

**ANDA STRATEGIC PLANNING REPORT 2024**

*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 Imvomvo 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:

1. The Management Committee
2. The Internal Audit Unit
3. The Audit Committee
4. The Risk Management Committee
5. 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 Diverse Knowledge and Networks | Collection and storage of organizational memory 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  2. Supportive Board to influence and  network to champion policy advocacy  3. Committed HR  4. Existing Strategic Partnership  Formations with some stakeholders  5. Skills Development Coordination for  the District  6. Policies put in place and reviewed  Regularly  7. Good Governance and Compliance  8. Governance structures in place  9. Supportive Board of Directors  10. Adherence to policies and  Procedures  11. Functional and efficient financial  system.  12. Alarm system and security in place  for safe guarding of assets  13. Job Security (Permanent  employment inclusive of CFO) | 1. High reliance on parent municipality  for funding  2. Inadequate planning approach  between the Entity &amp; ANDM (LED  Directorate) for complementarity on  economic development  3. Limited internal budget resources to  implement projects  4. Inability to package projects for  investment attraction  5. Inadequate relationship with constant  local municipalities and  collaborations  7. Good Governance and Compliance  8. Governance structures in place  9. Supportive Board of Directors  10. Adherence to policies and  Procedures  11. Functional and efficient financial  system.  12. Alarm system and security in place  for safe guarding of assets  13. Job Security (Permanent  employment inclusive of CFO)  6. Limited Human Resource and  relevant sector specific competencies  to coordinate some catalytic projects  7. Need to appoint more 2 Board  Members  8. Delays in the permanent appointment  of the CEO  9. Non-functional of the Board sub-  Committees  10. Lack of marketing and  communication strategies  11. Branding and Marketing  12. Low revenue base  13. Inability to develop credible financial  Statements  14. Lack of annual training plan  Implementation  15. High reliance on parent municipality  for funding  16. Failure to address irregular  Expenditure  17. Lack of IT Personnel  18. Non implementation of individual  PMS |
| **OPPORTUNITIES** | **THREATS** |
| 1. Highly endowed in natural resource  for development to take place  2. Existing research on sector  development and key priority areas to  inform strategic agenda.  3. The regional catalytic projects (N2  Wild Coast Toll Road, Umzimvubu  Dam and Eastern Seaboard,  Emaxesibeni Office Precinct developments etc.  4. Abundance of stakeholders in the  economic development eco-system  5. Strategic Partnerships Formations  with other government departments,  private sector and SoEs / ECDC/  MISA / Chambers etc.  6. Availability of resources from both  private and public sector  7. Strong relations with DHET for skills  development/ capacity building to  Alfred Nzo citizens  8. Strengthen inter-governmental  relations with relevant stakeholders.  9. The use of Board to influence and  network policy advocacy.  10. Consideration of alternative sources  of power such as solar panels and  use of backup generators.  11. Rebranding and marketing of the  Entity.  12. Partnerships with other government  departments, private sector and  SoEs / ECDC/ MISA / Chambers etc. | 1. Slow process in concluding TFC  processes between ORTDM &amp;  ANDM  2. Limited financial resources to meet  community needs  3. Poor community buy-in  4. Land Tenure System  5. Land claims / disputes  6. Climate change  7. Negative stakeholder perceptions making difficult for investors to invest  in the Entity.  8. Going Concern  9. Crime and corruption  10. Economic Climate  11. Litigations instituted against the  Entity  12. The Impact of load shedding Impact  13. Cyber Security and Cyber-Attacks  14. Legal advancement and regulatory  changes |

# 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**olitical – There is a political stability.  Policy changes due to change in political leadership in the institution. |
| **E**conomic – 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. |
| **S**ocial – 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. |
| **T**echnological – 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. |
| **E**nvironmental – Alfred Nzo is characterized by high volumes of Disaster incidents due climate changes.  Abundance of natural resources. |
| **L**egal – 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 providers) | 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 |
| **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** |
| 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***.

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| --- | --- |
| **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 | 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 | 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

* 1. 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
  2. Consider a new and improved ANDA value addition to the future ANDM

1. Rewrite of the ANDA Mandate by the parent municipality
   1. Incorporate the DDP assumptions and mandate
   2. Rethink the mandate of ANDA into a long-term thinking
2. Develop a key high-level input to a new ANDA Multiyear business plan 2024 – 2027
3. Consider progress made and appropriate way forward against the ANDA’s Support Plan
4. 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

|  |  |
| --- | --- |
| **AUDITOR GENERAL AUDITS AUDITOR GENERAL AUDITS AUDITOR GENERAL AUDITS** | |
| Financial Year | Audit Opinion |
| 2018/19 | Unqualified |
| 2019/20 | Unqualified |
| 2020/21 | Unqualified |
| 2021/22 | Unqualified |
| 2022/23 | Unqualified |

**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**

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| --- | --- |
| 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. |
| Revenue | Revenue Management | 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 Abbatoir

# 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.