



ANIDA STRATEGIC PLANNING REPORT

PRESENTED BY

ACTING CHIEF EXECUTIVE OFFICER

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ANDA STRATEGIC INTENT

Vision:

“Leading a rapidly growing economy that generates wealth for its people”.

Mission:

To facilitate inclusive and innovative socio-economic growth through promoting sustainable enterprises development and implementation of high impact initiatives

Value Proposition:

“An effective and innovative promoter of integrated economic development initiatives that enhance stakeholder value”.

1. OVERVIEW

This report contains an account of the Alfred Nzo Development Agency (ANDA) 2024 Annual Board Planning session held from the 25th – 26th April 2024 at Invomvo Country Lodge and Conference Centre situated Ntabankulu. The session was held in adherence to an approved Concept Document, including a Programme, which are both hereto attached as Annexure A. The strategic planning session was broken down into two days:

- Day One: 25 April 2024
- Day Two: 26th April 2024

The session was facilitated by Mr Luvuyo Mosana the CEO of ECSECC.

2. BACKGROUND

ANDA is a “Municipal Entity” of the Alfred Nzo District Municipality (ANDM) established through a Council resolution in terms of Section 76 (b) (i) of the Municipal Systems Act (MSA) 32 of 2000. The Entity is mandated to act as a Special Purpose Vehicle (SPV) to drive economic development in the entire district and delivers on its mandate through a Service Delivery Agreement (SDA) that is entered between the Entity and the parent municipality, signed for a period of three years and reviewed annually.

The Entity complies with all relevant legislation regulating local government, including any other applicable legislation (Companies Act 71 of 2008), and is therefore required by the MSA to develop a Multi-Year Business Plan including a Mid Term Expenditure Revenue Framework (MTERF) budget that is consistent with the signed SDA between the Entity and the parent municipality, to aid delivery of the assigned mandate.

The Entity hosted an annual Board strategic planning session on the 25 – 26 April 2024, with an overall aim of enabling the Board of Directors (BoD) to craft the strategic direction for the organisation, to also further guide the Acting Chief Executive Officer (CEO)’s Office in planning overall organisational activities, and enable various internal departments to all effectively and efficiently deliver the Entity’s mandate of driving the implementation of some of the powers and function of the parent municipality. The inputs from the session would ultimately feed into a Multi-Year Business Plan and MTERF Budget, which would also serve as a performance management tool for the BoD.

3. LEGAL FRAMEWORK

Alfred Nzo Development Agency is a “Municipal Entity” of the Alfred Nzo District Municipality (ANDM) which was established through a Council resolution in terms of terms of Section 76 (b) (i) of the Municipal Systems Act 32 of 2000 (MSA), which provides for mechanism by which a municipality may provide a municipal service in its area.

The Municipal Entity was further registered as a Private Company with the Registrar of Companies (CIPC) in terms of the Companies Act 71 of 2008, and in line with Section 86 (B) (1) (a) of the MSA in the year of 2000, and was mandated to act as a special purpose vehicle to drive economic development in the entire district, so as to achieve the vision of the Alfred Nzo District Council as articulated in its long term and medium-term strategic planning documents.

The Municipality Entity delivers on its mandate through a Service Delivery Agreement (SDA) that is entered into between the Entity and its parent municipality, for a period of three years and reviewed annually. The purpose of the SDA is to formalise and regulate the working relationship between the parent municipality and its Entity’s, pursuant to the service delivery provisions of the MSA, the Companies Act and the Municipal Finance Management Act 56 of 2003 (MFMA).

3.1 LEGAL IMPERATIVES

To reflect on legal imperatives of the Entity on execution of its mandate

In the Execution of it’s mandate the Agency is compelled to comply with the legislations listed below:

- Constitution of the Republic of South Africa of 1996
- Labour Relations Act, 1995 (Act No.66 of 1995) as amended
- Basic Conditions of Employment Act (Act 75 of 1997) as amended by Act 20 of 2013
- Employment Equity Act (Act 55 1998) as amended by Act 47 of 2013
- Promotion of Administrative Justice Act, 2000 (Act No.3 of 2000)
- Promotion of Access to the Information Act , 2000(Act No 2 of 2000)

- Promotion of Equity and Prevention of Unfair Discrimination Act (Act No 4 of 2000)
- Intergovernmental Relations Framework Act, 2005
- Institution of legal proceedings against certain organs of State, 2002 (Act No. 40 of 2002)
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Local Government: Municipal Finance Management Act 2003 (Act No.56 of 2003)

3.2 RECOMMENDATIONS ON MANAGEMENT OF LEGAL IMPERATIVES

Compliance with legislation can be achieved through:

- The development of policies to support legislation.
- The development of procedure manuals to support (help implement) policies.
- Continuous review of the application of procedure manuals, the following structures:
 - a) The Management Committee
 - b) The Internal Audit Unit
 - c) The Audit Committee
 - d) The Risk Management Committee
 - e) The Office of the Auditor General

4. ANDA MANDATE

The mandate of the Agency therefore is to:

- Act as the operational arm of the Municipality for the purposes of implementing economic, social and environmental policies and projects within ANDM jurisdiction.
- Develop the innovation and entrepreneurial potential and activity which supports and drives economic growth within ANDM jurisdiction.

- To leverage public and private resources and support for development around opportunities which offer economic and development potential.
- Acquire, develop and manage land and buildings necessary to provide public good, generate revenue towards self-sustainability and enable the Agency to achieve its stated aims and objectives.
- Acquire and exercise rights and duties, necessary for the furtherance of its objectives, and generally to perform such further functions as may be delegated or assigned to it by the Municipal Council from time to time.

5. ANDA VALUES & PRINCIPLES

The Entity derives its posture mainly from values and principles of the public service as enshrined in the democratic Constitution of the Republic of South Africa (1996). The following table details values and principles for the entity.

Values and Principles	Alignment with ANDA operations
Innovation	Introduction of new methods or ideas within the Entity.
Partnership	ANDA seeks collaboration with different stakeholders to form a partnership.
Integrity	The Entity strives to serve its constituency with honesty and strong moral principles
Accountability	Regular reporting to the Board, ANDM Council and the public
Transparency	The Entity undertakes to embrace openness in conducting its business.
Professionalism	Demonstration of high levels of professionalisms in the execution of tasks.
Agility	Ability to responsive to change within the Entity.
Leadership	To be at the forefront of economic development and transformation
Packaging	Design of catalytic projects
Marketing and Branding	Building of strong brand awareness and identity

Economic linkages to Markets	Mediate relationship between producers and consumers
Entrepreneurship Spirit	Pursue SMME skills and development
Project Development and Management	Overseeing catalytic projects to successful completion
Optimising Knowledge and Networks	Diverse and disseminates knowledge
Value Chain Assessment	Evaluating SMME activities for competitive edge in the industry

The values that underpin the vision and mission of ANDA include:

Value	Description
Responsive	We will ensure imminent reaction to changing socio-economic patterns.
Transformative	We will prioritise support to previously disadvantaged individuals and groups, as well as marginalized ethnic communities, as means of addressing past imbalances.
Resilience	We will be flexible and supple in delivering services to the sector.

6. SWOT ANALYSIS

6.1. SWOT Analysis

STRENGTHS	WEAKNESSES
1. Continued support from the parent Municipality	1. High reliance on parent municipality for funding
2. Supportive Board to influence and network to champion policy advocacy	2. Inadequate planning approach between the Entity & ANDM (LED

<p>3. Committed HR</p> <p>4. Existing Strategic Partnership Formations with some stakeholders</p> <p>5. Skills Development Coordination for the District</p> <p>6. Policies put in place and reviewed Regularly</p> <p>7. Good Governance and Compliance</p> <p>8. Governance structures in place</p> <p>9. Supportive Board of Directors</p> <p>10. Adherence to policies and Procedures</p> <p>11. Functional and efficient financial system.</p> <p>12. Alarm system and security in place for safe guarding of assets</p> <p>13. Job Security (Permanent employment inclusive of CFO)</p>	<p>Directorate) for complementarity on economic development</p> <p>3. Limited internal budget resources to implement projects</p> <p>4. Inability to package projects for investment attraction</p> <p>5. Inadequate relationship with constant local municipalities and collaborations</p> <p>7. Good Governance and Compliance</p> <p>8. Governance structures in place</p> <p>9. Supportive Board of Directors</p> <p>10. Adherence to policies and Procedures</p> <p>11. Functional and efficient financial system.</p> <p>12. Alarm system and security in place for safe guarding of assets</p> <p>13. Job Security (Permanent employment inclusive of CFO)</p> <p>6. Limited Human Resource and relevant sector specific competencies to coordinate some catalytic projects</p>
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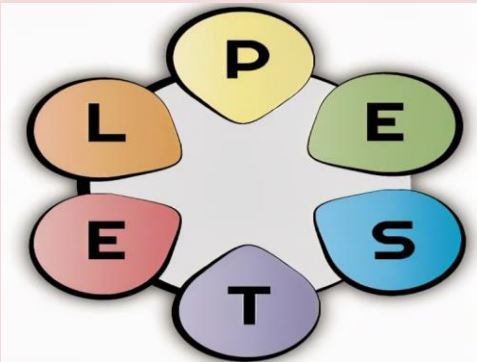
	<p>7. Need to appoint more 2 Board Members</p> <p>8. Delays in the permanent appointment of the CEO</p> <p>9. Non-functional of the Board sub-Committees</p> <p>10. Lack of marketing and communication strategies</p> <p>11. Branding and Marketing</p> <p>12. Low revenue base</p> <p>13. Inability to develop credible financial Statements</p> <p>14. Lack of annual training plan Implementation</p> <p>15. High reliance on parent municipality for funding</p> <p>16. Failure to address irregular Expenditure</p> <p>17. Lack of IT Personnel</p> <p>18. Non implementation of individual PMS</p>
OPPORTUNITIES	THREATS
1. Highly endowed in natural resource	1. Slow process in concluding TFC

<p>for development to take place</p> <p>2. Existing research on sector development and key priority areas to inform strategic agenda.</p> <p>3. The regional catalytic projects (N2 Wild Coast Toll Road, Umzimvubu Dam and Eastern Seaboard, Emaxesibeni Office Precinct developments etc.</p> <p>4. Abundance of stakeholders in the economic development eco-system</p> <p>5. Strategic Partnerships Formations with other government departments, private sector and SoEs / ECDC/ MISA / Chambers etc.</p> <p>6. Availability of resources from both private and public sector</p> <p>7. Strong relations with DHET for skills development/ capacity building to Alfred Nzo citizens</p> <p>8. Strengthen inter-governmental relations with relevant stakeholders.</p> <p>9. The use of Board to influence and network policy advocacy.</p> <p>10. Consideration of alternative sources</p>	<p>processes between ORTDM & ANDM</p> <p>2. Limited financial resources to meet community needs</p> <p>3. Poor community buy-in</p> <p>4. Land Tenure System</p> <p>5. Land claims / disputes</p> <p>6. Climate change</p> <p>7. Negative stakeholder perceptions making difficult for investors to invest in the Entity.</p> <p>8. Going Concern</p> <p>9. Crime and corruption</p> <p>10. Economic Climate</p> <p>11. Litigations instituted against the Entity</p> <p>12. The Impact of load shedding Impact</p> <p>13. Cyber Security and Cyber-Attacks</p> <p>14. Legal advancement and regulatory changes</p>
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<p>of power such as solar panels and use of backup generators.</p> <p>11. Rebranding and marketing of the Entity.</p> <p>12. Partnerships with other government departments, private sector and SoEs / ECDC/ MISA / Chambers etc.</p>	
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7. PESTEL ANALYSIS

PESTEL Analysis is a strategic framework used to evaluate the external environment of a business by breaking down the opportunities and risks into **P**olitical, **E**conomic, **S**ocial, **T**echnological, **E**nvironmental, and **L**egal factors. The department perform PESTEL analysis specifically to ensure that risks that are linked to opportunities are identified and mitigated effectively while taking advantage of opportunities in the environment. The following schema details the analysis per element.

	<p>Political – There is a political stability. Policy changes due to change in political leadership in the institution.</p>
	<p>Economic – There is economic downturn which impact our revenue. Alfred Nzo is also characterized by low economic growth. Absence of secondary sector (manufacturing industries) within the region. Lack of investor confidence.</p>
	<p>Social – Alfred Nzo is characterized by high unemployment rate; youth is mainly affected. The majority is dependent on government services and grant. Increase in VAT affecting quality of life.</p>

Technological – Network connection and frequency is very poor in the District, due to geographical terrain.

Access to ICT services for economic development.

Limitations in technological advancements.

Environmental – Alfred Nzo is characterized by high volumes of Disaster incidents due climate changes.

Abundance of natural resources.

Legal – Our environment is overly legislated to an extent that we are unable to source funding because of legal ready tapes.

Prone to litigations.

8. MANAGEMENT MATTERS AFFECTING THE STRATEGY

8.1. Internal

Factor	Matter	Control measure/Mitigation Strategy
Governance	Absence of the full time CEO Insufficient and non-functionality of Board Sub-committees.	The Board of Directors to finalise the matter. Appointment of two additional Board members. Development of Terms of Reference for Board Sub-committees.
Relationship Building	Lack of Corporate Governance Framework	The Parent Municipality must develop the Corporate Governance Framework policy which clearly defines the role of the Entity and expectations.
Inheritance (legacy, people, relationship – communities and service	Customer Relations Unfavourable: inability to provide assistance to SMMEs	Transparency the manner of doing business. To attract mega projects that will result in economic growth within the region

providers)		
Management style	Open book	Sustain inclusive planning and reporting processes

8.2. External

External	Factors	Control measure/Mitigation Strategy
Politics	Political Interference	Differentiate the political lines and administrative lines
Regulatory framework	Non-Compliance	Implement and monitor Compliance universe. The Entity must strive towards a clean Audit
Environmental trends	Environmental risk	Conduct ongoing environmental strategies to mitigate risks
Technological shift	Traditional approach and legacy systems in doing job	Modernise our ICT Systems to keep abreast to keep up with 4IR
People's perception	Negative perception	Improve Branding and Marketing of the Agency

8.3. Corporate

Matters	Control measure/Mitigation Strategy
Vision	The Parent Municipality needs to clearly define ANDA's mandate.
Leadership	Appointment of full-time CEO.
Stakeholder demand	Develop a clear stakeholder matrix for each of the relevant stakeholders.
Brand strength	Support and advise programmes in them developing a brand (by helping them have a clean audit.

9. Drivers for change

Driver	Factor	Internal control
Digitalise admin processes	4IR Improves efficiency with implementation VPN & VOIP	Modernise our ICT Systems to keep abreast to keep up with 4IR Makes it easier for SCM & Finance to work on VPN & VOIP even when not in the office
Low Economic Growth	SMME Economic infrastructure	Develop and support SMME's Address Spatial planning
4th Industrial Revolution	Digitalise admin processes. Virtual communication	Modernise our ICT Systems to keep abreast with 4IR
Climate Change	Environmental Management	Implement Climate Change strategy. Mobilise investment for Green Energy
Global Political and Economic Conditions (International Balance of Forces)	Peace and Harmony Economic conditions affect the grant funding – poor economic conditions = less funding	Strengthen International relations

Driver	Factor	Internal control
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Resources Mobilisation	Resource mobilisation aligned with strategic goals of the Entity Understand needs of prospective funders Financial and Institutional sustainability	Develop and implement strategies to attract more investors
Collaboration & Partnerships	Shared understanding of the issues, Clear and shared goals, Mutual benefits and appropriate governance arrangements Identification and Implementation of high impact projects	Control Environment, Risk Assessment, Information and Communication and monitoring implementation of projects and programmes

10. Strategic Repositioning of the Entity

10.1. To reflect on the strategic repositioning, direction and character of the Entity henceforth.

Focus Area	Strategy
DDM	Utilise the Entity as the key vehicle for ANDM DDM
Eastern Seaboard Development	ANDM Utilise the Entity as the Development arm to exploit Eastern Seaboard opportunities

11. Entity's Structural design

Focus Area	Input
To reflect on the structural design of the Entity (Governance and Institutional Transformation)	Two additional Board members required to make fully fledged board members
	Senior management sustained as Three (3)
	Two additional Programmes officers: Agricultural and Projects Coordinator

12. Entity's Staff Establishment

On the 2023/2024 Organogram the total number of positions is 16, however, the filled positions are 12 and vacant positions are 4. For the incoming year 2024/2025 the Agency is proposing to increase the number of the positions from 16 to 18.

Table below shows the new positions that needs to be added on the 2024/2025 staff establishment.

Focus Area	Inputs	Action plan
Draft Staff Establishment 2024/25	Two (2) Board members	By 2024/2025 financial year, on or before 30 June 2025
	Two additional Programmes officers: Agricultural and Projects Coordinator	By 2024/2025 financial year, on or before 30 June 2025

13. Identification of Collaboration areas

Focus Area	Inputs	Collaboration projects for 2024/25
To identify potential collaboration areas with DM and LMs	Provision of financial and non-financial resources co-operatives and SMMEs	1. Skills development 2. Mobilise funding for SMME's and co-operatives
Implementation of economic projects and programmes with ECDC	Financial and non-financial resources	1. SMME Development 2. Trade Fair

Implementation of high impact projects with ECRDA & COEGA	Joint projects implementation	<ol style="list-style-type: none"> 1. Mbizana Red Hub 2. Cannabis and Hemp Production 3. Alfred Nzo Industrial Park
Implementation of DALRRD post settlement programmes	Identification of economic opportunities in the identified communities	<ol style="list-style-type: none"> 1. Izinini Community Development 2. Imkhonde Community Development 3. Sgidini Community Development
Establishment of Agri Voltaic projects-Sunfarming	Identification of sites throughout the district for the establishment of Agri Voltaic project	Renewable Energy and agricultural production

14. Board Charter

Focus Area	Inputs	Action Plan
Charter	The Board Charter was approved but it still needs to be reviewed to accommodate Sitting Allowances for meetings beyond the 4 Ordinary and 2 Special (as are currently reflecting). The AG has been saying that payment of Sitting Allowances for any meetings beyond the one's reflected in the Charter have a potential of attracting Irregular Expenditure.	Board Charter to be reviewed to accommodate meetings additional to the 4 Ordinary and 2 Special.

15. Multi-Year Business Plan

Focus Area	Inputs	24/25 Projects	Budget
MYBP	Incubation of district farmers Secure licences for farmers	Cannabis & Hemp	R 500 000.00
	Up scaling wool production programme	Sheep Farming	R 1 000 000.00
	Commission business plan	Macadamia Nuts Project	R 1 500 000.00
	Fresh Produce Industry Development	Trade Fair	R 500 000.00

	Provision of financial and non-financial support	Emfundisweni Skills Development	R 600 000.00
	Application for ANDA SETA accreditation	Accreditation	R 200 000.00

16. Resource Mobilization Strategy

Focus Area	Inputs	Action Plan
Strategy	Partnerships with large private industries	Identification of private partners
	Partnerships with, ECRDA, ECDC, DEDEAT, COEGA	Identify areas of collaboration 2. Establishment partnership with the DTIC, Provincial DEDEAT, DRDAR, Mining houses, SoEs and Funding Institutions
	Partnership with Arts & Culture (Sports events, concerts etc)	Identify areas of collaboration and secure partnership
	Explore memberships	Research bodies to affiliate

17. Litigation Reduction Strategy

Focus Area	Inputs
Strategy	The Board has confirmed that the strategy is still relevant there is still no need to change it.

18. ANDA Value Creation Strategies

Focus Area	Strategy	Action Plan
Creation and implementation of projects	Partnership with the District and local municipalities	Start with existing projects
Infrastructure projects, Agriculture, Agro-processing and Forestry	Studies to be conducted	To be funded by MISA
Collaboration between the ANDM PED and ANDA	Projects to be implemented by LED	Through SLAs (pilot)
Manufacturing	Facilitate access to markets	Memorandum of Understanding with ANDM

19. Risk Management - Emerging Risks in the sector

Risk	Description
Monitoring of the Risk Control Environment	The Risk Management Committee working together with the Risk Manager (from Shared services with the Parent Municipality) monitors the risk environment on a continuous basis.

20. Turn-Around Strategy

Focus Area	Inputs
Turn-Around Strategy	The strategy still needs to be updated and approved by the Board.

21. STRATEGIC GOALS AND OBJECTIVES

The primary purpose of the session is to strategically locate ANDA's role within the ANDM socio-economic development discourse and practice as characterised in the draft DDP that is still under construction. The objectives of the session are therefore as follows:

Re-imagine role of ANDA in the next 5 years & beyond

- a) Consider various scenarios that position ANDA as Special Purpose Vehicle driving inclusive economic development in the region aligned to implementing relevant key elements of the DDP
 - b) Consider a new and improved ANDA value addition to the future ANDM
2. Rewrite of the ANDA Mandate by the parent municipality
 - a) Incorporate the DDP assumptions and mandate
 - b) Rethink the mandate of ANDA into a long-term thinking
 3. Develop a key high-level input to a new ANDA Multiyear business plan 2024 – 2027
 4. Consider progress made and appropriate way forward against the ANDA's Support Plan
 5. Consider the status of the Development Agency in relation to progress made on addressing Internal Audit findings and findings as contained in the Auditor General (AG) Action Plan

21. STRATEGIC GOALS AND OBJECTIVES

The Entity is to have a balanced strategy - Strategic Goals with related Strategic Objectives, Programmes and Project. The following strategic goals have been identified for Entity in line with respective departments of the Entity and directly in line with the IDP of the municipality:

Goal 1: Sustainable Inclusive Economic Growth, this goal will be primarily driven by the Programmes Department. This department is charged with facilitating the implementation of the core business of the municipal entity. Although this goal's key

Objective is to drive economic development through:

- Identification and packaging of new projects in all sectors
- Implement and ensure sustainability of existing projects

Goal 2: Economic Infrastructure Development, this goal will be driven by the Programmes department. The

Objective: To ensure that the Development Agency plays a role in supporting economic infrastructure development.

Goal 3: Sound Financial Management, this goal will be driven primarily by the Finance Department

Goal 4: Good Governance, this goal will be driven mainly by the Office of the CEO

Goal 5: Enhancing Human Capabilities, Organisational efficiency and effectiveness, this goal will be driven by the Corporate Services Department.

22. ANDA CAPACITY ASSESSMENT

KPA	Focus Area	Issue	Current Situation	Strategy:	Required Action
Good Governance	Board Committees	Lack of Board Committees	There is dedicated Board member responsible for each Directorate	Establishment of Board Committees	Establishment of Board Committees
Financial Viability	Projects Plans	Lack of Project packaging in order to realize PM fees as income to the Entity.	PM Fees are not realized as effective revenue at the moment.	Package Projects with clear revenue realization plan	Consolidated Project Packaging per Agreement.
	TFC Processes	The Entity accrued facilities from TFC processes	Facilities (Mfundisweni, Mbizana Chicken Abattoir, Fort Donald) Ku-bha Business Centre	1. Finalization of TFC processes 2. PTO for eMsukeni development centre. 3. parent to formally assign the Entity to manage these facilities	Parent municipality to facilitate finalization of TFC processes 2. DM to lead eMsukeni PTO by Jojo Traditional Council 3. Parent municipality

					to take resolution on assigning Entity to operate this facilities and provide funding thereof.
	Land ownership	Limited scope for development lead.	The Entity do not own any land	1. Procurement of commercial immovable asset (land)	1. Consolidate Business Case proposal for Grant/ Loan funding for procurement of Land)
Institutional development and transformation	Chief Executive Officer	Lack of a full-time CEO	Frequent change of ACEO's.	1. Recruitment of CEO position.	1. Recruitment of CEO position.

23. ANDA SUCCESS STORIES

<u>AUDITOR GENERAL AUDITS</u>	<u>AUDITOR GENERAL AUDITS</u>
<u>AUDITOR GENERAL AUDITS</u>	
<u>Financial Year</u>	<u>Audit Opinion</u>
<u>2018/19</u>	<u>Unqualified</u>
<u>2019/20</u>	<u>Unqualified</u>
<u>2020/21</u>	<u>Unqualified</u>
<u>2021/22</u>	<u>Unqualified</u>
<u>2022/23</u>	<u>Unqualified</u>

ANDA SUCCESS STORIES- Programmes Department Inputs

- Development of **Livestock Beneficiation** by handing over Sheep Shearing Equipment to 4 Wool growers association
- Approximately **R28 Million** has been secured from LGSETA, Service SETA, Food & Bev and Bank Seta for skills development, benefiting **743** beneficiaries across the District.
- Secured partnership with **COEGA** and **ECDC**.

24. PROFESSIONALISATION OF THE MUNICIPALITY

ANDA has begun then process of professionalising its workplace as envisaged by the legislation. This has been done through the introduction and review of Employment Conditions to be permanent.

The Entity is also working towards the implementation of the Workplace Skills Plan (WSP) through LG SETA in order to upskill its workforce to ensure competency.

25. POLICIES, STRATEGIES, PLANS AND STANDARD OPERATING PROCEDURES

Entity Policies were reviewed by Agency employees through consultation processes, and there were proposed changes that were Identified during the reviewal process and those changes were factored in on the policies for further review on the Strat Plan thereafter. During the Strat Plan there were no changes that have been identified as against those that were already included on the policies during internal consultations.

25.1. Admin

Policy Name	Review With /Without Changes
Policy and document outline	Without Changes
Communications Policy	Without Changes
Dress Code Policy	Without Changes
Inclement Weather Policy	Without Changes
Sexual Harassment Policy	Without Changes
Induction Policy	Without Changes
Career Succession Policy	Without Changes
Bereavement Policy	Without Changes
Employment Assistance Policy	Without Changes
Relocation Policy	Without Changes
HIV and AIDS Policy	Without Changes
Leave Policy	Without Changes
Occupational Health and Safety	Without Changes
Remuneration Policy	With Changes
Car Allowance Policy	With Changes
Code of Conduct	Without Changes
Cellular phone and Data Usage	Without Changes
Experiential Policy	Without Changes
Termination of Service	Without Changes
Bursary Scheme	Without Changes
Subsistence and Traveling	Without Changes

Recruitment and Selection	Without Changes
Training and Development	Without Changes
Retention Policy	Without Changes
PMS Framework	Without Changes
ICT security policy	Without Changes
Acting Policy	Without Changes
Telephone and Landline Policy	Without Changes
Hours of Work Policy	Without Changes
Records Management Policy	Without Changes

25.2. BTO

Policy Name	Review With /Without Changes
Asset Management Policy	Without Changes
Inventory Management Policy	Without Changes
Fleet Management Policy	Without Changes
Supply Chain Management Policy	With Changes
Budget & Budget Adjustment Policy	Without Changes
Cash Management & Investment Policy	Without Changes
Debt Management Policy	Without Changes
Contracts Management Policy	Without Changes
Cost Containment Policy	With Changes
Expenditure Management Policy	Without Changes

25.3. Programmes

Policy Name	Review With /Without Changes
SMME Support policy	Without Changes
Beneficiary Selection Policy	Without Changes
Projects Policy Framework	Without Changes

25.4. Office of the CEO

Policy Name	Review With /Without Changes
Code of Ethics Policy	Without Changes
Communication and Strategy Policy	Without Changes
Compliance Policy	Without Changes
Consequence Management Policy	Without Changes

26. STANDARD OPERATING PROCEDURES

SOP	Description	Status
Recruitment and Selection	To manage the recruitment and selection process.	Due for review.
Leave	To manage leave.	Due for review.
Payroll	To manage payroll.	Due for review.
Asset Management	To Manage asset custody, movement, measurement, recording for accountability purposes.	Due for review.
Supply Chain Management	To manage the Supply Chain Management Process	Due for review.
Debt Management	To manage any debts owing to the Municipality to ensure ultimate recovery.	Due for review.
Expenditure and Payments	To control expenditure to be within the budget and ensure that it is authorized. To control cash flows.	Due for review.
Budgeting	To ensure that budgets are compliant and assist departments in executing their plans.	Due for review.
Payment of Stipends	To Management the Stipend Payment Process.	Due for review.

27. MATATIELE LM LED PROJECTS FOR 2024/25

1. Livestock improvement
2. Funding SMME Support (Grant in aid)
3. Skills development for Co-operatives and SMMEs

28. UMZIMVUBU LM LED PROJECTS FOR 2024/25

1. Crop Production Improvement Programme -Grain and vegetables
2. Livestock Production
3. Industrial Parks
4. Putty and Phakade Business Hub

29. NTABANKULU LM LED PROJECTS FOR 2024/25

1. Cannabis Development
2. Township Economy
3. Tourism Development
4. Sand and Quarry Mining

30. WINNIE- MADIKIZELA MANDELA LM LED PROJECTS FOR 2024/25

1. Business Trade Market Square
2. Manufacturing Hubs
3. SMME Development
4. Medicinal Cannabis Factory
5. Ocean Economy Infrastructure Development Programme
6. Agro-processing (Izinini Forest Development)

7. Mbizana Chicken Abattoir

31. MATATIELE LED PROJECTS FOR 2024/25

1. Matatiele Agri-Parks Cropping Programme and household food gardens
2. Household food security gardens
3. Matatiele Agri-Parks Livestock
4. Matatiele Parks Infrastructure Support
5. Design and construction of turn Hawker stalls for informal trade
6. SMME development programme

32. ANDM PROJECTS FOR 2024/25

1. Feasibility Study of Township and Rural Retail Development
2. Beach to Berg Ntsizwa Hiking Trail
3. Agri-Park cropping development Project
4. Agro-processing Hub
5. Redoubt Precinct Plan
6. Oceans, Coastline and Inland Development Project

33. AGSA ACTION PLAN AND RISK REGISTER

2022-23 AUDIT

SUMMARY

TOTAL FINDINGS	RESOLVED	IN PROGRESS
36	27	9

2023/24 RISK REGSITER

STATUS	COLOUR	PROGRESS
Addressed		27
Not Addressed		10

DASHBOARD- STATUS ON IMPLEMENTATION OF RISK MITIGATING PLANS

Department/ Risk profile	Total risks	No. of total action plans for the F/Y	No. of action plans for quarter 3	% implementation		
				Cleared	Due but Not cleared	
Strategic	12	48	20	14	6	70%
Operational	6	17	8	7	1	88%
Fraud	5	15	9	6	3	67%
Total	23	80	37	27	10	73%

34. RECOMMENDATIONS

It is recommended that the report is brought to the Council Strat plan for consideration and for noting.