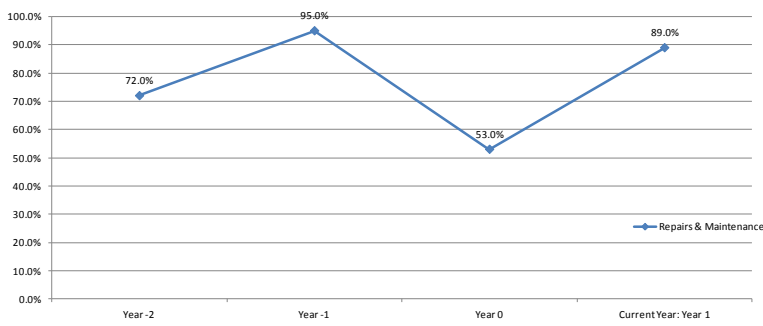
Employee cost – Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and capital revenue.

Data used from MBRR SA8

NZO

# CHAPTER 5 – FINANCIAL PERFORMANCE

Repairs & Maintenance



Repairs and Maintenance – This represents the proportion of operating expenditure spent and is calculated by dividing the total repairs and maintenance.

Data used from MBRR SA8



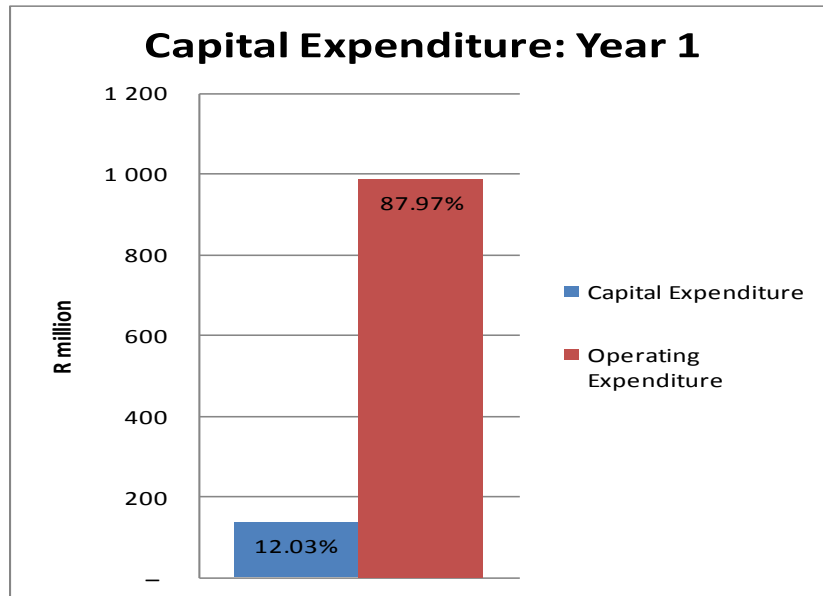
# ALFRED NZO

2019 Financial Performance

# CHAPTER 5 – FINANCIAL PERFORMANCE

## B: SPENDING AGAINST CAPITAL BUDGET

### 5.5 CAPITAL EXPENDITURE



### 5.6 SOURCES OF FINANCE

Capital Expenditure - Funding Sources Year 0 to Year 1							R' 000
Details	Year 0	Original Budget (OB)	Adjustment Budget	Year 1			
	Actual			Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)	
<b>Source of finance</b>							
External loans	3542	5500	5520	5511	0.36%	0.20%	
Public contributions and donations	248	300	390	421	30.00%	40.33%	
Grants and subsidies	3451	3700	3700	3856	0.00%	4.22%	
Other	2451	4500	4600	4565	2.22%	1.44%	
<b>Total</b>	<b>9692</b>	<b>14000</b>	<b>14210</b>	<b>14353</b>	<b>32.59%</b>	<b>46.19%</b>	
<b>Percentage of finance</b>							
External loans	36.5%	39.3%	38.8%	38.4%	1.1%	0.4%	
Public contributions and donations	2.6%	2.1%	2.7%	2.9%	92.1%	87.3%	
Grants and subsidies	35.6%	26.4%	26.0%	26.9%	0.0%	9.1%	
Other	25.3%	32.1%	32.4%	31.8%	6.8%	3.1%	
<b>Capital expenditure</b>							
Water and sanitation	1845	4300	4250	4256	-1.16%	-1.02%	
Electricity	1562	2400	2480	2453	3.33%	2.21%	
Housing	1243	2700	2800	2685	3.70%	-0.56%	
Roads and storm water	1352	1500	1400	1486	-6.67%	-0.93%	
Other	3690	3500	3450	3473	-1.43%	-0.77%	
<b>Total</b>	<b>9692</b>	<b>14400</b>	<b>14380</b>	<b>14353</b>	<b>-2.22%</b>	<b>-1.08%</b>	
<b>Percentage of expenditure</b>							
Water and sanitation	19.0%	29.9%	29.6%	29.7%	52.4%	95.2%	
Electricity	16.1%	16.7%	17.2%	17.1%	-150.1%	-205.4%	
Housing	12.8%	18.8%	19.5%	18.7%	-166.8%	51.7%	
Roads and storm water	13.9%	10.4%	9.7%	10.4%	300.2%	86.8%	
Other	38.1%	24.3%	24.0%	24.2%	64.3%	71.7%	
						T5.6.1	

# CHAPTER 5 – FINANCIAL PERFORMANCE

## 5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital Expenditure of 5 largest projects*					
Name of Project	Current Year: Year 1			Variance Current Year: Year 1	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
	A -	26 000 000	26 500 000	25 700 000	1%
B -	19 500 000	19 750 000	19 900 000	-2%	-1%
C -	15 700 000	15 700 000	15 500 000	1%	0%
D -	12 000 000	11 800 000	11 700 000	3%	2%
E -	11 500 000	11 000 000	11 250 000	2%	4%

\* Projects with the highest capital expenditure in Year 1



ALFRED NZO

# CHAPTER 5 – FINANCIAL PERFORMANCE

## 5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

Water Backlogs: 63% and this percentage applies to 103790 households

Sanitation backlogs 33% and this percentage applies to 59351 households

ANDM water services backlogs are relatively high and this is due to immigration into the district from Lesotho. Some backlogs are due to reverse backlogs which emanates mainly from population growth and growing need for development and basic services.

The water infrastructure that is aging and dilapidated are budgeted under refurbishment of water infrastructure. The projected budget for refurbishment for year 1 is R10 000 000.00.

Service Backlogs as at 30 June Year 0				
	Households (HHs)			
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
Water	74557	37	16113	10
Sanitation	119157	67	59351	33
Electricity		%		%
Waste management		%		%
Housing		%		%

*% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to \* formal and \*\* informal settlements.*

T 5.8.2

# ALFRED NZO

2019/2020 Financial Report

# CHAPTER 5 – FINANCIAL PERFORMANCE

## C: CASH FLOW MANAGEMENT AND INVESTMENTS

### 5.9 CASH FLOW

<b>Cash Flow Outcomes</b>				
<b>R'000</b>				
Description	Year 0	Current Year: Year 1		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
Ratepayers and other				
Government - operating				
Government - capital				
Interest				
Dividends				
<b>Payments</b>				
Suppliers and employees				
Finance charges				
Transfers and Grants				
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	-	-	-	-
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Receipts</b>				
Proceeds on disposal of PPE				
Decrease (Increase) in non-current debtors				
Decrease (increase) other non-current receivables				
Decrease (increase) in non-current investments				
<b>Payments</b>				
Capital assets				
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	-	-	-	-
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts</b>				
Short term loans				
Borrowing long term/refinancing				
Increase (decrease) in consumer deposits				
<b>Payments</b>				
Repayment of borrowing				
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	-	-	-	-
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	-	-	-	-
Cash/cash equivalents at the year begin:				-
Cash/cash equivalents at the year end:		-	-	-

Source: MBRR SA7

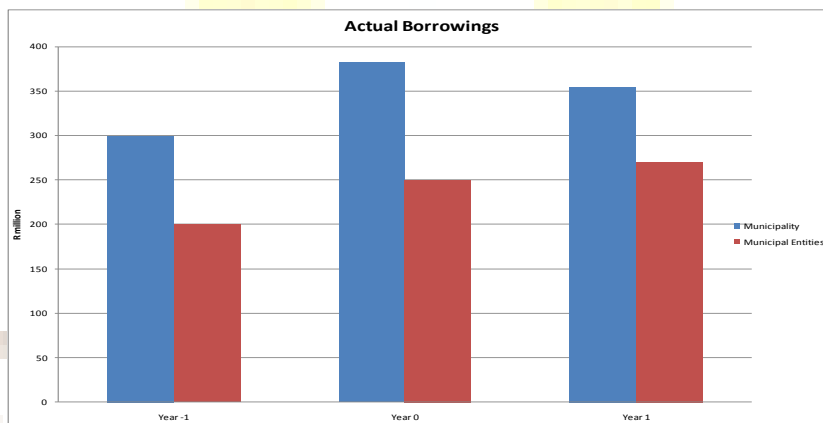
T5.9.1

# CHAPTER 5 – FINANCIAL PERFORMANCE

## 5.10 BORROWING AND INVESTMENTS

Actual Borrowings Year -1 to Year 1			
	R' 000		
Instrument	Year -1	Year 0	Year 1
<b>Municipality</b>	300	382	355
Long-Term Loans (annuity/reducing balance)	200	250	270
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
<b>Municipality Total</b>			
<b>Municipal Entities</b>			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
<b>Entities Total</b>			

T5.10.2



# CHAPTER 5 – FINANCIAL PERFORMANCE

<b>Municipal and Entity Investments</b>			
			R' 000
Investment* type	Year -1	Year 0	Year 1
	Actual	Actual	Actual
<b><u>Municipality</u></b>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
<b>Municipality sub-total</b>	0	0	0
<b><u>Municipal Entities</u></b>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
<b>Entities sub-total</b>	0	0	0
<b>Consolidated total:</b>	0	0	0

T5.10.4

# CHAPTER 5 – FINANCIAL PERFORMANCE

## D: OTHER FINANCIAL MATTERS

### 5.11 SUPPLY CHAIN MANAGEMENT

Provide a brief narrative that describes the progress made by your municipality in developing and implementing policies and practices in compliance with the guidelines set down by the SCM Regulations 2005. State whether any councilors are members of any committee handling Supply Chain processes; state the number of Supply Chain officials that have reached the prescribed levels required for their positions (See MFMA Competency Regulation Guidelines) and state the number of prescribed officials that are yet to reach the necessary competency levels; and set out any remarks made in the previous Auditor-General's report or his report for year 1 concerning the quality of Supply Chain Management and detail the remedial action taken, as necessary.

### 5.12 GRAP COMPLIANCE

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

**Delete Directive note once comment's completed** – Follow the above with information on progress with GRAP compliance at your municipality. Detail any instances where the municipality has deviated from the GRAP standards currently applicable.

ALFRED NZO

2014/15 Annual Report

# CHAPTER 6 AUDITOR GENERALS AUDIT FINDINGS

## CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

### INTRODUCTION

Note: The Constitution S188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. MSA S45 states that the results of performance measurement... must be audited annually by the Auditor-General.

**Delete Directive note once comment's completed** - Refer to the Annual Financial Statements set out in Volume II and the timescale for the audit of these accounts and the audit of performance and the production of reports on these matters by the Auditor General as set out in this Chapter. If this is the version of the annual report presented to Council in September then the Auditor-Generals statements on this year's submissions will not be available for inclusion in this Chapter and this should be explained.

T6.0.1

## A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS

### 6.1 AUDITOR GENERAL REPORTS YEAR 0 (PREVIOUS YEAR)

Auditor-General Report on Financial Performance Year 0	
<b>Audit Report Status*:</b>	
<b>Non-Compliance Issues</b>	<b>Remedial Action Taken</b>
<i>Note: *The report status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse)</i>	

T6.1.1

# CHAPTER 6 AUDITOR GENERALS AUDIT FINDINGS

Auditor-General Report on Service Delivery Performance: Year 0	
Audit Report Status:	
Non-Compliance Issues	Remedial Action Taken

T6.1.2

## B: AUDITOR-GENERAL OPINION YEAR 1 (CURRENT YEAR)

### 6.2 AUDITOR GENERAL REPORT YEAR 1

Auditor-General Report on Financial Performance Year 1*	
Status of audit report:	
Non-Compliance Issues	Remedial Action Taken

*Note: \* The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 1.*

T6.2.1

Auditor-General Report on Service Delivery Performance: Year 1*	
Status of audit report**:	
Non-Compliance Issues	Remedial Action Taken

*\* This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor-General Report on Service Delivery Performance Year 1*  
*\*\* Inclusion of "Status" depends on nature of AG's remarks on Performance Data.*

T6.2.2

AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS: YEAR 1

# CHAPTER 6 AUDITOR GENERALS AUDIT FINDINGS

**Delete Directive note once comment is complete** - Attach report

T6.2.3

COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 1:

**Delete Directive note once comment's completed** - Provide comments from the Municipal Manager / CFO on the Auditor-General's opinion. Include comments on YEAR 0 if it provides useful context.

T6.2.4

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES: Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief financial officer states that these data sets have been returned according to the reporting requirements/ with the exception of those items and for those reasons given at **Appendix S (delete '/...' if not applicable)**.

Signed (Chief financial Officer)..... Dated  
T6.2.5

ALFRED NZO

2019/2020 Financial Report

# APPENDICES

## GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “full and regular” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key 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.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	Service delivery & infrastructure Economic development Municipal transformation and institutional development Financial viability and management Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”.

# APPENDICES

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned



# APPENDICES

## APPENDICES

### APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%

*Note: \* Councillors appointed on a proportional basis do not have wards allocated to them*

T A

CONCERNING TA

A spreadsheet exists to compile attendance data

**Delete Directive note before publication**

TA.1

ALFRED NZO

2019/2020





# APPENDICES

## APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

Municipal / Entity Functions	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
MUNICIPAL FUNCTIONS		
Constitution Schedule 4, Part B functions:		
Air pollution	Yes	
Building regulations	No	
Child care facilities	No	
Electricity and gas reticulation	No	
Fire-fighting services	Yes	
Local tourism	No	
Municipal airports	No	
Municipal planning	Yes	
Disaster Management	Yes	
Thusong Services	Yes	
Customer Care	Yes	
Institutional and Social Development	Yes	
Fire safety, prevention and fighting services	Yes	
Sports, Arts, Culture, Recreation and Heritage	Yes	
Municipal Health Services	Yes	
Local Economic Development	Yes	
Integrated Development Planning	Yes	
Geographic Information System	Yes	
Dam Management	Yes	
Environmental Management		
Municipal public transport		
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law		
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto		
Storm-water management systems in built-up areas		
Trading regulations		
Water and sanitation services (including rural and urban)		
Beaches and amusement facilities	No	
Billboards and the display of advertisements in public places	No	
Cemeteries, funeral parlours and crematoria	No	
Cleansing	No	
Control of public nuisances	No	
Control of undertakings that sell liquor to the public	No	

# APPENDICES

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Facilities for the accommodation, care and burial of animals	No	
Fencing and fences	No	
Licensing of dogs	No	
Licensing and control of undertakings that sell food to the public	No	
Local amenities	No	
Local sport facilities	No	
Markets	No	
Municipal abattoirs	No	
Municipal parks and recreation	No	
Municipal roads	No	
Noise pollution	Yes	
Pounds	No	
Public places	No	
Refuse removal, refuse dumps and solid waste disposal	No	
Street trading	No	
Street lighting	No	
Traffic and parking	No	
* If municipality: indicate (yes or No); * If entity: Provide name of entity		T D



# ALFRED NZO

2018/19 Annual Report

# APPENDICES

## APPENDIX E – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 1

Date	Committee Recommendation	Recommendation Adopted Yes or No Comment if No



ALFRED NZO

2018/19 Financial Report

# APPENDICES

## APPENDIX F – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Name of Service Provider	Description of Services Rendered	Start Date	Expiry Date	Project Manager	Contract Value

### Public Private Partnerships Entered into

Name and Description of Project	Name of Partners	Start Date	Expiry Date	Project Manager	Contract Value

## APPENDIX G – DISCLOSURES OF FINANCIAL INTERESTS

Position	Name	Description of Financial Interest
Executive Mayor		
Members of EXCO		

# APPENDICES

## Councillors

Municipal Manager

Executive Manager  
Corporate Services

Executive Manager IDMS

Executive Manager  
Community Services

Executive Manager  
Planning & Economic  
Development

Chief Financial Officer



# ALFRED NZO

2018/19 Annual Report

# APPENDICES

## APPENDIX H: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

### APPENDIX H (I): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote						
R' 000						
Vote Description	Year 0	Current Year: Year 1			Year 1 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Example 1 - Vote 1						
Example 2 - Vote 2						
Example 3 - Vote 3						
Example 4 - Vote 4						
Example 5 - Vote 5						
Example 6 - Vote 6						
Example 7 - Vote 7						
Example 8 - Vote 8						
Example 9 - Vote 9						
Example 10 - Vote 10						
Example 11 - Vote 11						
Example 12 - Vote 12						
Example 13 - Vote 13						
Example 14 - Vote 14						
Example 15 - Vote 15						
<b>Total Revenue by Vote</b>	-	-	-	-	-	-
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3</i>						TK.1

ALFRED NZO

2018/19 Budget

# APPENDICES

## APPENDIX H (II): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source							R '000
Description	Year 0	Year 1			Year 1 Variance		
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget	
Property rates	26,485	23,572	28,075	23,042	-2.30%	-21.84%	
Property rates - penalties & collection charges	8,541	8,285	9,054	8,456	2.02%	-7.07%	
Service Charges - electricity revenue	12,355	10,254	12,478	13,219	22.43%	5.61%	
Service Charges - water revenue	14,232	13,235	13,662	12,097	-9.41%	-12.94%	
Service Charges - sanitation revenue	6,542	5,496	5,954	6,346	13.40%	6.19%	
Service Charges - refuse revenue	1,865	1,622	1,865	1,510	-7.41%	-23.46%	
Service Charges - other	5,643	5,530	5,925	5,304	-4.26%	-11.70%	
Rentals of facilities and equipment	5,643	5,530	5,925	5,304	-4.26%	-11.70%	
Interest earned - external investments	5,322	4,470	5,747	4,630	3.45%	-24.14%	
Interest earned - outstanding debtors	8,455	8,455	8,624	9,554	11.50%	9.73%	
Dividends received	1,254	1,003	1,191	1,354	25.93%	12.04%	
Fines	2,516	2,063	2,264	2,340	11.83%	3.23%	
Licences and permits	6,846	6,230	7,256	6,640	6.19%	-9.28%	
Agency services	12,546	10,413	11,793	11,542	9.78%	-2.17%	
Transfers recognised - operational	2,355	2,190	2,425	2,402	8.82%	-0.98%	
Other revenue	48,542	40,776	48,542	46,115	11.58%	-5.26%	
Gains on disposal of PPE	4,565	3,698	4,337	4,291	13.83%	-1.06%	
Environmental Protection	5,649	4,971	6,157	4,971	0.00%	-23.86%	
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>179,353</b>	<b>157,791</b>	<b>181,274</b>	<b>169,118</b>	<b>6.70%</b>	<b>-7.19%</b>	

*Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.  
This table is aligned to MBRR table A4.*

T K.2

ALFRED NZO

# APPENDICES

## APPENDIX I: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Neighbourhood Development Partnership Grant				%	%	
				%	%	
				%	%	
Public Transport Infrastructure and Systems Grant				%	%	
				%	%	
				%	%	
				%	%	
<i>Other Specify:</i>				%	%	
				%	%	
				%	%	
				%	%	
<b>Total</b>				%	%	
<p><i>* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in the main report, see T5.8.3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i></p>						TL

COMMENT ON CONDITIONAL GRANTS EXCLUDING MIG:

**Delete Directive note once comment is complete** – Use this box to provide additional information on grant benefits or conditions and reasons for acceptance.

TL.1

# APPENDICES

## APPENDIX J: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

### APPENDIX J (I): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Capital Expenditure - New Assets Programme*							
Description	R '000						
	Year 0	Year 1			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
<b>Capital expenditure by Asset Class</b>							
<b>Infrastructure - Total</b>	-	-	-	-	-	-	-
<b>Infrastructure: Road transport - Total</b>	-	-	-	-	-	-	-
<i>Roads, Pavements &amp; Bridges</i>							
<i>Storm water</i>							
<b>Infrastructure: Electricity - Total</b>	-	-	-	-	-	-	-
<i>Generation</i>							
<i>Transmission &amp; Reticulation</i>							
<i>Street Lighting</i>							
<b>Infrastructure: Water - Total</b>	-	-	-	-	-	-	-
<i>Dams &amp; Reservoirs</i>							
<i>Water purification</i>							
<i>Reticulation</i>							
<b>Infrastructure: Sanitation - Total</b>	-	-	-	-	-	-	-
<i>Reticulation</i>							
<i>Sewerage purification</i>							
<b>Infrastructure: Other - Total</b>	-	-	-	-	-	-	-
<i>Waste Management</i>							
<i>Transportation</i>							
<i>Gas</i>							
<i>Other</i>							
<b>Community - Total</b>	-	-	-	-	-	-	-
<i>Parks &amp; gardens</i>							
<i>Sportsfields &amp; stadia</i>							
<i>Swimming pools</i>							
<i>Community halls</i>							
<i>Libraries</i>							
<i>Recreational facilities</i>							
<i>Fire, safety &amp; emergency</i>							
<i>Security and policing</i>							
<i>Buses</i>							
<i>Clinics</i>							
<i>Museums &amp; Art Galleries</i>							
<i>Cemeteries</i>							
<i>Social rental housing</i>							
<i>Other</i>							

Table continued next page

# APPENDICES

Table continued from previous page

Capital Expenditure - New Assets Programme*							
Description	R '000						
	Year 0	Year 1			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
<b>Capital expenditure by Asset Class</b>							
<b>Heritage assets - Total</b>	-	-		-	-	-	-
Buildings							
Other							
<b>Investment properties - Total</b>	-	-		-	-	-	-
Housing development							
Other							
<b>Other assets</b>	-	-		-	-	-	-
General vehicles							
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings							
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
<b>Agricultural assets</b>	-	-		-	-	-	-
List sub-class							
<b>Biological assets</b>	-	-		-	-	-	-
List sub-class							
<b>Intangibles</b>	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
<b>Total Capital Expenditure on new asset</b>	-	-		-	-	-	-
<b>Specialised vehicles</b>	-	-		-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							

\* Note: Information for this table may be sourced from MBRR (2009: Table SA34a)

T M.1

# APPENDICES

## APPENDIX J (II): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

Capital Expenditure - Upgrade/Renewal Programme*							
Description	R '000						
	Year 0	Year 1			Planned Capital		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
<b>Capital expenditure by Asset Class</b>							
<b>Infrastructure - Total</b>	-	-		-	-	-	-
Infrastructure: Road transport -Total	-	-		-	-	-	-
Roads, Pavements & Bridges							
Storm water							
<b>Infrastructure: Electricity - Total</b>	-	-		-	-	-	-
Generation							
Transmission & Reticulation							
Street Lighting							
<b>Infrastructure: Water - Total</b>	-	-		-	-	-	-
Dams & Reservoirs							
Water purification							
Reticulation							
<b>Infrastructure: Sanitation - Total</b>	-	-		-	-	-	-
Reticulation							
Sewerage purification							
<b>Infrastructure: Other - Total</b>	-	-		-	-	-	-
Waste Management							
Transportation							
Gas							
Other							
<b>Community</b>	-	-		-	-	-	-
Parks & gardens							
Sportsfields & stadia							
Swimming pools							
Community halls							
Libraries							
Recreational facilities							
Fire, safety & emergency							
Security and policing							
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries							
Social rental housing							
Other							
<b>Heritage assets</b>	-	-		-	-	-	-
Buildings							
Other							

Table continued next page

# APPENDICES

Table continued from previous page

Capital Expenditure - Upgrade/Renewal Programme*							
Description	R '000						
	Year 0	Year 1			Planned Capital		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
<b>Capital expenditure by Asset Class</b>							
<b>Investment properties</b>	-	-		-	-	-	-
Housing development							
Other							
<b>Other assets</b>	-	-		-	-	-	-
General vehicles							
Specialised vehicles							
Plant & equipment							
Computers - hardware/equipment							
Furniture and other office equipment							
Abattoirs							
Markets							
Civic Land and Buildings							
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
<b>Agricultural assets</b>	-	-		-	-	-	-
List sub-class							
<b>Biological assets</b>	-	-		-	-	-	-
List sub-class							
<b>Intangibles</b>	-	-		-	-	-	-
Computers - software & programming							
Other (list sub-class)							
<b>Total Capital Expenditure on renewal of existing assets</b>	-	-		-	-	-	-
<b>Specialised vehicles</b>	-	-		-	-	-	-
Refuse							
Fire							
Conservancy							
Ambulances							

\* Note: Information for this table may be sourced from MBRR (2009: Table SA34b)

T.M.2

# APPENDICES

## APPENDIX K – CAPITAL PROGRAMME BY PROJECT YEAR 1

Capital Programme by Project: Year 1					
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
<b>R' 000</b>					
<b>Water</b>					
"Project A"	82	85	92	8%	11%
"Project B"	82	85	92	8%	11%
"Project C"	85	90	95	5%	11%
<b>Sanitation/Sewerage</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>Electricity</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>Housing</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>Refuse removal</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>Stormwater</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>Economic development</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>Sports, Arts &amp; Culture</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>Environment</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>Health</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>Safety and Security</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%
<b>ICT and Other</b>					
"Project A"	82	85	92	8%	11%
"Project B"	85	90	95	5%	11%

T N

# APPENDICES

## APPENDIX L – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 1

Capital Programme by Project by Ward: Year 1		
Capital Project	Ward(s) affected	R' 000 Works completed (Yes/No)
<b>Water</b>		
"Project A"		
"Project B"		
<b>Sanitation/Sewerage</b>		
<b>Electricity</b>		
<b>Housing</b>		
<b>Refuse removal</b>		
<b>Stormwater</b>		
<b>Economic development</b>		
<b>Sports, Arts &amp; Culture</b>		
<b>Environment</b>		
<b>Health</b>		
<b>Safety and Security</b>		
<b>ICT and Other</b>		
		TO







# APPENDICES

## APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT



# ALFRED NZO

Local Municipality

# APPENDICES

## VOLUME II: ANNUAL FINANCIAL STATEMENTS

---

Provide the Annual Financial Statements (AFS) to the respective financial year as submitted to the Auditor-General. The completed AFS will be Volume II of the Annual Report.



ALFRED NZO

2019/2020 Annual Report