



# **ANDA ANNUAL PERFORMANCE REPORT**

## **2023/2024**

## Contents

1.1. Strategic Reflection .....	3
2. Purpose.....	5
2.1. Legal Framework .....	5
3. Background .....	5
4. Budget and Service Delivery Agreement for 2023/24 .....	6
6. Challenges facing the Development Agency .....	8
9. OVERALL PERFORMANCE PER KPA .....	10
11. SUMMARY OF PERFORMANCE ACHIEVEMENTS PER PROJECT.....	13
12. Comparison of Annual Performance Report for 2022/23 and 2023/24 .....	19
13. Quality Assurance Establishments.....	19
14. Governance Systems .....	21
18. Performance of Service Providers for the period 2023/24 .....	25
19. Conclusion .....	27

## 1.1. Strategic Reflection

### Board Chairperson's Foreword

It gives me great pleasure to present this Annual Performance Report foreword on behalf of the Board of Directors. The performance of the organisation continues to give rise notwithstanding the resource limitations in our operating environment, the organisation continues to strive to improve on its primary mandate to promote economic growth within the Alfred Nzo District.

The Board has made some key observations and decisions which are aimed at enhancing governance and improving performance of the Entity in achieving its mandate and implement all the programmes as outlined in the Multi Year Business Plan (MYBP) and Service Delivery and Budget Implementation Plan (SDBIP)

As part of strengthening good governance, the Board also approved the organisational structure and mandated management to ensure that the organisation is supported by a functional structure that responds to the expectations of our stakeholders and improves performance.

My sincere gratitude goes to my fellow board members for the professional way they discharge their fiduciary and oversight duties to the organisation. They each bring individual experience and expertise in their respective fields. A special gratitude goes to the Members of the Audit Committee whose robust engagements and quality assurance is appreciated.

I would also like to also share my appreciation to the management of Alfred Nzo Development Agency and the entire staff for their unwavering commitment to the mandate of ANDA, because they have exemplarily stepped-up-to-the-task of implementing the planned programmes.

On behalf of the Board of Directors of ANDA we would like to thank our shareholder, Alfred Nzo District Municipality from the Executive Mayor, MMCs, Municipal Manager and officials for their ongoing support, leadership and guidance and to all our partners and stakeholders without whom we will not be able to implement the mandate of driving effective and sustainable change within our communities.

---

**Mrs. N. Mabude**  
**Chairperson of the Board**

## 1.2. Acting CEO's Quality Certificate

I....., in my capacity as the Acting CEO of Alfred Nzo Development Agency (Registration No. ... ..), hereby approve the Annual Performance Report (APR) for 2023/2024 Financial Year. This Annual Performance Report is prepared in terms and in compliance with the stipulated requirements as documented in the Local Government: Municipal Finance Management Act No. 56 of 2003, Municipal Systems Act No. 32 of 2000 and Municipal Planning and Performance Management Regulations of 2001.

Signed at ..... on this..... day of.....2024.

---

**Ms. N. Maloi**  
**Acting Chief Executive Officer**

## **2. Purpose**

The purpose of this report is to give account regarding the annual performance of the Alfred Nzo Development Agency (ANDA) as required in terms of section 46(1) of the Municipal Systems Act No 32 of 2000.

The report seeks to provide an overview of the annual performance of the entity, evaluating its performance in relation to the predetermined objectives, indicators and targets as outlined in the entity's strategic documents i.e. MYB and SDBIP. Therefore, the information included in this report is based on the Adjusted Multi Year Business Plan 2023/2024 and Adjusted SDBIP 2023/2024.

### **2.1. Legal Framework**

Section 46 (1) of the Municipal Systems Act 32 of 2000 as amended stipulates that a municipality must prepare for each financial year an annual performance report consisting of:

(a) a performance report reflecting—

- i. the municipality's, and any service provider's, performance during that financial year, also in comparison with targets of and with performance in the previous financial year.
- ii. the development and service delivery priorities and the performance targets set by the municipality for the following financial year; and
- iii. measures that were or are to be taken to improve performance.

It is against the above-mentioned background that Alfred Nzo Development Agency as an Entity of Alfred Nzo District Municipality has prepared its Annual Performance Report for 2023/24 reflecting level of performance by the Agency and further reflects some comparison with the performance in the previous financial year (2022/23). The annual performance report reflects on the Entity's performance per National Key Performance Area.

## **3. Background**

Section 40 of the Municipal Systems Act 32 of 2000 as amended outlines that a Municipality must establish mechanisms to monitor and review its Performance Management System to measure, monitor, review, evaluate and improve performance of its organizational and

departmental levels.

The Municipal Planning and Performance Management Regulations, 2001 reaffirms and further gives detail of what municipality's performance management system should entail as a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, and reporting are to be conducted.

Alfred Nzo Development Agency in compliance with the Performance Regulations developed and adopted its Performance Management System Policy Framework which gives an indication of the approach by the Municipal Entity towards performance management. During the financial year under review, ANDA developed and adopted its Service Delivery and Budget Implementation Plan (SDBIP), budget and Multi Year Business Plan hence quarterly performance reports on implementation of ANDA projects and programmes.

#### **4. Budget and Service Delivery Agreement for 2023/24**

The extract below is from the Development Agency's Adjusted Multi-Year Business Plan 2023/2024 (MYBP) and shows the link between the Adjusted MYBP 2023/2024 and the Service Delivery Agreement (SDA) between ANDM and ANDA.

In conforming to the mandate of the organisation as defined in the Service Delivery Agreement between the ANDM and ANDA, the Board is committed to working with management and the municipality to promote economic development initiatives that aim to better the district and to better the lives of its inhabitants. As defined in the SDA the Board has further translated the ANDA mandate into the Adjusted MYBP 2023/2024 whilst also keeping in mind goals of the shareholder expressed in the IDP.

The Adjusted Service Delivery and Budget Implementation Plan 2023/2024 (SDBIP) is developed from the Adjusted Multi-Year Business Plan and is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the Agency, thus providing credible management information and a detailed plan for how the Agency will provide such services and the inputs and financial resources to be used.

The adjusted budget in line with the Adjusted SDBIP 2023/2024 sets the yearly service delivery and budget targets (revenue and expenditure), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the CEO must ensure that the budget is built around quarterly and monthly information. The Adjusted SDBIP 2023/2024 gives meaning to both In-Year reporting in terms of section 87 (monthly reporting), section 52d (mid-year report) and end-of-year annual reports. The In-Year reporting is an illustration of the implementation of the budget. The budget has been implemented in accordance with the Adjusted SDBIP 2023/2024 and agreement with the ANDM and Adjusted MYBP 2023/2024.

## **5. PERFORMANCE MANAGEMENT PROCESSES**

- The Board has approved a comprehensive compliance calendar which is a year Planner that outlines the schedule of Board meetings to enhance effective planning and coordination.
- During the Monthly Management Committee Meetings (MANCO), managers furnish reports on both monthly and quarterly performance against set targets. These reports address the execution of the SDBIP, the state of the Risk Register, Operational Matters, and the implementation of SCM policy
- The subsequent phase involves the submission of Quarterly Performance Reports. These reports are presented first to the MANCO and subsequently to the Audit and Performance Committee. In these sessions, the management conducts thorough examinations of actual performance levels. In instances where desired performance levels have not been attained, reasons for non-achievement and corrective actions are stated.
- After quality assurance has been provided by the Audit Committee, the performance reports proceed to the Board of Directors and later to Mayoral Committee (MAYCO). Ultimately, the reports are submitted for final approval by the Council.

In preparations for the Annual Performance Report for 2023/2024 the following processes were followed

DATE	ACTION(S)
23 July 2024	A template of the Annual Performance Report 2023/2024 was circulated by the office of the CEO to all departments to input and submit their departmental reports accompanied by POEs.
29 July 2024	Submission and consolidation of Draft Annual Performance Report
05 August 2024	Final Draft Annual Performance Report tabled to Management
08 August 2024	Submission and verification of the Annual Performance Report POEs to Internal Audit
16 August 2024	The Draft Annual Performance Report was submitted to Audit Committee for quality assurance.
26 August 2024	The Draft Annual Performance Report was submitted to Board of Directors for approval
30 August 2024	The Draft Annual Performance Report to be submitted to ANDM Mayoral Committee and ANDM Council for noting

## 6. Challenges facing the Development Agency

The Alfred Nzo Development Agency still operates under limited financial constraints to fully implement its mandate. It is recognised that there are strides internally to mobilise more funds in the form of grants and related funding models. The budget of the Agency predominantly funds operational expenses, and a limited amount of the budget is available to fund capital expenditure. Critical financial challenges facing the Development Agency include the following:

- Leveraging of the LED opportunities due to limited financial resources to attract co-funders
- In ability to secure partnerships with other institutions
- In ability to generate revenue to complement grant allocation from the Parent Municipality
- Challenges in identification of high impact projects that can create value chains
- Access to land to implement economic development initiatives including unresolved TFC processes



## 7. Interventions to Mitigate the Challenges

The entity is working on a turnaround strategy that is meant at addressing some of the fundamental challenges confronting the Agency. These include the following:

- Intensification of resource mobilisation efforts. Funding has been secured from the SETAs, and other agencies for skills development, projects development etc. This is a demonstration that the cash flow of the entity is beginning to improve.
- Identification of high impact projects to attract prospective investors and bring about sustainable economic development in the district.
- Collaborations with different stakeholders i.e. Community Property Associations (CPAs), Traditional Leadership, Department of Rural Development and Land Reform, COEGA, private investors and local Municipalities to unlock land for development
- Partnership with ECDC on Trade, Investment promotion and access to markets
- The Entity has entered Memorandum of Understanding with the Department of Labour for learning placement opportunities on the Employment Services System which seeks mainly to address youth unemployment and funding opportunity.

## 8. STRATEGIC ALIGNMENT OF ENTITY STRATEGIC GOALS WITH NATIONAL KPA, ANDM DDP AND IDP GOALS

The entity strategic goals have been crafted such that they are aligned to and can contribute to the long-term and medium-term strategic planning documents of the district municipality as well as the National Key performance areas, the District Development Plan 2030, and ANDM Integrated Development Plan (IDP) 2022-2027.

ANDA GOALS	NATIONAL KPA	ANDM DDP GOALS	ANDM IDP GOALS
Economic Infrastructure Development	Local Economic Development	An enabling infrastructure network	Inclusive Growth and Development

Good Governance	Good Governance and Public Participation	Capable Democratic Governance	Effective Public Participation, Good Governance and Partnerships
Sustainable Inclusive Economic Growth	Local Economic Development	An innovative, inclusive and growing economy	Inclusive Growth and Development
Sound Financial Management	Municipal Financial Viability and Management	Capable Democratic Governance	A capable and financially viable institution
Enhancing Human Capabilities	Municipal Institutional Development and Transformation	Improved Human Development	Institutional resilience and human capital development

This section seeks to outline the KPA, and strategic goals adopted by the entity in its Multi Year Business Plan for purposes of alignment. In terms of the legislation the entity is also required to state measures taken to improve performance per KPA.

## 9. OVERALL PERFORMANCE PER KPA

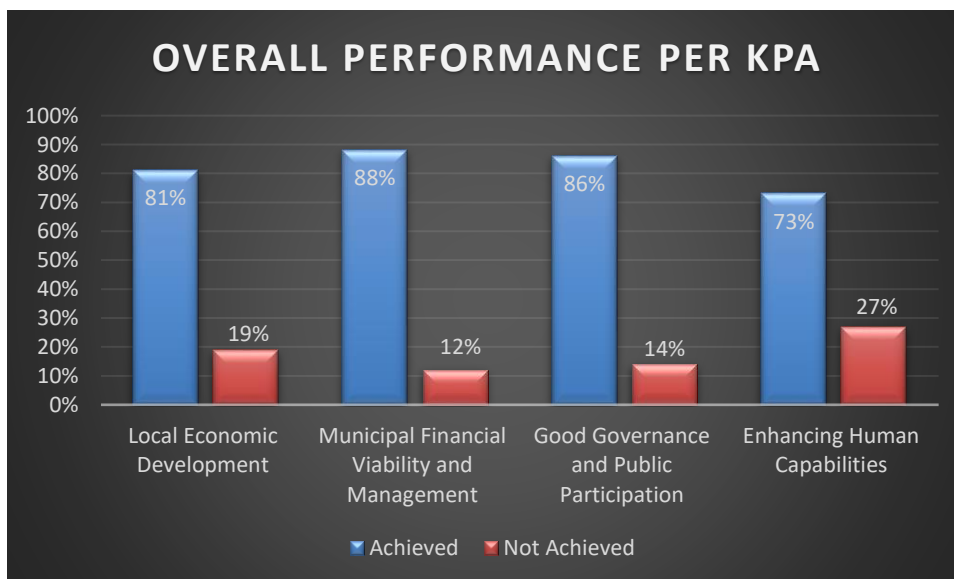
This section provides an outline in terms of the Entity's Annual Performance Report of the Entity for 2023/24 Financial Year in line with the Adjusted SDBIP 2023/24 targets and in relation to the various directorates and key performance areas of the Entity. The entity is responsible for a total of 47 KPIs for 2023/24 financial year all of which were assessed. Institutional statistics were as follows:

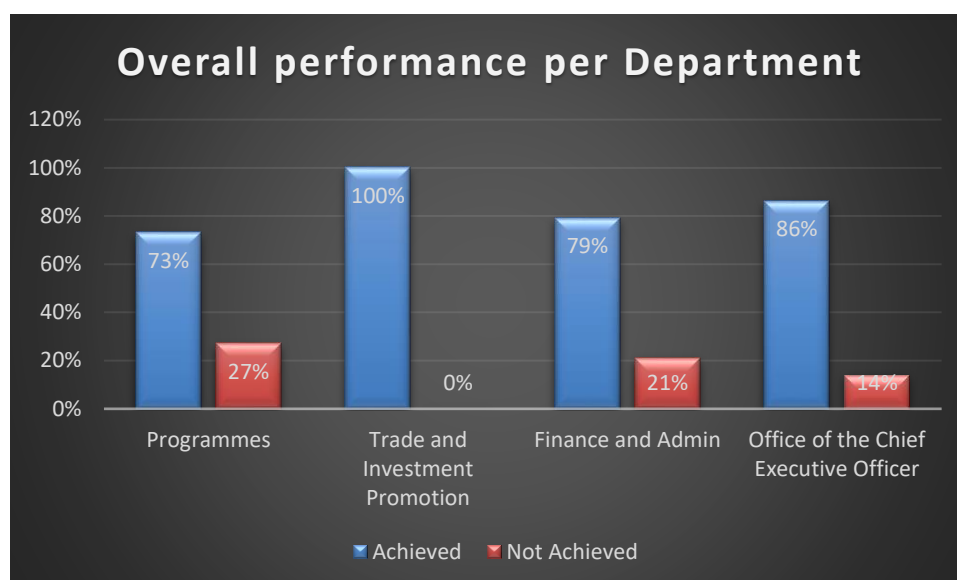
	Targets not achieved
	Targets achieved

ACHIEVED TARGETS VS NOT ACHIEVED BY DEPARTMENT					
Unit	Total No. of targets	Achieved	Not Achieved	Achieved	Not Achieved
Programmes	15	11	4	73%	27%
Trade and Investment Promotion	6	6	0	100%	0%
Finance and Admin	19	15	4	79%	21%
Office of the Chief Executive Officer	7	6	1	86%	14%
<b>TOTAL</b>	<b>47</b>	<b>38</b>	<b>9</b>	<b>81%</b>	<b>19%</b>

ACHIEVED TARGETS VS NOT ACHIEVED BY KPA					
KPA	Total No. of targets	Achieved	Not Achieved	Achieved	Not Achieved
Local Economic Development	21	17	04	81%	19%
Municipal Financial Viability and Management	08	07	01	88%	12%
Good Governance and Public Participation	07	06	01	86%	14%
Enhancing Human Capabilities	11	08	03	73%	27%
<b>TOTAL</b>	<b>47</b>	<b>38</b>	<b>9</b>	<b>81%</b>	<b>19%</b>

#### 10. GRAPHICAL ILLUSTRATION OF THE OVERALL PERFORMANCE PER DEPARTMENT AND PER KPA





**Notes:**

1. The figures and graphs above illustrate that Office of the CEO had 07 targets and reported against all 07 targets. Total achieved was 06 targets, which translate to 86%, and total not achieved was 1 target which translates to 14%.
2. Finance and Administration had 19 targets and reported against all 19 targets. Total achieved was 15 targets, which translate to 79%, and total not achieved was 04 targets which translates to 21%.
3. Programme Department had a total of 15 targets. Total achieved was 11 targets, which translate to 73% and total not achieved was 04 targets which translates to 27%.
4. Trade and Investment had 06 Targets. Total achieved was 06 targets, which translate to 100%

## 11. SUMMARY OF PERFORMANCE ACHIEVEMENTS PER PROJECT

### 11.1. KPA: LOCAL ECONOMIC DEVELOPMENT

PROGRAMMES DEPARTMENT					
ACHIEVED TARGETS VS NOT ACHIEVED BY PROJECT					
Project Name	Total No. of targets	Achieved	Not Achieved	% Achieved	% Not Achieved
Sheep Farming Programme	1	0	1	0	100
Emfundisweni Skills Development Centre: Business Support	1	1	0	100	0
Enterprise Development	1	1	0	100	0
Services SETA: Learnership Programme (Clothing Manufacturing)	1	1	0	100	0
Services SETA: Learnership Programme (Project Management)	1	0	1	0	100
Services SETA: Learnership (Generic Management)	1	0	1	0	100
Services SETA: Learnership Programme (Business Administration)	1	1	0	10	0
Services SETA: Learnership Programme (Sewing)	1	1	0	100	0
Services SETA: Skills Programme (End User Computing)	1	1	0	100	0
Services SETA : Skills Programme (Adult Education)	1	1	0	100	0
Services SETA: Vocational Internship Programme	1	1	0	100	0
Services SETA: NATED Internship Programme	1	1	0	100	0
Services SETA: Vocational Internship	1	1	0	100	0
Fresh Produce Industry Development	1	0	1	0	100
Bank SETA: Entrepreneurship	1	1	0	100	0
<b>Total</b>	<b>15</b>	<b>11</b>	<b>4</b>	<b>73%</b>	<b>27%</b>

### Departmental Overview and Challenges

- Programmes Department is a very crucial but under resourced department in terms of the staff compliment as it has only 3 Employees including the Executive Manager
- Challenges facing the department relate to insufficient financial and human resource capacity in the department to deliver in terms of key projects with great socio-economic impact.

The reasons for not achieving 100% in Annual Performance are as follows:

Project Name	Challenges/Reason for Variance	Service Delivery implications	Corrective Action
<b>Sheep Farming Programme</b>	Construction of 2 Shearing sheds could not be undertaken due to delays experienced during procurement process..	Beneficiaries to continue utilising old structures that negatively affects the quality of their wool production.	The Entity in the process of securing service provider and the advert for the recruitment of service provder has been issued. Construction of 2 Shearing sheds will be undertaken in the 2024/2025 FY.
<b>Services SETA: Leanership Programme (Project Management)</b>	There was an initial over-budgeting for the project since the contract value is R1 410 500.00. The training venue where learners were hosted had a fire breakout incident which delayed the completion of the project affecting the issuing of certificates as well as recognition of project management fees.	Learners might miss job opportunities due to the delays in receiving their certificates.	Alternative venue was secured, and the training was only completed on 30 May 2024. Certificates will be issued in December 2024.
<b>Services SETA: Generic Management Learnership programme</b>	The learnership could not be completed on time due to delays in commencement which led to under-budgeting in the midterm adjustment. The monies were borrowed from other Service SETA funded programme to make up for the under-budgeting	Learners might miss job opportunities due to the delays in receiving their certificates. Delays in issuing of certificates	The programme will be completed in September 2024. Underbudgeting has been addressed in the 2024/2025 budget.

<b>Fresh Produce Industry Development</b>	The development of 2x Business Plans for the packhouses could not be undertaken as planned owing to budget limitations after the Entity couldn't manage to receive co-funding from the partner.	Small Scale farmers will experience a challenge of not having a place to sell their produce	Funding has been secured to fund the development of packhouses business plans and the project will be implemented during 2024/2025 financial year.
---	---	---	--

## 11.2. KPA: LOCAL ECONOMIC DEVELOPMENT

TRADE AND INVESTMENT PROMOTION DEPARTMENT					
ACHIEVED TARGETS VS NOT ACHIEVED BY PROJECT					
Project Name	Total No. of targets	Achieved	Not Achieved	% Achieved	% Not Achieved
Cannabis and Hemp production	1	1	0	100	0
Macadamia Nuts Plantation	1	1	0	100	0
Agri Voltaic – SunFarming	1	1	0	100	0
Alfred Nzo Industrial Park	1	1	0	100	0
Resource Mobilisation	1	1	0	100	0
Partnerships	1	1	0	100	0
<b>Total</b>	6	6	0	100%	0

### Departmental Overview

- Trade and Investment Promotion Department is a very essential within the institution however is under resourced department in terms of the staff compliment as it has only 1 Employee Trade and Investment Coordinator now.
- The entity has held a successful Trade Fair launch on 25 May 2024 in collaboration with ECDC
- Collaboration has been established with Eastern Cape Rural Development Agency (ECRDA) on the implementation of industrial hemp and cannabis, forest development and re-purposing of the Mbizana Red Hub

- Pre-feasibility study for development of District Industrial Park has been finalized which was funded by DEDEAT and study conducted by COEGA
- Feasibility study for development of Macadamia Nuts industry has been finalized
- The entity is engaging with SAHANA property developers to explore opportunities of developing new Boxer Stores or expansion of the existing stores
- The Entity is in engagement with Sunfarming, an international investor seeking to secure land for the establishment of Agri Voltage project throughout the district.

### 11.3. KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT, ENHANCING HUMAN CAPABILITIES

FINANCE AND ADMINISTRATION					
ACHIEVED TARGETS VS NOT ACHIEVED BY PROJECT					
Project Name	Total No. of targets	Achieved	Not Achieved	Achieved %	Not Achieved %
Procurement Projects	1	1	0	100	0
Asset Management	1	1	0	100	0
Fleet Management	1	1	0	100	0
Inventory Management	1	0	1	0	100
Budget & Reporting	1	1	0	100	0
Financial Information Systems	1	1	0	100	0
Revenue & Expenditure	1	1	0	100	0
Irregular Expenditure Project	1	1	0	100	0
Policy Development	1	0	1	0	100
VIP Payroll	1	1	0	100	0
Staff Establishment Review	1	0	1	0	100
Skills Development	1	1	0	100	0
ICT Management	1	1	0	100	0
Records Management	1	1	0	100	0
Individual Performance Management (IPM)	1	0	1	0	100



Cleaning Goods and Services	1	1	0	100	0
Printing and Stationary	1	1	0	100	0
Recruitment and Selection	1	1	0	100	0
Occupation Health and Safety	1	1	0	100	0
Leave Management	1	1	0	100	0
Institutional Performance Management	1	1	0	100	0
<b>TOTAL</b>	<b>19</b>	<b>15</b>	<b>4</b>	<b>86</b>	<b>14</b>

### Departmental Overview and Challenges

- Unaffordability of the municipal financial system (Munisoft)
- Individual PMS has not been fully implemented

### 11.4. KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OFFICE OF THE CHIEF EXECUTIVE OFFICER					
ACHIEVED TARGETS VS NOT ACHIEVED BY PROJECTS					
Name of the Project	Total No. of targets	Achieved	Not Achieved	% Achieved	% Not Achieved
Policy Development	1	0	1	0	100
Sitting of Board Meetings - Compliance	1	1	0	100	0
Communications project	1	1	0	100	0
Institutional Performance Management	1	1	0	100	0
Internal Audit	1	1	0	100	0
Risk Management	1	1	0	100	0
Legal Services	1	1	0	100	0
<b>Total</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>86%</b>	<b>14%</b>

### **Departmental Overview and Challenges**

- The strategic objective of the department is to strengthen governance, reduce risk, increase the performance and efficiency level of the institution
- The OCEO had an overall of 7 annual targets for the 2023/24 financial year.
- 06 targets were achieved successfully.
- One of the department's challenges is the absence of the full time Chief Executive Officer of the Entity.

## 12. Comparison of Annual Performance Report for 2022/23 and 2023/24

Department	2022/2023 Annual Performance			2023/2024 Annual Performance			Improved Or Dropped 2023/2024
	Total No. of targets	% Achieved	% Not Achieved	Total No. of targets	% Achieved	% Not Achieved	Outcome
Programmes	17	82%	18%	15	73%	27%	↓
FINANCE AND ADMIN	21	95%	5%	19	79%	21%	↓
OCEO	7	100%	0%	07	86%	14%	↓
TRADE AND INVESTMENT	0	0	0	06	100%	0%	↑
Overall Percentage	45	91%	9%	47	81%	19%	↓

### Notes

- The figure above illustrates that Programme Department have experienced a setback which is illustrated by a drop in performance as compared to the previous financial year.
- Finance and Administration has also undergone a decline of performance compared to the previous FY.
- Office of the Chief Executive Officer have seen a slight decline in performance having achieved 100% in the previous financial year.
- Trade and Investment Department is a newly established department which has recorded improvement having achieved 100% in performance.

## 13. Quality Assurance Establishments

### 13.1. Audit Committee

The Companies Act 71 of 2008 provides for the establishment of Audit Committee as a statutory Committee of the Board. The Independent Committee oversees the monitoring and control system and is accountable to the Board. The Committee does not assume management functions, which remains the responsibility of Executive Management, officers and other members of the agency. The Committee has a role in ensuring that, amongst others, that the disclosure of risks is comprehensive, timely and relevant.

### 13.2. Internal Audit

The Agency is having shared services with the Parent Municipality, with a specific mandate from the Audit Committee, to independently appraise the adequacy and effectiveness of risk management processes, internal controls and governance processes. The findings on the

shortcomings to the Audit Committee. Internal audit plan is based on the results of a wide risk assessment and the approved strategy. The plan is updated annually considering risk assessments, internal and external emerging strategic issues and the results of external audits performed. This ensures that the audit focusses on identified risks.

### 13.3. Risk Management

Municipal Finance Management Act. No 56 of 2003 section 95 stipulates that the accounting officer of a municipal entity is responsible for managing the financial administration of the entity, and must for this purpose take all reasonable steps to ensure;

- (c) That the entity has and maintains effective, efficient and transparent systems-
  - (i) Of financial and risk management and internal control.

Due to financial and human resources constraints, the municipal entity has explored an option, to leverage shared services model with parent municipality for the purpose of establishing risk management.

The board's role in risk management is to provide strategic guidance, ensure that effective risk management processes are in place, and maintain a proactive approach to identifying and addressing risks that could impact the organization's objectives.

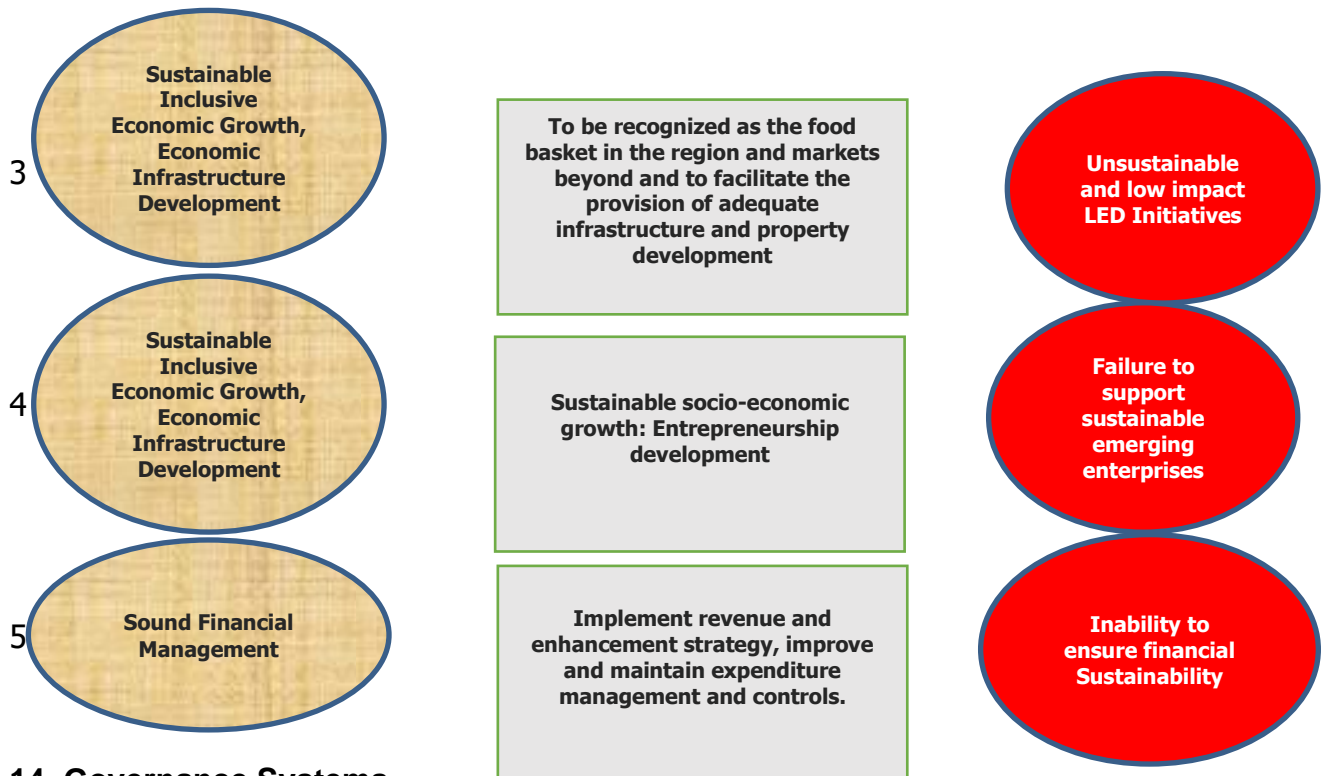
To intensify its posture and commitments to good governance, the board has approved the following policies:

- Risk management policy framework
- Risk management plan and strategy
- Fraud prevention strategy

As part of the risk assessment process for the 2023/24 financial year, the agency has conducted a comprehensive evaluation and identified the **top five strategic risks** facing the organization. This proactive approach to risk management aims to enhance the agency's preparedness and strategic decision-making by addressing potential challenges and uncertainties in a systematic manner. The outcome of this assessment has guided the allocation of resources and the formulation of mitigation strategies to ensure the agency's continued success in achieving its objectives.



2



## 14. Governance Systems

### 14.1. Governance Overview

Governance from a local government perspective is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.

### 14.2. Governance Structures

Parent municipality's Council resolved to appointed Five (5) **Non-Executive Board Members** to preside over affairs of the entity, members of the Board are constituted by two executives. Board of Directors are mandated to implement Service Delivery Agreement (SDA) which is reviewed annually along with the review of Multi-Year Business Plan and Integrated Development Plan. SDA serves as a performance tool between Board Members and the Council of the parent municipality. The Board performed its legislative functions sufficiently during the period under review. The Board of Directors could not establish Board Committees within period under reporting, however worth noting that the Board resolve to establish committees even though effectiveness remains an issue till additional Board Members have been appointed by the parent municipality.

### **14.3. Policies and Strategies**

Board of directors approved policy instruments in advancement of strategic objectives of the Entity and execution of the mandate as stipulated in the Service Delivery Agreement (SDA) concluded between parent municipality and the entity. Moreover, Strategies to support effectiveness of the organization on execution of its mandate and attainment of strategic goals as defined in the Multi-Year Business Plan were reviewed and adopted by the Board for the period under review.

## 15. Board Meetings as at 30 June 2023

The tables below depict attendance meeting schedule for both the ordinary and special Board Meetings:

Y = Yes

N = No

BOARD MEMBER	MEETINGS														
DATES	10/07/23	20/07/23	30/08/23	26/10/23	22/01/24	22/02/24	26/02/24	28/02/24	15/04/24	26/04/24	30/04/24	09/05/24	16/05/24	18/06/24	27/06/24
Ms. N. Mabude	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Ms. F. Maqwathi	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y
Ms. I. Magaga	Y	N	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y
Mr. N. Vimba	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
Ms. N. Matoti	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Company Secretary	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

## 16. Audit and Performance Committee Meetings as at 30 June 2024

Y = Yes

N = No

APC	MEETINGS										
DATES	18/07/23	27/07/23	23/08/23	29/08/23	20/10/23	16/01/24	22/01/24	20/02/24	12/04/24	18/06/24	16/07/24
Ms. B. Jojo	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Mr. Z. Zulu	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Mr. V. Tshangana	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

## 17. Risk Management Committee Chairperson

Y= Yes

RMC	MEETINGS						
DATES	27/09/2023	12/01/2024	22/04/2024				
Ms. L. Sonqishe	Y	Y	Y				



Vacancy rate at some instances forced request for support

## 18. Performance of Service Providers for the period 2023/24

<b>LEGEND:</b>  <b>1 – Not meeting the standards (0-30%)</b>  <b>2 – Meet some of the standards (30-50%)</b>  <b>3 – Meet most of the standards (50-70%)</b>  <b>4 – Meet all the standards (70-100%)</b>						
NAME OF SERVICE PROVIDER	SERVICE RENDERED	SET TARGET OF PERFORMANCE (2023/2024)	SET TARGET OF PERFORMANCE (2023/2024)	PERFORMANCE	RATING FOR CURRENT FINANCIAL YEAR	COMMENTS /RECOMMENDATIONS
MUNSOFT	Financial System	Provision of municipal financial system for transacting	Provision of municipal financial system for transacting	Good	4	The interaction with Munsoft has improved after an email was sent to management. No challenges so far
Vodacom	Business Contract Phones and Internet	Phones and internet provided as specified.	N/A	Poor	2	Contract is in place and monitored monthly but overall service is poor
Umzimvubu Leather Craft	Provision of cleaning services	Cleaning services	N/A	Good	4	Performance has improved
MTN	Provision of Cellphone contracts for 24 months	Cellphone Contracts	Provision of cellphone contracts	Good	3	Service Provider is performing as expected
Summat Institute	Panel training providers	Provision of Project Management NQF L5 Training	Project Management Training	N/A	N/A	Contract has ended, awaiting final tranche from SETA

Ndotha General Trading	New Venture Creation NQF Level 2 Short Skills Programme	New Venture Creation NQF Level 2 Short Skills Programme	NVC Short skills training	N/A	N/A	Contract has ended, awaiting final tranche from SETA
Matotomana Training and General Trading	Horticulture NQF Level 1 Learnership	Horticulture NQF Level 1 Learnership	Horticulture NQF Level 1 Learnership	N/A	N/A	Contract has ended, awaiting final tranche from SETA
Ndotha General Trading	Horticulture NQF Level 1 Short Skills Programme	Horticulture NQF Level 1 Short Skills Programme	Horticulture NQF Level 1 Short Skills Programme	N/A	N/A	Contract has ended, SETA has not deposited grant for last invoice
Bonakude Consulting	Provision of Annual Financial Statements (AFS).	Provision of 2022/23 Annual Financial Statements	Provision of 2022/23 AFS	Good	4	Contract ongoing with no challenges.
Taleni Godi Attorneys	Provision of Legal Services	Provision of Legal Services	Provision of Legal Services	Good	4	Contract ongoing with no challenges.
Kenako Development	Feasibility study for Macadamia Nuts Plantation	Feasibility study for Macadamia Nuts Plantation	Feasibility study for Macadamia Nuts Plantation	Good	4	Contract ended.
Reflections Development Institute	Reflections appointed to conduct skills programme on NVC - green economy for 08 months	Skills programme on New Venture Creation	Skills programme on New Venture Creation	Good	4	Contract ongoing with no challenges.

Silale Skills Academy	Silalele appointed to conduct learnership on Generic management L04	Learnership on Generic Management NQF L4	Learnership on Generic Management NQF L4	Good	4	Contract ongoing with no challenges.
Silale Skills Academy	Silalele appointed to conduct learnership on Sewing General Education Training (GET) Certificate Clothing Manufacturin g Processes	Learnership on Clothing Manufacturin g Processes NQF L1	Learnership on Clothing Manufacturin g Processes NQF L1	Good	4	Contract ongoing with no challenges.
Reflections Development Institute	Reflections appointed to conduct learnership programme on General Education Training Certificate: Business Administratio n NQF L4	Learnership programme on Business Administratio n	Learnership programme on Business Administratio n	Good	4	Contract ongoing with no challenges.

## 19. Conclusion

The information reflected below was subjected to validation during the Internal Auditing process and will further be submitted to the Auditor General as part of the annual audit process after being reported to the Performance Audit Committee. The Entity has performed well under the financial viability, good governance as well as organizational transformation indicator. ANDA considers its partnership with COEGA and ECDC to be one of the notable highlights and milestones for the year under review. There have been notable improvements on internal efforts towards resource mobilization securing just above R13million from the Setas. Management believes that this annual performance report provides a complete and accurate overview of the entity's performance against targets set for the 2023/24 financial year.