

# ANNUAL REPORT



Muizenberg Improvement District NPC  
Annual Report and Financial Statements  
for the year ended 30 June 2024

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## LIST OF ABBREVIATIONS/ACRONYMS

CEO	Chief Executive Officer
CFO	Chief Financial Officer
COCT / CCT	City of Cape Town
FOMP	Friends of Muizenberg Park
KPI	Key performance indicators
MID	Muizenberg Improvement District
SCM	Supply chain management

## PART A: GENERAL INFORMATION

Registered name:	Muizenberg Improvement District NPC
Registration no:	2001/018176/08
Registered Office:	2 Atlantic Road, Muizenberg 7975
VAT number:	4900231533
Telephone number	082 463 1525 / 060 857 2076
Email address: manager@mid.org.za	admin@mid.org.za
Website address:	www.mid.org.za
External Auditors	Harry Curtis and Co
Accountant	Accountit – Roslyn Eachas
Company Secretary:	Cecil Kilpin
Ward	64
Sub-Council	19
Principle Board Observer	Izabel Sherry
Alternative Board Observer	Mandy Marr
Sub-Council Manager	Desire Mentor

## **FOREWORD BY THE CHAIRPERSON**

### **Introduction: Setting the Stage for Progress**

*Dear Valued Members of the Muizenberg Improvement District,*

*With our Annual General Meeting scheduled for 22 January 2025, the holiday season in full swing, and several key projects underway or nearing completion, we find ourselves in a position of recommitment to the momentum we have built together, supported by a sound mandate and our shared foundational values.*

### **Announcement of Changes to the Board of Directors**

*Simon Roberts, who previously served as Chairperson, stepped down from the Board to focus on personal priorities. Simon has been an outstanding Chairman during his tenure, which was marked by increased and meaningful public and stakeholder participation and strengthened community relationships. Simon's contributions have been instrumental in shaping the progress of the MID, and we are deeply grateful for his dedication and service. We look forward to his future involvement when the time is right.*

*As Vice-Chair, I have now transitioned into the Chairperson role, and we welcome back Wayne Turner, a former MID Director of Public Safety and active Law Enforcement Auxiliary Officer, who brings seasoned experience and valuable insight into the critical Public Safety portfolio.*

### **Strengthening the Board and Building Alignment**

*This year, we achieved stronger alignment among Board members, evident in robust engagement at the portfolio level. We focused on improving the functions that have the greatest impact on life in Muizenberg and emphasized the importance of communication and shared strategy.*

*We continue to navigate our multifaceted relationship with the City of Cape Town (COCT) and other government entities, where hard-won progress has been made in fostering key relationships within the Ward and across departments that serve the public. At the same time, we are working closely with stakeholders within our own community networks, learning how shared responsibility and mutual respect are essential to our effectiveness in achieving our goals.*

### **Key Accomplishments Across Portfolios**

*Our first priority has been to strengthen the internal workings of the MID. Each portfolio—Finance and Governance, Maintenance and Cleansing, Public Safety, Social Development, Business and Beachfront, and Marketing and Communications—has made significant strides in improving service delivery while growing their networks.*

*From a project perspective, a staggering amount of personal and paid time has been invested in these portfolios. Each has made strides in assessment and planned approaches to improving their respective delivery while growing their networks. The MID office has expanded its capacity to serve as a real-time facilitator with COCT and government entities. While progress has been made, there is still much room for growth in this area.*



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Jesse Adonis  
Muizenberg Improvement District NPC

## Treasurers Overview

The Finance and Governance portfolio ensures MID operations are sound and efficient.

- The Board has approved the Annual Financial Statements prepared by Harry Curtis & Co. for the year ending June 2024. These are available on the MID website.
- Monthly financial tracking is conducted by Roslyn Eachus of Account IT, ensuring the Board can monitor expenditure and budget allocations.
- At year-end, the MID showed a healthy cash reserve of R2,961,981 (June 2024), compared to R2,858,499 in June 2023.
- The Investment accounts attracted interest of R218,228 for the financial year.

The June 2025 year-end brings a close to the MID's current 5-year budget term. The new 5-year budget term (2025–2030) is available for review on the MID website and will be tabled for approval.

### CASH AND CASH EQUIVALENTS

Current Account	276,749	441,494
32 Day Notice Account	2,186,654	2,104,510
48 Hour Notice Account	498,578	312,495
	<u>2,961,981</u>	<u>2,858,499</u>

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Karen Tulloch  
Muizenberg Improvement District

## **STATEMENT OF DIRECTORS' RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT**

We confirm that, to the best of our knowledge:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by Harry Curtis and Co.

The directors consider the annual report, taken as a whole, to be accurate, fair, balanced and free of material omissions.

The Financial Statements, prepared in accordance with the applicable accounting standards International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, give a true and fair view of the assets, liabilities and financial position of the company.

The external auditors have been engaged to express an independent opinion on the annual financial statements.

Approved by the board on 27<sup>th</sup> November 2024 and signed on behalf by:



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Chairman  
Jesse Adonis

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Treasurer

Karen Tulloch

## STRATEGIC OVERVIEW

### Vision

The Muizenberg Improvement District (MID) was established in 2001 providing top up public safety and urban cleaning services, aligning with various COCT departments including Solid Waste and Law Enforcement amongst others.

Muizenberg isn't just the historic village, and Surfer's Corner. It is a wide-reaching area, encompassing many people. Our vision is to make Muizenberg safe for all, keep it special and welcoming to tourists and locals alike. It should remain a place where anyone and everyone can enjoy the beauty of our area and the vibrance of a diverse community.

After more than 20 years of operation at this current size, the MID board believes that in order to work towards the vision, we need professionalism in the organisation, and we need to move away from the "politics" which have beset the organisation for years.

### Mission

The MID's mission is to go about seeing urban upliftment of the Muizenberg area in the pursuit of the vision, through the diligent application of best-practice urban management and improvement, community engagement, and stakeholder management.

Our strategy for promoting that vision is detailed in our Business Plan, available online at [www.mid.org.za](http://www.mid.org.za)

### Values

The MID organization will go about its business in a way that aligns with the values below:

- EXCELLENCE – we do what we commit to do, and we do it well. We leave things better than we find them. We show tenacity and determination in the pursuit of our mission.
- CLARITY – we are crystal clear in our communications and transparent with our activities and intentions. We make decisions based on factual input. We aim to be worthy of the trust placed in us by the community.
- HEART – we see the humanity in everyone, we slow down to listen, and we assume the best of people's intent. We build, mend, and keep strong relationships. We distinguish between the actions and the actor disagreements.
- CREATIVITY – we are creative when we need to be, we think out the box. We influence with creativity. We believe that the whole is greater than the sum of the parts. We reframe problems to come up with solutions.
- CONNECTEDNESS – we co-operate and collaborate, because we understand that we are all connected in some way. We look at the big picture but focus on what we can control. We listen to each other and consider each other's points of view.



## **STATUTORY MANDATE**

In terms of the CID By-law and s.22 of the Municipal Property Rates Act, Muizenberg Improvement District NPC is tasked with considering, developing and implementing improvements and upgrades to the Muizenberg Improvement District area to supplement services provided by the CCT. The funding comes from additional rates collected by the CCT from CID property owners and paid over to the company under the aforesaid legislation and may be supplemented by local fundraising initiatives. In expending these funds, the company is subject to oversight by the CCT in terms of the CID By-law and Policy, as well as public procurement principles enshrined in s. 217 of the Constitution of the Republic of South Africa, 1996 (the "Constitution").

## ORGANISATIONAL STRUCTURE

Chairman  
**Jesse Adonis**

Finance and  
Governance  
**Karen Tulloch**



Business and  
Beachfront  
**Mike Romyn**

Public Safety  
**Wayne Turner**

Maintenance and  
Cleansing  
**Neil Harrison**

Marketing and  
Communications  
**Louise McCann**

Social  
Development  
**Marion Thomas**

### Operations

Manager  
**Michael Lategan**

## PART B: PERFORMANCE INFORMATION

### SITUATIONAL ANALYSIS

#### *Maintenance and Cleaning: Reviving Muizenberg's Public Spaces*

A hands-on approach to Maintenance and Cleaning has transformed neglected spaces across Muizenberg. The collaboration with Friends of Muizenberg Park (FOMP) and support from donors have rejuvenated Muizenberg Park.

**Key achievements include:**

- Clearing and replanting the stream on the park's northern side.
- Contributing towards the establishment of a children's playground on the southern side of Muizenberg Park.
- Ongoing work to prune trees, clear beds, and open pathways, making the park safer and more enjoyable for all.

Together with COCT (Recreation & Parks), all trees on our side walks are trimmed. All other garden areas are tendered to by our part time gardener, Francisco, who works two days a week.

The legal process to evict those living in the park's upper reaches, below Boyes Drive, is being overseen by the City's legal department. Muizenberg Park is a great asset for residents near and far, and MID is very motivated to see this park reach its full potential.

We face seasonal challenges, school holidays of which the December/ January holidays are the biggest. Over the 23/24 Season we had an average of 400 000 cars per week. The influx of persons brings extra refuse to the beach area. Dumping of overflow refuse, home furniture and rubble by residents continues to be a problem.

## Organisational Environment

Throughout this year, most routine activities, including meetings, Board sessions, interactions with community organizations, and engagements with COCT, were carried out as intended and according to schedule.

## Public Safety and Neighbourhood Watch Initiatives

The establishment of a centralized and wholly owned MID security control room has provided a vital base of operations for our growing public safety network.

### **Key achievements include:**

- Long-overdue upgrades to technology and infrastructure of our camera network, the repositioning of cameras, additional cameras in vulnerable areas and the better training of control room staff.
- MID funded Law Enforcement Officers, these are peace officers who have the powers to enforce municipal by-laws, make arrests, and detain suspects. This augments the security services contracted to the MID.
- Support from an active and growing Muizenberg Community Neighbourhood Watch, forming the eyes and ears, whilst on patrol. Reporting any suspicious activity to the MID control room, which in turn despatches the required assistance.

We have seen the appointment of a new service provider for safety, ADT. Learning from previous relationships, we have worked with their regional and local management to foster a mutually beneficial partnership while limiting our overall reliance on private security officers in daily deployments. This helps close the gap on the narrow window of legal rights afforded to private operators in public space. With Wayne Turner returning Public Safety Director the MID benefits from his wealth of experience and insight to the role, this fosters continuity and drives strategic progress in this vital portfolio.

We have reduced crime within the MID bounds with our current public safety strategy, but combating crime remains an ongoing challenge as criminals adapt and offer up new threats.

Our suburb has an ongoing problem with motor vehicle theft; this is large due to beach goers using lock boxes on their cars to store the ignition keys. These lock boxes are easily accessed by criminals who then steal the cars. A recent communication program was launched to warn visitors of this issue and we are hoping that it will bear fruit. Also, one of the beach huts has been turned into a public locker space so that visitors can store their keys more safely.

The local car guarding community is infiltrated by the criminal element, using this as a screen to break into and assist in the theft of motor vehicles. We are currently, together with SAPS Muizenberg trying to regulate them.

### Social Development: Community Impact and Growth

We have put considerable effort into our Social Development portfolio, from both the Director and Field worker, taking ownership of this complex environment. Supported by the various NGOs in Muizenberg, making an impact one person at a time.

Many of the persons living on the street refuse assistance, which is by far the biggest challenge. Many living on the street has dependencies on drugs and alcohol and this is taken advantage of by drug dealers and gangsters.

Children under the age of eighteen, who beg, is a further issue, these are attracted to the beach areas by local and foreign tourists.

### Business Revitalization: Boosting Commercial Activity

Efforts by past and current Board members, individual stakeholders, and private investment have catalysed commercial growth along the beachfront and beyond. This revitalization has strengthened Muizenberg's economic lifeblood.

We've seen the beginning of an exciting and growing business network engaged in commercial activity in Muizenberg, with a lean and agile approach in setting up a platform to support its sensitive growth. We look forward to seeing this continue to grow from strength to strength.

### Marketing and Communications: Improving Our Public Image

The Marketing and Communications portfolio has adopted a focused approach to improve how we communicate with members. A new cadence for reporting on projects and updates ensures that information is more accessible and effective.

### Our Shared Vision for Muizenberg's Future

The MID is committed to continuously improving Muizenberg as a vibrant, sustainable, and welcoming district. Together, we can create a safer, cleaner, and more inclusive community for future generations.

## **Strategic Objectives**

Strategically the MID, works in partnership with COCT, property owners and businesses within the MID bounds towards the economic growth of the area by maintaining a high level of security and cleanliness to promote the use of and investment into the area. This objective is achieved through the following strategies.

- Improved public safety through proactive visible vehicle and foot patrols throughout the area which is augmented by the monitoring of public open spaces by the MID control room. Good relationships with SAPS, Law Enforcement and all Security providers in the MID bounds.
- Maintaining a clean area.
- Ensuring that all public infrastructure is maintained and, if not, reported timeously to the relevant COCT department for repair.
- Promote social responsibility.
- Regular communication with the MID membership, with the use of various WhatsApp groups.

## **Ongoing Projects**

### **Urban Design and Planning**

The first of 5 reports that the urban design planning committee are working on. This will be published for key stakeholders and will form one of the key layers in the overall community driven planning initiative program.

### **New Website Launch**

As per the board resolution in Q3, Connect solutions have been appointed to design and implement the new website. The website is live.

### **HR Revamp - Adoption of New Policies & Refreshed Contracts**

Ensuring that there is clarity on reporting lines and job specifications for the staff. Code of conduct and general compliance with BCEA.

### **MID Signage Local Businesses & Public Safety Warnings**

MID creates posters which flag specific public safety issues, and local businesses offer their support by displaying such communications within their premises.

### **Car Guarding**

A way of serving the community whilst integrating the homeless into the community

### **Boundary Extension Process**

Ongoing process, extension request to be extended.

### **Muizenberg Park Masterplan & Restoration**

Make it look and feel like Greenpoint Park. FOMP already exists, we could form a park committee with them and collaborate with nearby local homeowners to get donations towards a project in this space. This is a massive opportunity for community involvement and positive uplift through a project like this.

**Bowling Green Lease & Activation**

Making use of the opportunity to lease from Coastal Management and get some sort of community activity (and revenue) going. This is now rolled up into the wider park redesign initiative that is a collaborative effort between FOMP and MID.

**Revive the Moonlight Meander (Safer Together)**

This has been suggested numerous times during the formation of the MCW during 2023. There are a couple community stalwarts who were involved in the original moonlight meander, and it could be a great community boarding activity.

**Surf Centre for Kids**

Social Development project to assist Children. Keeping them off the streets, not only to learn to Surf but also assist with homework from school.

**Control Room Establishment**

Continuous Maintenance to and improvement of the MID control room. This may mean more screens as well as more personnel (paid and volunteer) to monitor such. Continually look for ways to further leverage the public safety impacts that this facility offers.

## **Complaints Process**

The Muizenberg Improvement District has implemented a documenting of all complaints alongside a resolutions process.

Upon receiving a complaint, it is documented by the Office Administrator, communicated to the Manager and investigated (if required). The complaint and information would then be circulated to the board and relevant portfolio director for comment, once completed the manager would then revert to the complainant with a resolution and or comments.

Further actions that will be taken in the form of the following.

- A face-to-face meeting with the complainant, should it be required.
- Communication of the progress of the complaint and what actions have been taken.
- Advising the complainant that the complaint has been resolved.
- If the complaint is a regular one, communicating to all within the MID of the issue via our monthly Newsletter.



## Performance Information

### 4.1 Public Safety

PUBLIC SAFETY			
ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
1. Analyse sources and types of crime in the MID area in consultation with relevant security bodies.	A written report detailing sources and types	Manager	Ongoing weekly safety meetings with SAPS and other Security companies in the area Target achieved
2. Compile a threat analysis in consultation with relevant security bodies	A written report detailing threats	Manager	Crime analysis completed with SAPS Crime Intelligence Target Achieved
3. Construct a strategy based on 1 and 2 above	Strategy document	Manager & Portfolio Director	Ongoing Target Achieved
4. Identify weaknesses with existing security bodies and implement effective coordination plan	Reviewed Quarterly	Manager & Portfolio Director	Target Achieved
5. Develop a security management plan with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided. Manager, Director & Security Service Provider	Regular reviews	Manager & Service Provider & Portfolio Director	Quarterly contract management completed with focus on deliverables.
6. Deploy security resources accordingly and effectively on visible patrols. Service providers/personnel to be easily identifiable.	Effective safety and security patrols in the MID with real-time communication from camera control room.	Manager & Service Provider	Target Achieved – Hot spots platted with SAPS. Regular updates performed with a focus on the crime trend for the week/month
7. Provide radio link between security operatives and control room	Regular daily radio checks with personnel to confirm radio connection	Manager & Service Provider	Ongoing

8. Monitor and evaluate security strategy and performance of all service delivery on a quarterly basis.	Report findings to MID Board of Directors with recommendations where applicable	Manager & & Portfolio Director	Target Achieved Quarterly reports supplied
9. Monitor CCTV cameras.	Active monitoring for crime prevention as well as passive measures, i.e. providing footage to SAPS of any criminal activities captured on camera.	Service Provider	Target Achieved – MID control room
10. Establish a MID-controlled Public Safety Control Room	Successfully establish the control room.	Project Manager, Portfolio Director	Target Achieved – MID control room

## 4.2 Cleansing and Maintenance

CLEANSING AND MAINTENANCE			
ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
1. Develop cleaning and maintenance strategy	Presentation to Board	Manager	Target Achieved
2. Ensure staff carefully monitored and administered and given sufficient supplies	Monthly report to Board	Manager	Target Achieved – supply check completed at the beginning of each week
3. Monitor COCT cleaning of their roads	Monthly report to Board	Manager	Target Achieved – regular feedback and meetings conducted
4. Monitor effective maintenance of COCT parks, green areas, and beach area	Monthly report to Board	Manager	Target completed – Regular meeting with Parks and Recreation
5. Deep clean all roads weekly where MID responsible.	Monthly report to Board	Manager	Target Completed – weekly deep cleans completed with general cleanups of other roads
6. Litter pick all roads at least three times per week where MID responsible.	Monthly report to Board	Manager	Target completed – done twice daily
7. Weed all gutters and pavements weekly	Monthly report to Board	Manager	Target completed – completed as part of weekly schedule
8. Do C3 requests for all infrastructural faults and illegal dumping	Monthly report to Board	Manager	C3 requests completed with follow ups done to check if task completed. Escalated to Councilor for follow up if not done.
9. Promote adequate waste disposal with all private and public bodies in particular Metrorail	Quarterly review	Manager	Not Achieved – individual household choice

### 4.3 Environmental Development

ENVIRONMENTAL DEVELOPMENT			
ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
1. Collaborate with relevant City Departments in respect to open spaces and bad buildings.	Landscaping, general appearance and building maintenance improvements.	Manager	Not Achieved – not regularly completed
2. Collaborate with body corporates, managing agents and property owners	Reasonably Maintained buildings. No criminal occupants	Manager	Achieved – communication via various Civic groups, walk-ins to office and telephonic conversations
3. Establish greening projects in suitable open spaces and maintain.	New projects	Manager	Target Achieved – gardens regularly maintained by weekly gardener
4. Encourage urban art initiatives.	New appropriate projects	Board & Manager	Not Achieved – limited space and COCT guidelines
5. Research recycling initiatives for possible consideration and implementation in the MID area in collaboration with other organizations	Reduction of waste	Board & Manager	COCT providing service and individual houses signup with private companies for collection
6. Collaborate with other stakeholders to identify and protect endangered plants and natural assets within the CID.	Establish and maintain good working relationships, with related COCT departments and local NGOs	Board & Manager	Not Achieved – partner to be sought

#### 4.4 Social and Economic Development

<b>SOCIAL AND ECONOMIC DEVELOPMENT</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>RESPONSIBLE</b>	<b>COMMENTS</b>
1. Create & maintain data base of homeless persons	Complete up to date list	Manager	Achieved – regular reports received from by hired resource
2 Collaborate with & press COCT for a Safe Place in or near Muizenberg.	Data-driven approach taken, which includes a reasonable amount of public participation.	Chairperson, director & manager	Not Achieved – COCT initiative
3. Communicate with relevant bodies to assist those homeless persons who want assistance with rehabilitation.	Rehabilitation of those homeless wanting assistance.	Director & Manager	Interaction between MID and Social Development bodies operating within the MID area Not Achieved
4. Identify Street Children* and facilitate intervention from Social Welfare.	List of names	Manager	Ongoing

#### 4.5 Communications and Marketing

<b>COMMUNICATIONS AND MARKETING</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>RESPONSIBLE</b>	<b>COMMENTS</b>
1. Quarterly Service Delivery Report to Members	A quarterly service delivery report will be published, providing members with a clear and comprehensive summary of the performance of the organization in the key areas of responsibility.	Manager, Admin Assistant	Achieved – monthly bulletins sent
2. Maintain website & update with news and information.	Compliance with CID Policy and members access to information.	Admin Assistant	Achieved – New website
3. Promote and develop MID membership	Have active membership that represents the MID community.	Manager	Membership has increased – Achieved
4. Regular press releases in local newspapers and social media channels	Regular media exposure	Board, Admin Assistant	Not achieved – social media and Email communication preferred

## PART C: CORPORATE GOVERNANCE

### APPLICATION OF KING IV

In recognition of the fact that the NPC is entrusted with public funds, particularly high standards of fiscal transparency and accountability are demanded. To this end, the NPC voluntarily subscribes to the King Code of Corporate Governance for South Africa 2016 (“King IV”), which came into effect on 1 April 2017. King IV contains a series of recommended reporting practices under the 15 voluntary governance principles.

The practices applied by the company are explained in this part (Part C), of the Annual Report. In determining which reporting practices to apply, the board took account of, among other things, the CCT’s policy, and the reporting protocols appropriate to a nonprofit entity such as the NPC.

Compliance with King IV for the reporting period. The board is satisfied that the NPC has complied with the applicable principles set out in King IV during the period under review, to the extent reasonably possible, are provided fully below.

Examples of where the King IV has been applied by the Muizenberg Improvement District Board.

- Sustainability and Environment Stewardship – Maintaining Community gardens
- Inclusive Planning and Development - Muizenberg Park Masterplan & Restoration Collaboration with FOMP and surrounding neighbours to the upgrading of Muizenberg Park
- Infrastructure and Safety – Develop initiatives to educate residents on emergency preparedness and community resilience. Together with Muizenberg Community Watch hosting safety talks and demonstrations.

## **GOVERNANCE STRUCTURE**

### **Board Composition**

The Board is satisfied that the Board of the NPC is compiled by a representative group of directors representing the interests of the varied property owner groups within the MID footprint.

### **Board Observer**

In terms of the By-law, City Councillors are designated as “board observers” by the Executive Mayor to conduct oversight of board functions. This oversight entails receiving board documentation and attending board meetings, with a view to ensuring that the company duly executes its statutory mandate. The Executive Mayor has appointed Cllr. Izabel Sherry as our board observer.

### **Appointment of the Board**

An Annual General Meeting is held every year to review the performance of the CID and to confirm the mandate of the members. The AGM provides the opportunity to elect new directors to serve on the board of the NPC. Elected Board members take responsibility for the various portfolios in the company and regular board meetings allow

the directors to review current operations and apply corrective measures as required.

### **Overview of the board's responsibilities**

The primary responsibilities of the Board include the following.

- Direct and approve, for adoption by AGM, a:
  - 5-year strategy, implementation plan and budget;
  - Annual version of the same;
  - Adopt necessary policies for the MID;
  - Monitor and evaluate the performance (financial and non-financial) of the MID, and the MID Manager as the accountable manager;
  - Monitor and evaluate the performance (financial and non-financial) of the MID, and the MID Manager as the accountable manager;
  - Take key strategic and governance decisions and manage risk;
  - Review and adopt the audited financial statements and annual performance report;
  - Account to members, primarily at the AGM;
  - Engage with, build (and mend) relationships, and consider the needs of the community at large, including ratepayers, residents, businesses, visitors, and workers in the area.
- Build and manage relationships with the City of Cape Town officials – both the Political and Administrative arms.

### **Board charter**

The board is satisfied that it has fulfilled its responsibilities under the board charter during the period under review. (King IV Principle 6(5)(b))

### **Director Independence**

During the period under review, the board formally assessed the independence of all non-executive directors, as recommended by King IV. The board has determined that all the non-executive directors, including the chairperson, are independent in terms of King IV's definition of "independence" and the guidelines provided for in principle 7.28.

### **Board Committees**

The Board did not appoint any committees during the reporting period.

### **Attendance (Board & Committee Meetings)**

Directors attend Board meetings and apologize when they cannot. The MOI requires that directors seek the permission of the chairperson should they not be able to attend a board meeting. The Chairperson to seek the permission of the vice-chairperson should he or she not be able to attend. A quorum of Directors was present at all meetings.

The board observes Principals 1, 7, 8, 9, 10 & 15 of King IV regarding attendance of meetings.



## **ETHICAL LEADERSHIP**

Directors are required to maintain the highest ethical standards. To this end, the NPC has adopted a code of conduct for directors, which governs their ethical roles and responsibilities, and provides guidelines on the applicable legal, management and ethical standards, see APPENDIX 1

## **Board oversight and Risk Management**

### **Risk Management Policy**

The board is tasked with implementing a sound system of internal controls to safeguard the company's assets and funds and ensuring that assets and funds are employed in furtherance of the company's strategic objectives.

#### **As an individual charged with governance duties in an organisation(s),**

##### **Directors commit:**

- To serve the best interest of the organisation with integrity, care, skill, diligence and courage.
- To be responsible for the actions and assets of the organisation and for keeping the organisation on its strategic path.
- To be accountable to stakeholders for decisions and actions of the organisation.
- To be fair to stakeholders of the organisation by considering the legitimate interests of those who are affected by the organisation.
- To be transparent by disclosing information that will enable stakeholders to hold the organisation to account and that provides a holistic representation of the organisation's past performance and its future prospects.

#### **Leadership and Stewardship**

Directors promote the values of the organisation to employees and stakeholders through their exemplary behaviour. They encourage a strong culture of accountability where issues are raised early, Board decisions are implemented quickly and people operate within their delegated authority and cooperate with one another.

#### **Complying with established Legislation and Company Policies**

Directors are aware of and aim to comply with the *Memorandum of Incorporation* of the MID. They also comply with any government policies or MID policies affecting the work of the board. If unsure of something, Directors commit to seeking input and ensuring that their proposed decisions are not contrary to any of the applicable legislation and company policies.

#### **Effectiveness of risk management**

During the year under review, the board did fulfil its risk mandate.

## **ACCOUNTABILITY AND RESPONSIBILITY**

### **Performance Reviews**

The Directors performance is measured using the structure of the detailed implementation plan developed alongside the applicable period's five (5) year Business Plan.

*Report of the External Auditor and Annual Financial Statements*

**MUIZENBERG IMPROVEMENT DISTRICT NPC**

**ANNUAL FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2024**

<b>REGISTRATION NUMBER</b>	2001/018176/08
<b>DIRECTORS</b>	J Adonis S Roberts M Romyn K Tulloch
<b>NATURE OF BUSINESS</b>	Providing Services to the Special Rating Areas of Muizenberg
<b>REGISTERED ADDRESS</b>	Muizenberg Clinic Building 2 Atlantic Road Muizenberg 7945
<b>AUDITORS</b>	Harry Curtis & Co.
<b>PREPARER</b>	J Oelofse CA (SA)

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# MUIZENBERG IMPROVEMENT DISTRICT NPC

## ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

### DIRECTORS RESPONSIBILITIES AND APPROVAL

The directors are required in terms of the Companies Act 71 of 2008, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in their report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the year then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities and in the manner required by the Companies Act 71 of 2008. The external auditors are engaged to express an independent opinion on the annual financial statements.

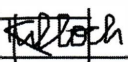
The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and in the manner required by the Companies Act 71 of 2008 and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that, in all reasonable circumstances, is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The external auditors are responsible for auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on pages 3 and 4.

The financial statements set out on pages 6 to 11, which have been prepared on the going concern basis, were approved by the directors and signed on their behalf by :

  
\_\_\_\_\_  
K TULLOCH

  
\_\_\_\_\_  
S ROBERTS

23 August 2024

## INDEPENDENT AUDITORS REPORT

### To the Members of

## MUIZENBERG IMPROVEMENT DISTRICT NPC

### Opinion

We have audited the financial statements of Muizenberg Improvement District NPC set out on pages 6 to 11, which comprise the statement of financial position as at 30 June 2024, the statement of income and retained earnings and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Muizenberg Improvement District NPC as at 30 June 2024, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008.

### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors *Code of Professional Conduct for Registered Auditors (IRBA Code)* and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with the ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants *Code of Ethics for Professional Accountants*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

The directors are responsible for the other information. The other information comprises the directors report as required by the Companies Act 71 of 2008. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

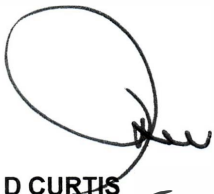
## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also :

- ♦ Identify and assess the risks of material misstatement of the financial statements , whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- ♦ Conclude on the appropriateness of the directors use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**H D CURTIS**  
**Registered Auditor**  
**(Registration No : 639206)**

**23 August 2024**

**4 Adelaide Road**  
**PLUMSTEAD**  
**7800**

# **MUIZENBERG IMPROVEMENT DISTRICT NPC**

## **ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

### **REPORT OF THE DIRECTORS**

The directors hereby present their report on the annual financial statements for the year ended 30 June 2024.

#### **NATURE OF BUSINESS**

Muizenberg Improvement District NPC is a non-profit company set up in terms of the municipal by-laws of the City of Cape Town (CoCT) which acts as the management body in respect of the Special Rating Area (SRA) determined by the CoCT in terms of Section 22 of the Property Rates Act relating to a defined geographical area. The source of revenue of the company is additional rates billed by the CoCT to the registered property owners of Muizenberg which funds are utilised to enhance and supplement services provided by the CoCT. These services include the provision of security for the common/public areas of the SRA, facilitating the upliftment of distressed areas in the SRA, promoting economic growth and sustainable development and providing other community related services.

#### **FINANCIAL RESULTS**

The financial position and operating results of the company for the year ended 30 June 2024 are adequately reflected in the accompanying annual financial statements.

#### **EVENTS SUBSEQUENT TO THE YEAR**

No material fact or circumstance has occurred between the accounting date and the date of this report which affect the financial position of the company as reflected in these financial statements.

#### **GOING CONCERN**

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has sufficient funding to meet its foreseeable cash requirements. The directors are not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

#### **DIRECTORS**

The names of the directors at the financial year end are reflected on page 1. P Sebatsane and C Timlin resigned as directors on 6 November 2023.

#### **REGISTERED AND BUSINESS ADDRESS**

Muizenberg Clinic Building  
2 Atlantic Road  
MUIZENBERG  
7945

#### **AUDITORS**

Harry Curtis & Co were appointed company auditors for the year under review.

#### **PREPARER**

The annual financial statements were prepared by J Oelofse CA (SA).

**23 August 2024**

# MUIZENBERG IMPROVEMENT DISTRICT NPC

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

## STATEMENT OF FINANCIAL POSITION

	<u>Notes</u>	<u>2024</u> <u>R</u>	<u>2023</u> <u>R</u>
<b><u>ASSETS</u></b>			
<b>NON CURRENT ASSETS</b>			
Property, Plant and Equipment	1	708,901	751,136
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	2	2,961,981	2,858,499
Trade and Other Receivables		-	-
		<u>3,670,882</u>	<u>3,609,635</u>
<b><u>RESERVES AND LIABILITIES</u></b>			
<b>RESERVES</b>			
Retained Income		3,603,841	3,579,622
<b>NON CURRENT LIABILITIES</b>			
		-	-
<b>CURRENT LIABILITIES</b>			
Taxation Payable		67,041	30,013
Trade and Other Payables	3	21,505	-
		45,536	30,013
		<u>3,670,882</u>	<u>3,609,635</u>

# MUIZENBERG IMPROVEMENT DISTRICT NPC

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

## STATEMENT OF INCOME AND RETAINED EARNINGS

	<u>Notes</u>	<u>2024</u> <u>R</u>	<u>2023</u> <u>R</u>
<b>REVENUE</b>	4	3,085,926	2,941,014
Additional Rates Received		2,948,800	2,735,400
Additional Rates Retention Received		137,126	205,614
<b>OTHER INCOME</b> - Interest Received		218,228	156,968
<b>EXPENDITURE</b>		3,258,430	2,624,260
Accounting, Secretarial and Tax Fees		52,750	45,000
Administration and Management Fees		7,200	39,370
Advertising and Promotions		16,257	34,362
Audit Fee		13,500	12,750
Bank Charges		3,440	2,050
Community Services		1,647,036	1,542,492
Cleaning Services		15,871	35,215
Environmental Upgrading		38,659	45,686
Law Enforcement		94,005	-
Public Safety - Security and CCTV Monitoring		1,379,655	1,349,233
Social Upliftment		118,846	112,358
Contingency and Sundry Expenses		3,555	-
Depreciation	1	158,747	139,437
Donations		5,000	-
Insurance		11,330	10,397
Meeting Expenses		2,700	3,900
Printing, Postage and Stationery		12,271	5,054
Projects		187,227	-
Greening Project		10,000	-
Marketing Website		16,134	-
Public Safety		22,609	-
Software Migration		6,310	-
Staff Training		17,250	-
Surfers Circle & Art		57,324	-
Urban Planning		57,600	-
Protective Clothing		14,468	-
Repairs and Maintenance		74,653	54,550
Salaries and Wages		1,023,901	691,042
Staff Welfare		12,950	-
Telecommunications		10,445	43,856
Travel and Accommodation		1,000	-
<b>NET INCOME BEFORE TAXATION</b>		45,724	473,722
<b>TAXATION</b>	5	21,505	-
<b>NET INCOME FOR THE YEAR</b>		24,219	473,722
<b>RETAINED INCOME AT BEGINNING OF YEAR</b>		3,579,622	3,105,900
<b>RETAINED INCOME AT END OF YEAR</b>		3,603,841	3,579,622



# MUIZENBERG IMPROVEMENT DISTRICT NPC

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

## STATEMENT OF CASH FLOWS

	<u>2024</u> <u>R</u>	<u>2023</u> <u>R</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net Income for the Year	24,219	473,722
<b>Adjustments</b> - Depreciation	(59,481)	(17,531)
Interest Received	(218,228)	(156,968)
Depreciation	158,747	139,437
<b>Working Capital Changes</b>	37,028	3,303
Taxation Payable	21,505	-
Trade and Other Payables	15,523	3,303
	1,766	459,494
Interest Received	218,228	156,968
<b>Cash Generated from Operating Activities</b>	219,994	616,462
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Property, Plant and Equipment Purchased	(116,512)	(267,865)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
	-	-
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>	103,482	348,597
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	2,858,499	2,509,902
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	2,961,981	2,858,499

# MUIZENBERG IMPROVEMENT DISTRICT NPC

## ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

### ACCOUNTING POLICIES

#### Presentation of Financial Statements

The annual financial statements have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and in the manner required by the Companies Act 71 of 2008. The financial statements are prepared on the historical cost basis and incorporate the principal accounting policies set out below. These accounting policies are consistent, in all material respects, with those applied in the previous year.

#### Recognition of Assets and Liabilities

Assets are recognised if they meet the definition of an asset, it is probable that future economic benefits associated with the asset will flow to the company and the cost or fair value can be measured reliably.

Liabilities are only recognised if they meet the definition of a liability, it is probable that future economic benefits associated with the liability will flow from the company and the cost of fair value can be measured reliably.

#### Property, Plant and Equipment

Property, plant and equipment are tangible items that are held for use in the production or supply of goods or services, or for rental to others or for administrative purposes, and are expected to be used over a period of more than one year.

Costs include all costs incurred to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of or service it.

Depreciation is provided, using the straight-line method to write down the cost, less estimated residual value, over the useful life of the property, plant and equipment, which is as follows :

<u>Item</u>	<u>Useful Life</u>
Camera Equipment	5 years
Camera Infrastructure	6 years
Computer Equipment	3 years
Furniture and Fittings	15 years

The residual value, depreciation method and useful life of each asset are reviewed only where there is an indication that there has been a significant change from the previous estimate.

#### Financial Instruments

The company classifies its financial instruments into the following categories : receivables, cash and cash equivalents and payables.

#### Trade and Other Receivables

Trade and other receivables are stated at cost less an allowance for doubtful debts. The allowance raised is the amount needed to reduce the carrying value to the expected future cash flows.

#### Cash and Cash Equivalents

Cash comprises cash on hand and deposits at call with banks. Cash equivalents comprise highly liquid investments that are convertible to cash with insignificant risk of changes in value. Cash and cash equivalents

#### Trade and Other Payables

Trade and other payables are measured at fair value.

#### Revenue Recognition

Revenue comprises additional rates invoiced monthly by the City of Cape Town to all property owners in the special rating area of Muizenberg in accordance with the Financial Agreement, whereby the City pays 97% of the annual budget to the company in twelve monthly instalments and retains 3% as a provision for bad debts.

#### Taxation

The company is exempt from normal taxation on its revenue income in terms of section 10(1)(e)(i)(cc) of the Income Tax Act. Any other receipts and accruals derived by the company are exempt up to R50,000 per annum.

# MUIZENBERG IMPROVEMENT DISTRICT NPC

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

		<u>2024</u> <u>R</u>	<u>2023</u> <u>R</u>
<b>1. PROPERTY, PLANT AND EQUIPMENT</b>			
	Cost	Accumulated Depreciation	Net Book Value
Camera Equipment	650,901	313,592	337,309
Camera Infrastructure	443,046	108,299	334,747
Computer Equipment	181,451	151,980	29,471
Furniture and Fittings	7,850	476	7,374
	<u>1,283,248</u>	<u>574,347</u>	<u>708,901</u>
			<u>751,136</u>

**Net Book Value is reconciled as follows:**

	NBV at Begin	Additions/ (Disposals)	Depreciation	NBV at End
Camera Equipment	373,796	85,186	121,673	337,309
Camera Infrastructure	364,283	-	29,536	334,747
Computer Equipment	13,057	23,476	7,062	29,471
Furniture and Fittings	-	7,850	476	7,374
	<u>751,136</u>	<u>116,512</u>	<u>158,747</u>	<u>708,901</u>

## 2. CASH AND CASH EQUIVALENTS

Current Account	276,749	441,494
32 Day Notice Account	2,186,654	2,104,510
48 Hour Notice Account	498,578	312,495
	<u>2,961,981</u>	<u>2,858,499</u>

## 3. TRADE AND OTHER PAYABLES

Charles Croeser	3,000	-
Employee Tax Payable	8,321	-
Philsec Systems	2,846	-
Stapletonian Art	6,000	-
Value Added Tax Payable	25,369	30,013
	<u>45,536</u>	<u>30,013</u>

**MUIZENBERG IMPROVEMENT DISTRICT NPC**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**  
**NOTES TO THE ANNUAL FINANCIAL STATEMENTS**

continued

	<u>2024</u> <u>R</u>	<u>2023</u> <u>R</u>
<b>4. REVENUE</b>		
Additional Rates Received	2,948,800	2,735,400
Additional Rates Retention Received	137,126	205,614
	<u>3,085,926</u>	<u>2,941,014</u>

The City of Cape Town (CoCT) charges additional rates to property owners in the special rating area of Muizenberg which funds are utilised to enhance and supplement services provided by the CoCT. The rates retention refund relates to refunds of bad debt provision retentions by CoCT.

<b>5. TAXATION</b>		
Other Income - Interest Received	218,228	-
Less: Expenditure Relating to Other Income	88,579	-
Less: Exemption i.t.o. Section 10(1)(e)(i)(cc)	50,000	-
Taxable Income	<u>79,649</u>	<u>-</u>
Taxation at 27%	<u>21,505</u>	<u>-</u>

The company is exempt from normal taxation on its revenue income in terms of section 10(1)(e)(i)(cc) of the Income Tax Act. Any other receipts and accruals derived by the company are exempt up to R50,000 per annum.

## **Director's Conduct**

### **As an individual charged with governance duties in an organisation(s), Directors commit:**

- To serve the best interest of the organisation with integrity, care, skill, diligence and courage.
- To be responsible for the actions and assets of the organisation and for keeping the organisation on its strategic path.
- To be accountable to stakeholders for decisions and actions of the organisation.
- To be fair to stakeholders of the organisation by considering the legitimate interests of those who are affected by the organisation.
- To be transparent by disclosing information that will enable stakeholders to hold the organisation to account and that provides a holistic representation of the organisation's past performance and its future prospects.

### **Process for Resolution of Non-Compliance with the Code of Conduct**

Should there be non-compliance with the Code of Conduct, or dispute regarding compliance with the Code of Conduct, the following process is to be followed:

1. Full disclosure to all Directors regarding the nature of the non-compliance or dispute, led by the Board Chair, or in the case where the Board Chair is implicated, the Vice-Chair, or in the case where both are implicated, a representative nominated to act on behalf of the remaining Directors.
2. The Director concerned must be given notice of at least one week to present to a meeting their response
3. The Meeting may through a vote determine on a remedial process or response, or act to remove the Director, based on the guidelines for the removal of a Director below
4. Remedial processes or responses may include public apologies, personal apologies to affected parties, or recuperation of financial losses

### **Removal of a Director**

A Board member can be removed from Board by agreement of the majority of the other Board members on the basis of;

1. non-performance or unsatisfactory performance;
2. absence at three consecutive meetings (as per the rules of care and diligence set out above);
3. actions in conflict with the aims and objectives of the MID;
4. the member being declared insane or of unsound mind;
5. the member no longer meeting the requirements of a director as determined by the South African Companies Act and/or the relevant Special Ratings Area by-laws and Policies,
6. is directly or indirectly interested in any contract or proposed contract with MID and fails to declare his interest and the nature thereof,
7. bringing disrepute to MID

