

## CHAPTER 2

### Governance

## CHAPTER 2: GOVERNANCE

### Introduction to Governance

This chapter will examine the manner in which governance is handled in each and every component as stated below. In order for the municipality to function effectively, each component is required to function effectively (while ensuring a high degree of interaction and interdependence between each of these).

Component A: Political and Administrative Governance

Component B: Intergovernmental Relations

Component C: Public Accountability and Participation

Component D: Corporate Governance

### COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

#### Introduction to Political and Administrative Governance

The political and administrative frameworks (internal and external) provide policy, structures (political and administrative), procedures and compliance prescriptions overall, which ensure that operations occur in a sound and effective manner. By so doing, efficiency and accountability at all levels is ensured and efforts are made to meet community needs in an ordered and structured manner.

The organisation's strategic direction is determined by the IDP objectives. These are then translated into the performance targets that are required throughout the organisation and these are incorporated into the SDBIP (and scorecards that are developed from this). The successful achievement of these objectives is dependent on the available resources i.e. operational, human and financial.

The **political arm** is required to protect and advocate for the needs of the community and to ensure a better quality of life for all. Communication and involvement of the community in decisions gives new meaning to the concept of a "people-centred government". In a supportive and facilitative role, the **administrative arm** is required to ensure that there is sufficient infrastructure (human capital, resources, policies and procedures) in order to ensure that the strategic objectives can be met through effective management and control of operations, service delivery and matters of compliance.

### 2.1 Political Governance

#### Introduction to Political Governance

Senqu Municipality functions according to a **Council Executive System** (as per the Municipal Structures Act, Act No. 117 of 1988). It is a democratically elected Category B municipality with a structure that is categorized by elected Ward Councillors and Proportional Representative Councillors as reflected below.

## Political Structure



Councillors are allocated to Standing Committees that meet monthly in order to discuss and investigate issues raised so that formal decisions can be made regarding the presenting issue/s and so that appropriate recommendations can be made to Council for final approval where necessary.

### Councillors

**Appendix A:** Full list of Councillors (including the Committee allocations and attendance of Council meetings).

COUNCIL is comprised of 37 Councillors (Ward Councillors and Party Representatives) and this is reflected as follows:

**Party Representatives:** 13 x ANC Party Representatives  
2 x DA Party Representatives  
2 x PAC Party Representatives  
1 x UDM Party Representative

**Ward Councillors:** 19 Ward Councillors

### **Administrative responsibilities of Councillors/Council**

- ❖ Taking political decisions relating to service delivery;
- ❖ Providing an oversight role in Council;
- ❖ Attending meetings of Council that occur quarterly and Special Council meetings that are convened when an urgent issue is required to be attended to/or an urgent decision needs to be taken;
- ❖ As per Chapter 3 of the Municipal Systems Act, (Act No. 32 of 2000), the executive and legislative authority of a municipality lies with the Council and the Council takes all the decisions of the municipality subject to s59;
- ❖ Executive Committee meetings are convened monthly and are constituted as follows: the Mayor, Political Heads of Standing Committees and the top management of the municipality; and
- ❖ Standing Committees meet in order to discuss or recommend that certain actions are taken by the Executive Committee or Council. These committees are chaired by the Portfolio Councillors who form part of the Executive Committee members. The other members are Councillors, who are elected by political parties, traditional leaders and the administration.

### **Committees of Council (Standing Committees, MPAC, Traditional, Ward Committees et al)**

**Appendix B:** The committees applicable to Councillors and their purpose.

#### **Standing Committees**

- ❖ 5 Standing Committees are functioning and correspond with the 5 Directorates;
- ❖ Committee meetings are held monthly as scheduled;
- ❖ Information and recommendations from these are submitted to the full Council, for consideration; and
- ❖ All Councillors are required to serve in the Standing Committees with the exception of both the Mayor and the Speaker.

The role and function of the Standing Committee is to ensure that the process of informed decision making is facilitated. Councillors who serve on these Committees become more knowledgeable about the directorates with which they are linked. In this manner and with heightened knowledge they are able to make more informed decisions regarding the challenges and operational issues facing the directorate in whose committee they serve. When issues are referred to full Council, they are able to contribute at a higher level and guide discussion in a helpful, positive and insightful

manner. In this manner, decision making abilities are greatly improved and decisions made are regarded as being “informed decisions”.

### **Approved & functioning Standing Committee Structures:**

<p><b>BUDGET &amp; TREASURY</b></p> <p>Chairperson : Cllr J Constable  Councillors : Cllr S Mfisa  Cllr I S van der Walt  Cllr B.S Majodina  Cllr M Gojo</p> <p><b>Focus Areas</b>  Management of financial resources  Policies, Procedures and By-lays (MFMA &amp; National Treasury)  Financial support to all Departments</p>	<p><b>CORPORATE &amp; SUPPORT SERVICES</b></p> <p>Chairperson : Cllr N Kwinana  Councillors : Cllr S S Tindleni  Cllr S Mziki  Cllr N R Nthako  Cllr R M Joubert</p> <p><b>Focus Areas</b>  Council Administration  Departmental Corporate Support  Legal Compliance  By-Laws</p>
<p><b>STRATEGIC PLANNING AND DEVELOPMENT</b></p> <p>Chairperson: Cllr Mafilika  Councillors : Cllr N Nombula  Cllr L Tokwe  Cllr A P April  Cllr M Moeletsi  Cllr M Senoamali  Cllr N C Mraji</p> <p><b>Focus Areas</b>  Council facilitation (Powers &amp; Functions)  Support to community participation structures  Communications Management and Customer Care  LED  PMS  Risk and Compliance</p>	<p><b>COMMUNITY AND SOCIAL SERVICES</b></p> <p>Chairperson : Cllr G Mbonzana  Councillors Cllr I Mosisidi  Cllr M Ngendane  Cllr J Lamani  Cllr M G Moeletsi  Cllr A H Sobhuza</p> <p><b>Focus Areas</b>  Community based service provision  Community based by-laws  Waste Management</p>

**TECHNICAL SERVICES**

Chairperson : Cllr M Mpelwane  
Councillors Cllr M J Mjali  
Cllr G Mvunyiswa  
Cllr P G Key  
Cllr B Ngogodo  
Cllr N C Motemekwane

**Focus Areas**

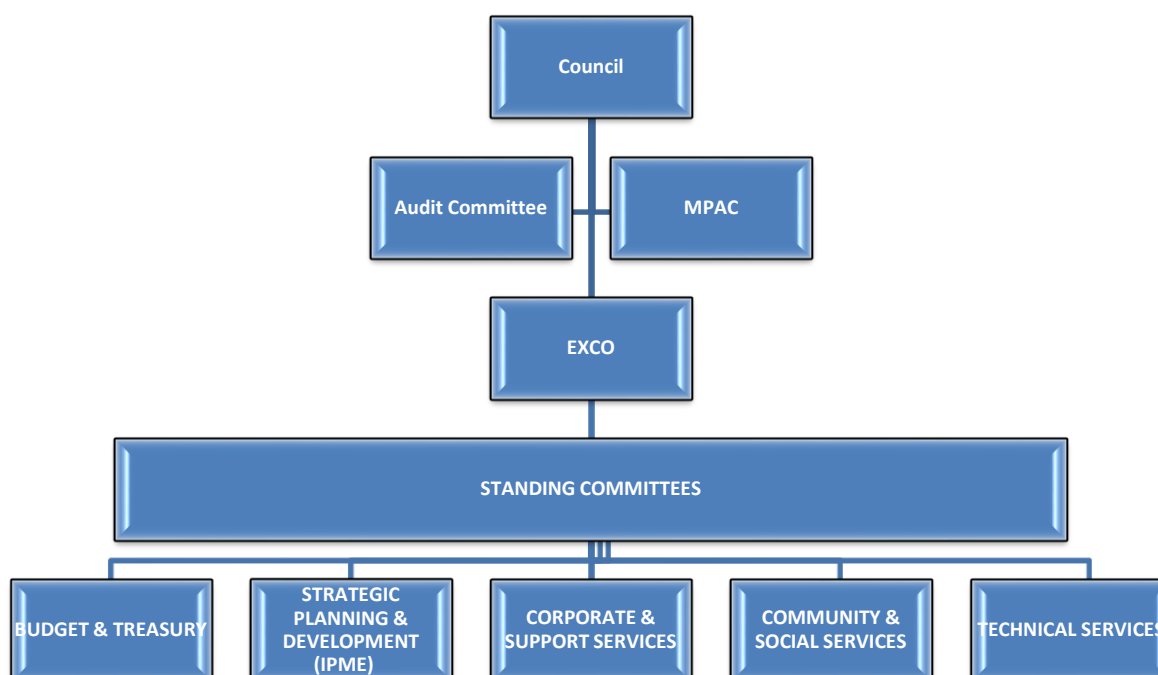
Infrastructure Development (Maintenance & Construction)

Technical Service Delivery

PMU Administration

Town Planning

## Oversight & Audit Committees



As reflected within the diagram above it is noted that the processes of oversight, auditing and audit verification are undertaken by the following structures:

- ❖ Audit Committee
- ❖ MPAC (Oversight Committee)
- ❖ Auditor General (external auditor)

Note: Decision making occurs throughout the structure as a “bottom – up” approach ie. from the Standing Committees to EXCO and finally to Council. In this manner informed decisions are made. Oversight is provided throughout by the relevant structures in order to ensure compliance/correctness of operation in all instances.

## **Audit Committee**

### **Committee responsibilities and performance:**

- ❖ Established in terms of s166 of the MFMA 56 of 2003 and is comprised of four (4) independent members;
- ❖ Required to meet quarterly. During the 2013/14 financial year it met on: 29/08/2013; 28/01/2014; 16/04/2014 and 12/06/2014;
- ❖ Reviewed its charter on 29/08/2014 which was approved by the council on 09/12/2013;
- ❖ Performs an advisory role to the municipality and is accountable to council - playing a key role in ensuring accountability and transparency within the Municipality;
- ❖ Reviews the quarterly performance information;

- ❖ Reviews unaudited financial statements before submission to the Auditor – General;
- ❖ Provides an objective view on the effectiveness of the municipality's risk management process and gives feedback to the accounting officer and council in this regard.
- ❖ Takes responsibility for oversight on the integrity of financial controls, combined assurance, effective risk management, performance management, compliance management, and meaningful integrated reporting to stakeholders;
- ❖ Discharges its responsibilities through the use of work done by the internal audit unit and other information presented to it by the management at its quarterly meetings;
- ❖ The summary of approved committee minutes containing comments and resolutions and reports on work performed by the internal audit and the committee;
- ❖ Approved internal audit reports are submitted quarterly to the executive committee (Exco), Council and the Municipal Public Accounts Committee (MPAC) for notification;
- ❖ The chairperson submitted the audit committee report to the MPAC, for consideration during the MPAC engagements on the oversight report which becomes part of the Annual Report.

The Audit Committee is constituted as follows:

MEMBER	POSITION
Mr G J Du Plessis	Chairperson
Mr G De Jager	Ordinary Member
Mr J Hattingh	Ordinary Member
Mr L Spofana	Ordinary Member

**Note:** A Senior Audit Executive and an Internal Auditor facilitate the audit function in-house.

External auditors are invited to all quarterly meetings of the committee to ensure that there are no unresolved issues of concern.

### Internal Audit Unit

- ❖ The internal audit unit was established in terms of s165 of the MFMA 56 of 2003 and it comprises four (4) members including the head of the unit (that are sourced in-house);
- ❖ The internal audit charter was reviewed by the head of the unit and approved by the Audit Committee on 29/08/2013;
- ❖ The risk based Annual Audit Plan was approved by the Audit Committee on 27/06/2013 and twelve (12) programmes were implemented;
- ❖ During this period, the internal audit evaluated the effectiveness and efficiency of controls, risk management, accounting procedures and practices, reliability and



integrity of financial and performance information, performance management, safeguarding of assets, loss control and compliance with all regulations relevant to areas reviewed;

- ❖ Recommendations to improve controls were made and form part of information reported in the audit reports approved by the audit committee at its quarterly meetings held on 29/08/2013; 28/01/2014; 16/04/2014 and 12/06/2014;
- ❖ The internal audit unit conducted 3 formal consulting engagements which were not part of the approved annual internal audit plan;
- ❖ All staff members participated in the continued professional development programmes which were part of the approved workplace skills plan;
- ❖ The Senior Audit Executive attended meetings as follows:
  - five (5) MPAC meetings held on 15/07/2013; 23/01/2014; 25/02/2014; 21/05/2014 and 18/06/2014 which was postponed to 01/07/2014.
  - eight (8) EXCO meetings held on 30/07/2013; 26/09/2013; 28/10/2013; 24/01/2014; 26/02/2014; 27/03/2014; 29/05/2014 and 25/06/2014.
  - five (5) Top management meetings held on 12/07/2013; 01/08/2013; 22/10/2013; 26/05/2014 and 24/06/2014.
  - Internal Audit Task Team meetings held on 14/08/2013 and 30/08/2013.
  - Audit Committee meeting held on 29/08/2013; 28/01/2014; 16/04/2014 and 12/06/2014; and
  - A Council meeting held 30/06/2014.

## **MPAC (Municipal Public Accounts Committee)**

### **Functions of MPAC**

- ❖ Responsible for oversight on the administration and executive committee of the council;
- ❖ Reviews the municipal / municipal entity's quarterly, mid-year and annual reports and oversight report on the annual report for consideration by Council;
- ❖ Assists council to maintain oversight over the implementation of Supply Chain Management Policy;
- ❖ Examines the financial statements and audit reports of the municipality and municipal entities (considering improvements from previous statements and reports);
- ❖ Evaluates the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- ❖ Promotes good governance, transparency and accountability on the use of municipal resources;
- ❖ Examines the Mid-Year Review documents in line with the IDP; and
- ❖ Recommends or undertakes any investigation that falls within the scope of this committee's responsibilities/ area of competence.

To fulfil its functions MPAC may/is required to:

- ❖ Seek / have access to any information required from any councillor/employee;
- ❖ Report to council on the activities of the committee;
- ❖ Perform any other function assigned to the committee through a resolution of Council;
- ❖ Have the right to call upon the accounting officer of the municipality or the chairperson of the municipal entity to provide information or clarity;
- ❖ MPAC may request the support of the internal and external auditors when necessary;
- ❖ MPAC may engage directly with the public and consider public comments when received;
- ❖ The committee shall have permanent referral with regard to the following reports:
  - Mid-year /In-year s72 reports
  - Annual Financial Statements
  - Reports of Auditor General and audit committee
  - Any other financial audit report from the municipality
  - Information on compliance in terms of sections 128 and or sections 133
  - Information in respect of any disciplinary action taken in terms of MFMA on matters serving or having been served before the committee; and
  - Performance information of the municipality.

**During the 2013/2014 period it is noted that MPAC:**

- ❖ Developed its annual work plan which is executed by the committee at its meetings held quarterly or monthly as determined by the committee;
- ❖ Requested the administration to provide progress in line with the committee's approved plan at its quarterly meetings and approved internal audit reports, audit committee resolutions and work performed by the audit committee and internal audit; Considered irregular expenditure reported to it by management and made its recommendations to the council; and
- ❖ Drafted its oversight report that was part of the Annual Report and provided it's comments and recommendations on management's action plans developed in order to address findings raised by the Auditor General in its audit report.

### **Ward Committees Establishment and Functionality**

Ward Committees are established in terms of section 73 of the Municipal Structures Act 117 of 1998.

#### **Purpose**

As per s74 of the Municipal Structures Act 117 of 1998, the purpose is to assist Municipal Councils in ensuring that ward issues are properly communicated by their respective municipalities and are catered for should there be a need for a budget to address such issues. These meetings are required to provide opportunities to report to the Speaker on issues of interest to the municipality which are taking place in their wards. This has assisted the municipality in ensuring that public participation is

enhanced and accountability of the municipality is not compromised. In the brewing protests in Sterkspruit information was and is communicated through ward committees to members of the public especially on issues such as Municipal Public meetings and other information sharing sessions.

In 2012/2013 all ward committee vacancies were filled. At the start of the financial year and certainly during Quarters 1 and 2, all Ward Committee Structures were operating and meetings were attended as scheduled. Reports were correctly compiled and submitted. Since Q3 when the unrest in Sterkspruit started, ward committee meeting were not held as regularly and in some instances were not held at all. In an effort to address the challenges experienced and to facilitate compliance, the CLO has developed a schedule for the Ward meetings, which were held quarterly despite the unrest. The CLO attended quarterly ward meetings and assisted with administrative support.

During 2013/2014 this process continued with the CLO developing the schedule for Ward meetings and providing the required administrative support. Notwithstanding the Sterkspruit protests this structure of council has greatly assisted the municipality in disseminating information to members of the public in that area.

Ward Committees have been effective as issues raised by ward committees are reported quarterly to the Executive Committee. This ensures that council is kept current on all issues raised within Ward Committee meetings.

### **Administrative Considerations**

- ❖ Ward Committees were established as required and in terms of Gazette No. 1405, Notice no. 209 of 9/12/2005;
- ❖ The Municipality published its By-Laws relating to Ward Committees in terms of s13 of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) read with s162 of the Constitution of the Republic of South Africa Act 1996 (Act 108 of 1996).
- ❖ In terms of these prescriptions the following issues are required to apply:
  - Representation on Ward Committees shall not be according to political party affiliation and will include religious, youth, civic, education, sport, culture, business, welfare, and women's associations;
  - Committees are required to meet at least once per quarter and report formally to the Municipal Manager at least quarterly through their Ward Councillor;
  - The term of office of a member is a period of two years;
  - The Mayor is responsible overall for the functioning of the Ward Committees and will meet at least quarterly with all Ward Committees to discuss issues of mutual concern and issues to be addressed;
  - The Mayor shall submit a 6 month report to Council on the activities and considerations of the Ward Committees;

- Each Committee will be chaired by its respective Ward Councillor. During Ward Committee meetings, the community members are briefed about developments in their ward and within the municipality itself. In this manner, a consultative community structure is created and maintained; and
- In order to facilitate the smooth running of these communities a code of conduct has been developed which will in turn be work shopped.
- ❖ In keeping with all required legislation it must be noted that:
  - All records of meetings scheduled and attended are maintained (minuted);
  - Minutes of all meetings are made available;
  - Written proof of resolutions tabled to Council are made available;
  - Minutes are available for all feedback meetings with communities; and
  - Ward Committee activity reports are made available to all.

As indicated, not all Ward Committee meetings have taken place due to a lack of quorum and resultant postponements. Notwithstanding, efforts are being made (through training) to improve the efficiency and functioning. Additionally the members are required to travel huge distances and members are now paid an “out of pocket” expense stipend of R1 500 per month to facilitate attendance. No stipend is paid without proof of attendance and meeting minutes.

### **Community Development Workers (CDW's)**

- ❖ 19 CDW's were appointed;
- ❖ Objectives of CDW's:
  - To interact with the community and identify households in need; and
  - To ensure that community relationships are nurtured so that community participation, support and correct utilization of services occur as a result of effective marketing.

### **Functioning of CDW's**

- ❖ All CDW's are required to undergo the appropriate training (ensuring that they clearly understand their role and purpose);
- ❖ CDW's report monthly to their co-ordinator in Sterkspruit in order to provide operational monthly reports i.e. reports on activities performed. Issues and observations noted, are forwarded monthly to the municipality via the Speakers Office;
- ❖ All Ward Committee meetings are attended by the CDW's who also then provide assistance to the Ward Councillors in respect of the dissemination of information.

Note: Difficulties in communication in respect of the CDW programme have not yet been resolved. It would seem that this was in part due to misunderstandings by the Ward Councillors as to the role of the CDW's and this in turn resulted in miscommunications and “turf wars”. Through additional training in this regard, it is hoped that this challenge will be addressed over time and especially with the appointment of the new Council.

Through their reporting mechanisms the CDW's report to the relevant government department in an effort to enlist the required assistance for that household.

While this programme has achieved great success through its marketing campaigns, it is hampered by the lack of transport and telecommunications that would enable CDW's to ensure that the requested services reached the required families.

## COMMITTEES AND COMMITTEES PURPOSE

<b>Committees (other than Mayoral /Executive Committee) and Purpose of Committees</b>	
<b>Municipal Committees</b>	<b>Purpose of Committee</b>
Audit committee	Administrative Oversight
Municipal public accounts committee	Oversight
Remuneration committee	Remuneration Issues
Local Labour Forum	Labour Issues
Training Committee	Training and Employment Equity Issues
Bid Committees	Bid/Specification/Tender Adjudication
Performance Management Evaluation	Assessment of Performance
Mandate Committee	To carryout and discuss all the mandatory issues of the Council
Remuneration Committee	To carryout and discuss all the remuneration issues of the Council
Strategic and Governance Committee	To carryout and discuss all the Strategic issues of the Council
Ethics Committee	To carryout and discuss all the Ethical issues of the Council

## COMMITTEES & COMMITTEE PURPOSES (CONT)

<b>Committees (other than Mayoral /Executive Committee) and Purpose of Committees</b>	
<b>Municipal Committees</b>	<b>Purpose of Committee</b>
Corporate & Support Services Committee	To discuss, recommend and dealing with council related business.
Community Services Committee	To discuss, recommend and dealing with council related business.
Technical Services Committee	To discuss, recommend and dealing with council related business.
Budget & Treasury Committee	To discuss, recommend and dealing with council related business.
IPME Committee	To discuss, recommend and dealing with council related business.
Occupation Health & Safety Committee	To carryout and discuss all the OHS issues of the Council
Employment Equity Committee	To carryout and discuss all the EE issues of the Council

**The following Traditional leaders are recognized and consulted as and when appropriate.**

B Pitso	Traditional Leader
K A Nombula	Traditional Leader
T Kakudi	Traditional Leader
N J Tikiso	Traditional Leader
I Jafta	Traditional Leader
N H Binza	Traditional Leader
Z Mphambo	Traditional Leader

### **Political Decision Making**

As already illustrated, political decisions are made through Standing Committee resolutions (after examining reports submitted) and at times these are forwarded to Council for a decision from Council i.e. Council Resolution. Actions taken must be taken strictly in accordance with a resolution number in order to be valid. A Resolution Register provides detail regarding action to be taken and follow ups are conducted in order to ensure that resolutions are acted upon.



## 2.2 ADMINISTRATIVE GOVERNANCE

### Introduction to Administrative Governance

The functional structure representing administrative governance is reflected as follows:



As depicted by the diagram above, the administrative structure consists of the Municipal Manager (Administrative Head) and the five (5) s56 Managers (Directors) who report to the Municipal Manager.

More specifically:

- ❖ The s56 managers are appointed on a 5-year fixed term contract;
- ❖ Performance Agreements are signed annually between the s56 managers' and the Municipal Manager (to whom they report). This details their specific contract conditions and together with an annually reviewed performance scorecard, their performance goals and objectives are agreed to annually (targets). It is against these that their performance will be measured; and
- ❖ S56 managers' report regularly to the Municipal Manager regarding performance and issues requiring appropriate action.

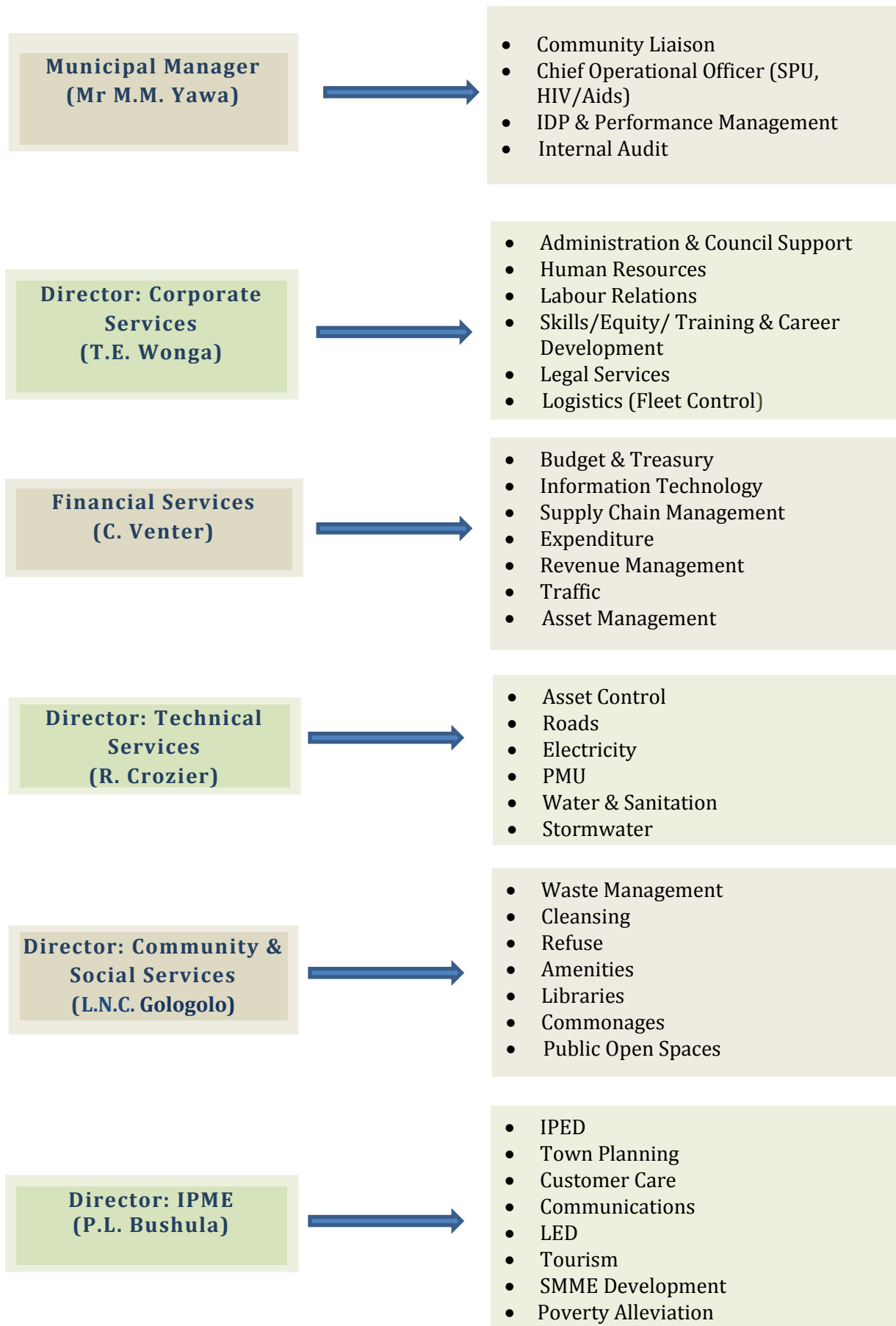
### Reporting Relationships and Administrative Functioning

- ❖ Directors report directly to the Municipal Manager re – functional issues regarding their directorates;

- ❖ Reporting occurs as per reporting lines and recognized communication structures (encouraging free flow of communication);
- ❖ Directors compile/present reports to Council regarding own directorate monthly (to the Standing Committees), who then recommend that these are approved/taken to Exco/Council as deemed appropriate (for final approval /resolution);
- ❖ Council resolutions are required to be effected within a specific period and follow ups are required to be undertaken in order to ensure that this occurs as required and timeously;
- ❖ Directors are required to meet the terms and conditions of the approved Performance Management Policy; and
- ❖ Directors are required to ensure that all reporting occurs in terms of compliance and in respect of all internal controls and systems.

The table that follows details each directorate, the name of its director and the functional requirements for each directorate:

**The functional nature of each division (directorate is reflected below):**



## COMPONENT B: INTERGOVERNMENTAL RELATIONS

### Introduction to Co-operative Governance and Intergovernmental Relations

It is recognized that organizations benefit from both individual and shared experiences. In this manner, opportunities are created for organizations to share and learn from each other and to develop more effective skills to handle day to day and specific challenges.

In an ongoing quest to improve the manner in which organizations operate, IGR (intergovernmental relations) structures have been put in place and are driven at the level of the district. Accordingly, the IGR Forum has been established in order to formally promote and to improve this process.

To facilitate this process and concept, an Intergovernmental Relations Framework Policy was adopted by the district (Joe Gqabi District Municipality) and related structures were created that were linked to the following clusters:

- ❖ Social Needs;
- ❖ Economic and Infrastructure;
- ❖ Safety and Justice; and
- ❖ Governance and Administration.

These clusters meet within the district by-monthly, in order to discuss service delivery, policy issues, integration, co-ordination, monitoring and evaluation.

### Existing and Functional Structures

Aside from the clusters, the following structures exist:

- ❖ **The District Technical Task Group;**
- ❖ **The District Mayor's Forum (DIMAFU);**
  - Meets quarterly to align key programmes and issues that relate to municipalities
  - This is a s79 committee (special committee that consists of Mayors of all Local Municipalities within Joe Gqabi District Municipality);
- ❖ **MUNIMEC Meetings**
  - Attended by Mayor and Municipal Manager;
  - Driven and coordinated by MEC for Co-operative Governance (to evaluate the performance of government programmes);

#### ❖ **Presidential Hotline**

- Commended for efforts and achievements (currently standing at 95% efficiency);

#### ❖ **IDP Representative Forum**

- Consultation with Sector Departments; and
- Links IDP processes.

#### ❖ **Public Participation**

- Informed in part by the IDP Process Plan; and
- Efforts are continuously made in order to improve and create conditions to facilitate public participation.

## **2.3 INTERGOVERNMENTAL RELATIONS**

### **National Intergovernmental Structures**

The 2012/2013 political uprisings in Sterkspruit continued to have impact during the 2013/2014 period. During the previous year the National Minister of Co-operative Governance formed a task team specifically aimed at investigating issues raised by the Sterkspruit Civic Association as well as to mediate between them and the municipality.

### **Provincial Intergovernmental Structures**

Munimec meetings were attended. The Munimec technical team attended meetings on 5-6/09/2013 and 5-6/06/2014. The Munimec political team attended meetings on 21-22/11/2013, 13-14/03/2014 and 25-26/06/2014. These meetings were held in order to discuss and to resolve issues of mutual interest with neighbouring municipalities. Reference is made to Appendix D (detailing a complete list of entities and delegated functions).

Historically, Senqu Municipality has had good relations with all local municipalities within the district. As a case in point it must be noted that in the past Gariep Municipality has benefitted by visiting Senqu Municipality – ensuring that it has been able to impart best practice principles and experience with Gariep.

### **District Intergovernmental Structures**

Efforts to improve intergovernmental relations is driven at the level of the district. The IGR Forum has been used to promote this process and Joe Gqabi District Municipality has adopted an Intergovernmental Relations Framework Policy. Intergovernmental structures were created (linked to the clusters of Social Needs; Economic and

Infrastructure; Safety and Justice and Governance and Administration) and these are functional.

Additional structures included:

- ❖ The District Technical Task Group;
- ❖ The District Mayor's Forum (DIMAFU) – meeting quarterly in order to align key programmes and issues between all municipalities within Joe Gqabi District Municipality. This s79 committee comprises the Mayors of all local municipalities within the district. It was unfortunate that within this financial year, the MM was not able to attend due to other work commitments.

As is clearly observed, in this manner, many opportunities are provided for the benefit of both district and local municipalities.

## **COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION**

### **Overview of Public Accountability and Participation**

Every effort has been made in order to ensure that the public are provided with opportunities to provide input into organizational objectives and to provide, receive (and interact) with information available. In this manner, a “people centered” organization is created – one in which the needs of the community can be met through an inclusive and interactive process – allowing the municipality to plan for and meet identified needs, where resources are available.

The IDP Process and Budget Plan are just a few of the structures that have been created in order to ensure that public participation occurs effectively and so that the needs of the public are met.

## **2.4 PUBLIC MEETINGS**

### **Communication, Participation and Forums**

In an effort to ensure effective communication a Communication Plan and Strategy was adopted and implemented successfully and implementation reports submitted quarterly to Council.

The Public Participation Forum was launched on 12 and 13 June 2013. Ward Committee members, Councillors, the LED Forum, SPU and government departments were invited. At that point great emphasis was placed on the Mayoral Imbizos' in order to utilize the information obtained to identify and inform key projects for 2013/2014. During this time, communities were allowed to choose from projects that appeared in the municipal 5-year IDP (2011-2016) and based on these, to prioritize these for 2013/2014. The results of this were then prioritized within the IDP and Budget Representative Forum and the prioritized projects (municipal and government) were then tabled to Ward

Committee members. In this manner the municipality was able to align its programmes with those of various government institutions for 2013/2014.

Ward based planning with Ward Councillors and Committees took place 26-27 February 2014.

The Public Participation Forum was required to launch by December 2013 and this was well achieved (prior to the deadline). Meetings were held and the Forum held a round table meeting with Ward Committees on 13 September 2013. The Public Participation Plan for 2013/2014 was sent to the Public Participation Forum for comments and additions, prior to being sent for adoption by Council. A Public Participation meeting was held 20 March 2014 but to date no Council Resolution exists that formally approves the Public Participation Plan, which in turn would ratify and improve its implementation.

Notwithstanding successes it must be noted that public participation meetings continue to be negatively affected by the Sterkspruit unrest. Despite these challenges, communication continues through Ward Committee meetings, radio talk shows and printed media. Additionally, the Presidential Hotline and the manual receipt of complaints is also being utilized to address all complaints received from communities and other stakeholders. Regular reporting of issues raised/discussed is submitted to the standing committee.

It is noted that the efforts to improve public participation and communication have involved the extensive use of other communication media. These include:

- ❖ Newspapers (reporting on highlights) such as: Daily Dispatch, Aliwal Weekly, Daily Sun, Barkly East Reporter and the Eagle Eye News;
- ❖ Broadcast media such as: Takalani Community Radio, Ekhephini Community Radio and Mhlobo Wenene;
- ❖ Radio interviews for the Mayor were held 13 and 18 March on Mhlobo Wenene in order to discuss the Vuna Awards received. In addition, Vuna Award advertorials were placed in the Daily Dispatch, the Daily Sun Reporter and Eagle Eye News;
- ❖ The Communications section attended a LGCF which was held in Aliwal North 6-7 March 2014; and
- ❖ One internal newspaper has been issued thus far and 1 external newsletter was to be issued 31 March 2014. It was unfortunate that the goal to produce 4 internal and 4 external newspapers could not be achieved and this was attributed directly to the poor performance of the service providers appointed for this purpose. Only one newspaper was ultimately produced and made available.

In addition it is noted that budget consultations occur twice annually (once to collect community needs and once to report on needs). In doing so, these meetings usually include traditional leaders, CDW's, community members, ward committees and other interest groups applicable to these wards.

### **Other Roleplayers Used to Improve Public Participation**

In addition the following role-players are used to heighten and improve public participation overall:



## **Community Development Workers (CDW's)**

The CDW's report to province and as such the municipality has no authority over them. In an effort to facilitate communication and cooperation the municipality engages in quarterly round table meetings where issues relating to the wards may be discussed. These discussions are chaired by the Speaker and consist of Ward Councillors, Traditional Leaders, Local Government, Traditional Affairs Representatives and CDW's.

## **Economic Development Forum**

This forum is required to meet quarterly and comprises all stakeholders involved in LED. Issues and challenges relating to LED implementation takes place and the forum monitors the implementation of the LED Strategy. Unfortunately during this period this forum only met once (27 March 2014) and submitted the related report to the Standing Committee in April. The inability to meet was caused by the inability of attendees to meet at required times due to work and other commitments and was due to no fault of the director.

## **Communications Forum**

This is required to meet quarterly in order to discuss issues relating to communications within the region. It consists of local municipal communicators, GCIS and local media representatives.

## **Ward Committees**

As s73 structures (as per s73 of the Municipal Structures Act, Act 117 of 1998) these have been created in order to facilitate ward communication with Council.

Committees meet monthly and report to the Speaker regarding issues of interest. Historically, meetings have not always been held as regularly as required and in an effort to improve attendance, the payment of stipends has been recommended by National Treasury. Financial constraints have impacted negatively on this.

These committees are extremely effective in facilitating 2-way dissemination of information, notwithstanding any challenges experienced with Sterkspruit.

Senqu Ward Committees are effective in the sense that issues raised by ward committees are reported on quarterly to the Executive Committee. This ensures that council in general is on board of function of the ward committees at all times.

**Reference:** Appendix E (Ward Committee Governance) and Appendix F (Performance Data for Wards)

## **Comment on Effectiveness of Public Meetings Held**

Despite difficulties that may have been experienced with the unrest and more specifically, disruptions caused by the Sterkspruit unrest and the protests from Sterkspruit Civic Association, public meetings continued to be held and in most cases continued to result in the required sharing of information between the Municipality and its public.

## **2.5 IDP PARTICIPATION AND ALIGNMENT**

S34 of the Municipal Systems Act, (Act No 32 of 2000), together with Chapter 2 of the Local Government Municipal Planning and Performance Management Regulations (No. 796/2001) requires the completion of the IDP. This 5-year document was first compiled in 2002, then in May 2006 and more recently in 2011 (for the 2011-2016 period).

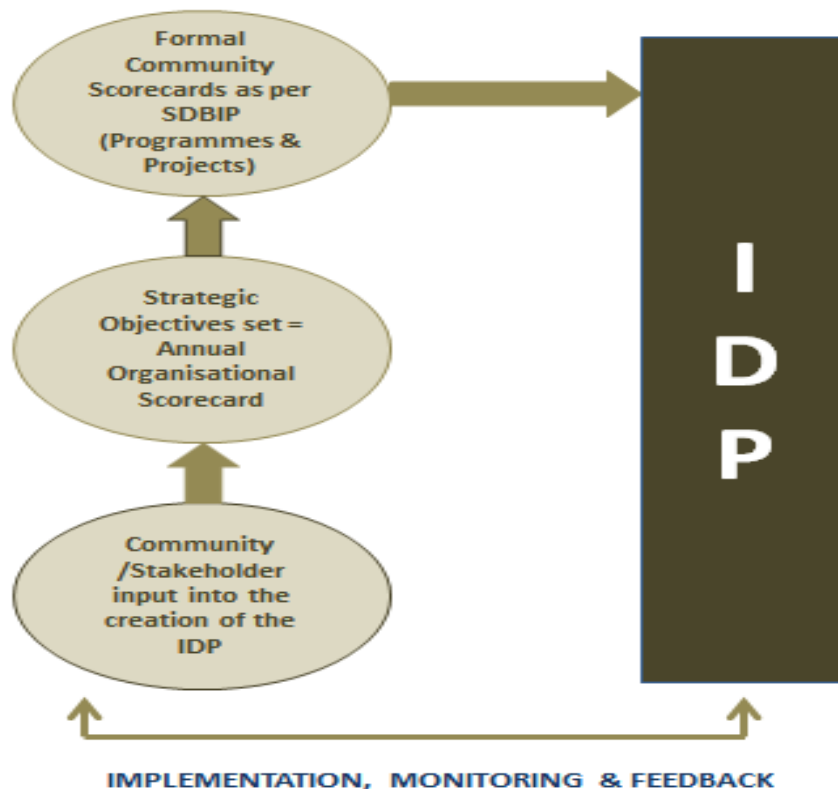
This document is required to correspond with each new Council's elected term of office.

This is a strategic document that directs and influences the functioning of the organization overall. It informs the strategic direction and operation of all projects and planning that occurs internally.

The impact and role of this document is depicted more clearly in the diagram that follows. As per this diagram:

- ❖ Alignment between the IDP, Budget and SDBIP is critical at all levels;
- ❖ Alignment must be carried through to the population of the s56 managers scorecards and to the levels below;
- ❖ Reporting structures are in place in order to ensure that implementation, monitoring and feedback occurs ongoing – thereby ensuring that every effort is being made to meet the IDP objectives;
- ❖ The IDP is developed for a period of 5 years and is reviewed stipulating annual performance targets based on currently applicable resources;
- ❖ A Process Plan is developed annually which informs the manner in which the IDP will be reviewed and managed (and public participation will be maximized);
- ❖ Planned meetings are detailed and scheduled as required;
- ❖ Through the use of the Budget Evaluation Checklist, the Budget Executive Committee meets regularly in order to evaluate the previous year's budget process.

**Figure: Development of the IDP & Related Public Participation**



Consultative efforts applicable to this period are documented as follows:

- ❖ The SDBIP was formally adopted
- ❖ The draft IDP was developed and adopted by Council on 28 March 2014;
- ❖ The IDP Representatives Forum and related public participation opportunities were held 19 September 2013, 4 December 2013, 18 March 2014 and 16 May 2014 (where a combined Public Participation Forum and IDP Rep Forum was held).
- ❖ Combined IDP and Budget Representative Steering Committee meetings were held on the 16 Sep 2013, 11 Feb 2014 and 14 May 2014 (No meetings were held in the second quarter);
- ❖ A Public Participation meeting was held 20 March 2014 and Ward based planning with Ward Councillors and Ward Committees took place 26-27 February 2014 in order to input into the Public Participation Plan. To date this has not been approved by Council. On 13 September 2014 a round table meeting was held with Ward Committees.

- ❖ No Mayoral Imbizos were held in the 2<sup>nd</sup> quarter due to the civil unrest in the Sterkspruit area and this affected 15 wards. Threats were made against Councillors in this regard. Mayoral imbizo's were held 4/12/13, 18/03/14 and 16/05/14.

Despite these challenges, all needs and inputs (as identified) were recorded, prioritized and included in Council's Integrated Development Plan (which was adopted by Council). The table below provides a brief analysis of the participation and alignment that resulted in the development of the IDP and related documents.

<b>IDP Participation and Alignment Criteria* 2013/2014</b>	<b>Yes/No</b>	<b>Comment</b>
Does the municipality have impact, outcome, input, output indicators?	Yes	
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes	
Does the IDP have multi-year targets?	Yes	
Are the above aligned and can they calculate into a score?	Yes	In only 2 instances the KPI's are assigned to different KPA's. Scoring can be done.
Does the budget align directly to the KPIs in the strategic plan?	Yes	
Do the IDP KPIs align to the Section 57 Managers <i>*in many instances the targets reflected in the IDP don't reflect just single or related targets, but seem to be combined on many levels. When this occurs it is extremely difficult to set a target and to measure appropriately. Accordingly, when this has occurred as with this target, the targets within the SDBIP have been split into more manageable targets. Nothing in essence has changed but a single target in the IDP may represent as three targets in the SDBIP with no loss to content or meaning ---simply enhancing the ability to manage and control.</i>	Yes	Scorecards are developed from SDBIP. In certain instances targets may be re - arranged into more suitable KPA's. In this instance no material change is noted and the target remains applicable and as measured as before.
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes	
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes	Municipal Performance Management Regulations s10g
Were the indicators communicated to the public?	Yes	Process Plan
Were the four quarter aligned reports submitted within stipulated time frames?	Yes	

## **COMPONENT D: CORPORATE GOVERNANCE**

### **Overview of Corporate Governance**

Corporate Governance is required to ensure that all legislative prescriptions are adhered to and in so doing to ensure that the rights of all stakeholders are protected.

Governance and compliance issues are required to be managed in the strictest sense. The administrative arm and related/designated human resources are required to ensure that all prescriptions (legal / policy prescriptions) are adhered to as prescribed, in order to ensure that the organization functions effectively and minimizes/eradicates aspects of risk.

This section will detail issues relating to: Risk Management, Fraud and Anti-Corruption, Supply Chain Management, By-laws, Website access and Public Satisfaction levels --- all in terms of compliance.

## 2.6 RISK MANAGEMENT

Risk management is a compliance issue that is required in terms of the MFMA section 62(i)(c). This requires that a municipality has and maintains an effective, efficient and transparent system of risk management.

While risk management is highlighted in terms of compliance, it must be noted that its real benefit has more to do with the fact that the failure to identify and manage identified risks will impact negatively on the organisation (financially and operationally). These costs cannot be justified, particularly if the risk had been noted and no appropriate action was taken – it would therefore reflect as poor business practice and poor management – resulting in extreme costs to the organisation, not to mention audit queries and possible audit qualifications.

### Top 5 Risks (2013/2014)

TOP FIVE RISKS OF SENQU LOCAL MUNICIPALITY FOR 2013/2014			
Risk	Category	Residual Rating	Department
1. Perceived lack of service delivery	OSD	16	Municipality as a whole
2. Ineffective revenue collection for the municipality	RS	16	Finance Department
3. Manipulating SCM procedures, creation of an environment conducive to commit fraud & corruption	LRR	25	Finance Department
4. Inadequate infrastructure	TBA	TBA	TBA
5. Poor design of the existing roads system due to limited funds.	FBOS	20	Technical Services Department

The risk management function is housed within the IPME department. This function is managed by the Manager: Governance and Compliance. Notwithstanding this formal arrangement it must be noted that risk remains the responsibility of each and every department. Every single person, within every directorate is required to manage risk.

The Audit Committee is required to provide oversight on the perceived and actual risk experienced. Through approved processes of measurement, reporting and control, risk is possible to be managed throughout the organisation in a coordinated and effective manner.

In an effort to manage risk effectively and in accordance with required prescripts the following structures and reporting are required to be undertaken:

- ❖ A risk profile is required to be developed for the Municipality;
- ❖ Risks must be regularly monitored and reviewed;
- ❖ Departments are to be advised on mitigating measures that are required to be implemented on certain risks;
- ❖ Each Directorates Risk Action Plans are required to be developed, monitored and reviewed annually;
- ❖ The Risk Registers are required to be updated monthly (measures to deal with identified risks are monitored monthly and reports submitted to Council; and
- ❖ Quarterly Risk reports are to be compiled and submitted to Council and the Audit Committee.

Note: This function has not been entirely successful during this financial year. The Risk Register and Report was submitted as required to the Audit Committee by 31st August 2013 (submitted 27 August 2013). During the first quarter risk assessments were done on a monthly basis, submitted to the standing committee monthly and the audit committee quarterly. The Audit Committee did not sit during the second quarter, so this report could not be submitted and the meeting for the third quarter was only scheduled for 16 April 2014.

### Litigation Issues

The municipality is currently involved in the following litigation issues that could result in damages/loss awarded against Council if claimants are successful. The following cases apply:

LITIGATION ISSUES		2014	2013
1.	<u>Traffic Officers</u> (Arbitration Appeal re-corruption)  Potential re-instatement of 3 employees if successful. This matter was matter was successfully litigated on the basis of prescription and was finalized on 30 July 2013.	Amount unknown – reinstatement	R550 000
2.	<u>Gawe Review Application</u>  Pending review application at labour court	-	-

3.	<u>Wage Curve</u> IMATU contesting implementation of Wage Curve Agreement and Labour Court ruled in favour of IMATU. SALGA taking ruling on review. May result in a 2% general increase as from October 2009.	Amount unknown	TBA
4.	<u>Landfill Sites</u> No permit/Licence for all landfill sites currently used – Penalty in terms of s24G of Environmental Conservation Act.	Amount unknown	-
5.	<u>Services Rendered : Media 24</u> Claim re services rendered t/a National Magazines		-
6.	<u>Ex-gratia Payment</u> Upon termination of Municipal Manager and other s57 managers (1.25 x gross annual salaries)		R7 417 680
7.	<u>Hawks</u> Pending investigation – no charge as yet		-
8.	<u>Land Invasion</u> Litigation (Sterkspruit issue)		R87 690

During 2013/2014 it is noted that:

Legal services is outsourced. A data base of suitable service providers is available so that assistance may be obtained for legal cases. The database with contracts and lease agreements is being managed by Corporate Services Department. Moving forward, ongoing management & control of disciplinary cases is required and it is imperative that appropriate measure are put in place in order to manage same and regular statistical reporting

The case of SAMWU on behalf of Gawe vs Senqu Municipality was successfully litigated (for Senqu Municipality) on 30 July 2013 on the basis of prescription.

## **2.7 ANTI-CORRUPTION AND FRAUD**

The Municipality adopted its Fraud Prevention Plan in December 2008. This plan outlines what fraud is and has resulted in the development of a Code of Conduct for Employees and Councillors, procedures for reporting fraud and policy and practice to protect “whistle-blowers”. This plan also outlines the policies and procedures that must be implemented in order to prevent fraud such as that which may occur within supply chain management. The Internal and External Audit as well as the Audit Committee provide an oversight role in this regard and are mandated to expose any evidence of fraud.

Note: Most of the recommendations of this plan have been implemented and all employees are inducted regarding the Code of Conduct.

### **Fraud and Anti-corruption Strategy**

In an effort to minimise and to prevent fraud it is noted that:

- ❖ The Fraud Prevention Plan is in place and is being implemented by the Compliance Officer;
- ❖ All new employees and Councillors are inducted on the Code of Conduct and this details the correct way in which all parties are to behave;
- ❖ Very clear procedures for authorisation of approval/payments are in place in order to prevent corruption, fraud and theft. In this regard very specific signing authority as per the MFMA, is specified.
- ❖ As per the Disciplinary and Procedure Code any instance of misbehaviour /malpractice will result in appropriate action in terms of the policy;
- ❖ Persons under suspicion are suspended depending on the nature of the allegation and where required criminal charges are exercised; and
- ❖ The Mayor and Municipal Manager have publicly condemned acts of corruption, fraud and malpractice on any kind.

### **Audit Committee Comments/Recommendations (as per Appendix G)**

Notwithstanding the successes within this area it is important to make reference to the Audit Committee Recommendations for the current year – thereby ensuring that all issues are accommodated. In this regard reference is made to Appendix G.

## **2.8 SUPPLY CHAIN MANAGEMENT**

### **Overview of Supply Chain Management**

The MFMA s110-119, the SCM Regulations of 2005 and the relevant MFMA circulars set out the required processes and guidance manuals in order to facilitate that the application of SCM policy and procedures would ensure the acquisition and provision of required goods and services.

- ❖ All SCM reporting submissions as legislated were met. Quarterly reports to the Municipal Manager and Mayor were made within 10 working days of each quarter, and submission of annual SCM report within 30 days of end of each financial year on implementation of SCM Policy to Council; and
- ❖ In 2013-2014 the SCM compliance reporting has been submitted to NT for Bids over R100 000
- ❖ Refer to **Appendix H** for detail regarding long-term contracts and Chapter 3 for statistical reporting regarding SCM.

NOTE: Chapter 3 analysis performance in respect of Supply Chain Management in greater depth.



## 2.9 BY-LAWS

### Comments on By-Laws

- ❖ Within the 2012/2013 period it is noted that funding constraints impacted heavily on the ability to review required By-laws. On the 16 April 2013, the list of all promulgated by-laws was circulated to all Directors in order for them to identify bylaws that required amendments. Notwithstanding their responses, no By-laws could be addressed due to funding constraints and the fact that limited funding was utilized only for policy review.
- ❖ It is noted that these challenges have spilled over into the 2013/2014 financial year and the lack of resources (financial and human) has impeded growth within this area yet again.

## 2.10 MUNICIPAL WEBSITE

### Comment Municipal Website Content and Access

It was required to upgrade this site and make it fully compliant within the 2013/2014 financial year. The timeframe set for the commencement and completion of this project is from March 2013 to September 2014. Within this period it was anticipated that access to some of the municipal documents (which will be required in terms of legal prescripts) would be problematic as parts of the site would be under construction. In order to compensate for this inconvenience, notices were publicised on the website to inform the public as to how to access these documents.

During 2013/2014 it must be noted that significant improvements have been noted and quarterly reports have been provided illustrating that all levels of compliance are being met, (in terms of section 75 MFMA and section 21B of MSA). A quarterly website compliance register is submitted to Exco for noting. Ongoing monitoring occurs and regular updates and review of all legislated documents.

Note: as per the requirements for Municipal websites as set out in MFMA s75 the Municipality is required to monitor and report on the use of its website by the public (e.g. Detailing the number of hits per website).

MUNICIPAL WEBSITE: CONTENT AND CURRENCY OF MATERIAL		
Documents published on the Municipality's /Entity's Website	Yes /No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	01-07-2013

All current budget-related policies	Yes	01-07-2013
The previous annual report (Year -1)	Yes	
The annual report (Year 0) published/to be published	Yes	05-04-2013
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes	08-08-2013
All service delivery agreements (Year 0)	Yes	
All long-term borrowing contracts (Year 0)	No	
All supply chain management contracts above prescribed value (give value) for Year 0	No	

<b>MUNICIPAL WEBSITE: CONTENT AND CURRENCY OF MATERIAL (cont.)</b>		
<b>Documents published on the Municipality's /Entity's Website</b>	<b>Yes /No</b>	<b>Publishing Date</b>
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of Section 14(2) or (4) during Year 1	No	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
Public-private partnership agreements referred to in section 120 made in Year 0	No	
All quarterly reports tabled in the council in terms of Section 52 (d) during Year 0	No	
<i>Note: MFMA s75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments</i>		

## 2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

### Public Satisfaction Levels

#### Comment on Satisfaction Levels

Efforts to improve customer care were facilitated by the appointment of a Customer Care Officer. In an effort to heighten awareness to customer care a Customer Care workshop was conducted in Lady Grey during February 2013 for the CDW's. The second session held was aimed at the councillors and ward committees.

During this financial year a formal Customer Care Survey was not completed as Customer Satisfaction Community Surveys had been conducted during August 2012 (as commissioned by province and performed by Senqu Local Municipality). Due to the fact that this was completed fairly recently, no additional survey was completed during 2012/2013. During the second week of April 2013 “door to door” information road shows were held in order to market and create awareness of the levels of customer satisfaction and the manner in which challenges would be managed.

In this regard it must be noted that these “door to door” road show campaigns were conducted within 4 towns, with the exception of Sterkspruit (as a direct result of the political instability that was being experienced).

Details regarding the Customer Care Survey (completed August 2012) are as follows:

- ❖ Sampling of 347 people throughout the municipality in 10 wards;
- ❖ Results:
  - Refuse  
Of the 289 people who responded from 10 wards, 6% were highly satisfied, 6% satisfied, 7 % uncertain, 8% dissatisfied, and 74% highly dissatisfied;
  - Roads maintenance  
Of the 347 people who responded, 15% agreed that roads were maintained and 85% said they were not maintained;
  - Condition of access roads  
Of the 347 people who responded, 17% were satisfied and 83% not satisfied.
  - Electricity  
Of the 299 people sampled, 10% do not have electricity, 0% have conventional, 3% are using alternative energy, 75% have electricity supplied by Eskom and 11% have electricity supplied by the Municipality.

**Note:** No funding was allocated to this target and the target milestones were customized accordingly (a variance of 1 formal survey is noted although under these circumstances this was not required).

The results of the latest Customer Care Survey are reflected in the table that follows:

<b>SATISFACTION SURVEYS UNDERTAKEN DURING THE YEAR UNDER REVIEW AND/OR THE PREVIOUS FY</b>				
<b>Subject matter of survey</b>	<b>survey method</b>	<b>Survey date</b>	<b>No of surveys and no people included in the survey</b>	<b>Survey results indicating satisfaction or better (%)</b>
<b>Overall satisfaction with</b>				
Municipality	Sampling	August 2012	347 people throughout the municipality i.e. in 10 wards	
Municipal service delivery	Sampling	August 2012	347 people throughout the municipality i.e. in 10 wards	
Mayor	Sampling	August 2012	341 People throughout the municipality	57% knew their Councillors and 43% didn't.
<b>Satisfaction with</b>	Sampling	August 2012	320 people throughout the municipality i.e. in 10 wards	
Refuse	Sampling	August 2012	289 people throughout the municipality i.e. in 10 wards.	6% was highly satisfied, 6% satisfied, 7 % uncertain, Dissatisfied 8%, highly 74%
Roads maintenance	Sampling	August 2012	347 people throughout the municipality i.e. in 10 wards	On maintenance, of the 347, 15% agreed that roads were maintained and 85% said they were not maintained. On the conditions of access roads 17% is satisfied and 83% is not satisfied.

SATISFACTION SURVEYS UNDERTAKEN DURING THE YEAR UNDER REVIEW AND/OR THE PREVIOUS FY (Cont.)				
Subject matter of survey	survey method	Survey date	No of surveys and no people included in the survey	Survey results indicating satisfaction or better (%)
Electricity	Sampling	August 2012	299 people throughout the municipality i.e. in 10 wards	Of the 299 people sampled 10% does not have electricity, 0% for conventional, 3% is using alternative energy, 75% is supplied by Eskom and 11% is supplied by the Municipality.
Information supplied by the municipality to the public	Sampling	August	347 people throughout the municipality i.e. in 10 wards	The majority of the sample agreed information is provided to the via ward meetings
Opportunities for consultation in municipal affairs	Sampling	August	347 people throughout the municipality i.e. in 10 wards	1, Community Radios, Ward Meetings, and Mayoral Imbizos,
<b>*The percentage indicates the proportion of those surveys that believed that relevant performance was at least satisfactory</b>				

Taking these issues into account together with feedback from the many public participation structures, the Presidential Hotline, Performance and Service Delivery statistics and the like, the organization is continuously looking for ways to address the issues raised and to improve the level of customer satisfaction.