



# UMUZIWABANTU MUNICIPALITY DRAFT ANNUAL REPORT FOR THE FINANCIAL YEAR ENDING 30 JUNE 2022.

PREPARED BY THE OFFICE OF THE MUNICIPAL MANAGER  
STRATEGIC PLANNING UNIT

## Contents

<b>CHAPTER 1: MAYOR’S FOREWORD AND EXECUTIVE SUMMARY</b> .....	3
1.1 MAYOR’S FOREWORD (To be inserted) .....	3
1.1 MUNICIPAL MANAGER’S STATEMENT (to be inserted) .....	4
1.3 MUNICIPAL OVERVIEW .....	5
.....	10
<b>CHAPTER 2: GOVERNANCE</b> .....	12
<b>COMPONENT A: GOVERNANCE STRUCTURES</b> .....	12
2.1 POLITICAL GOVERNANCE .....	12
2.2 ADMINISTRATIVE STRUCTURE .....	18
<b>COMPONENT B: INTERGOVERNMENTAL RELATIONS</b> .....	21
2.3 INTERGOVERNMENTAL RELATIONS.....	21
<b>COMPONENT C: PUBLIC ACCOUNTABILITY AND PUBLIC PARTICIPATION</b> .....	23
2.4 PUBLIC MEETINGS.....	23
2.5 IDP PARTICIPATION AND ALIGNMENT.....	24
2.6 IDP/BUDGET ROADSHOWS.....	<b>Error! Bookmark not defined.</b>
<b>COMPONENT D: CORPORATE GOVERNANCE</b> .....	26
2.7 RISK MANAGEMENT .....	26
2.8 ANTI-CORRUPTION AND FRAUD .....	28
2.9 SUPPLY CHAIN MANAGEMENT .....	29
2.10 MUNICIPAL BY-LAWS AND POLICIES.....	33
2.11 UMUZIWABANTU MUNICIPAL WEBSITE .....	34
2.12 PUBLIC ACCOUNTS COMMITTEE.....	35
<b>CHAPTER 3: DEPARTMENTAL REPORTING AND SERVICE DELIVERY PERFORMANCE</b> .....	37
3.1 ELECTRICITY .....	37
3.2 HOUSING / HUMAN SETTLEMENTS .....	38
3.3 CLEANSING, PARKS, GARDENS AND RECREATION .....	38
3.4 INFRASTRUCTURE & DEVELOPMENT PLANNING.....	49
3.4.1 CAPITAL INFRASTRUCTURE PROJECTS:.....	50
<b>COMPONENT B: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT</b> .....	51
<b>3. 5 LOCAL ECONOMIC DEVELOPMENT</b> .....	51
INFORMAL TRADING .....	51
COOPERTIVES AND SMME’S DEVELOPMENT .....	51
BUSINESS LISENCING.....	52
CHALLENGES FACED BY LED UNIT .....	52

COMMUNITY WORK PROGRAM.....	53
<b>3.6 ARTS AND CULTURE, LIBRARY AND COMMUNITY SERVICES .....</b>	<b>53</b>
<b>3.7 SPECIAL PROGRAMMES.....</b>	<b>54</b>
<b>3.8 YOUTH DEVELOPMENT .....</b>	<b>54</b>
<b>HIGHLIGHTS .....</b>	<b>54</b>
COMPONENT C: CORPORATE POLICY, HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION .....	56
4. CORPORATE SERVICES.....	56
<b>4.1 INFORMATION AND COMMUNICATION TECHNOLOGY .....</b>	<b>57</b>
<b>4.2 HUMAN RESOURCES.....</b>	<b>57</b>
<b>4.3 INTERNAL AUDIT AND RISK MANAGEMENT .....</b>	<b>57</b>
AUDIT COMMITTEE / PERFORMANCE AUDIT COMMITTEE .....	58
<b>4.4 FINANCE AND FINANCIAL PERFORMANCE .....</b>	<b>58</b>
DEPARTMENTAL FUNCTIONS:.....	59
FINANCE POLICIES .....	59
OPERATING INCOME.....	63
OPERATING EXPENDITURE.....	64
CAPITAL EXPENDITURE .....	65
INVESTMENTS .....	66
GRANTS REGISTER.....	67
COMPONENT C: MANAGEMENT CORRECTIVE ACTION PLAN .....	68
COMPONENT D: SERVICE DELIVERY PERFORMANCE .....	69
APPENDIX A: WARD COMMITTEE INFORMATION .....	98
<b>APPENDIX B: AUDIT COMMITTEE CHAIRPERSON’S REPORT .....</b>	<b>104</b>
<b>APPENDIX C: AUDITOR GENERAL’S LETTER.....</b>	<b>105</b>
<b>APPENDIX D: AG AUDIT REPORT .....</b>	<b>106</b>
<b>APPENDIX E: AUDITED ANNUAL FINANCIAL STATEMENTS .....</b>	<b>107</b>

# CHAPTER 1: MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

## 1.1 MAYOR’S FOREWORD *(To be inserted)*

1.1 MUNICIPAL MANAGER’S STATEMENT *(to be inserted)*

### 1.3 MUNICIPAL OVERVIEW

Harding is a small town situated on the banks of the Umzimkhulwana River valley, within the UGU District. The town was established as a military outpost following the British annexation of East Griqualand in 1874 and named after Sir Walter Harding, who in 1858 became the first Chief Justice in Natal. Harding is governed by Umuziwabantu local Municipality, and its main economic activities are in agriculture and Manufacturing.

“The name Umuziwabantu is an isiZulu name meaning “the people's home”. This name is apparently derived from the fact that the local INkosi used to meet to discuss matters concerning their tribes and this strengthened the relationship between these groups. This advocated a situation where problems emanating from differences would be solved amicably through negotiations.” (Urban Econ, 2008). The Municipality, which is located in Southern KwaZulu Natal is bordered by the Ray Nkonyeni Municipality, Umzimkhulu Municipality, Greater Kokstad Municipality as well as the Mbizana Municipality (in the Eastern Cape).

The Municipality’s strategy is one which is focused on the provision of quality service delivery and economic viability.

#### **Municipal Vision:**

***To be a preferred investment destination with superior, sustainable and people centred service delivery.***

The municipality seeks therefore to achieve this vision through the following mission,

#### **Municipal Mission statement:**

***Umuziwabantu shall create an environment that boosts investor confidence by providing strong decisive leadership thereby creating jobs and improving the quality of life.***

According to Census 2011, Umuziwabantu Local Municipality has a total population of 96,556 people, of which 97,9% was black African, 0,5% are white and with the other population groups making up the remaining is 1,6%.

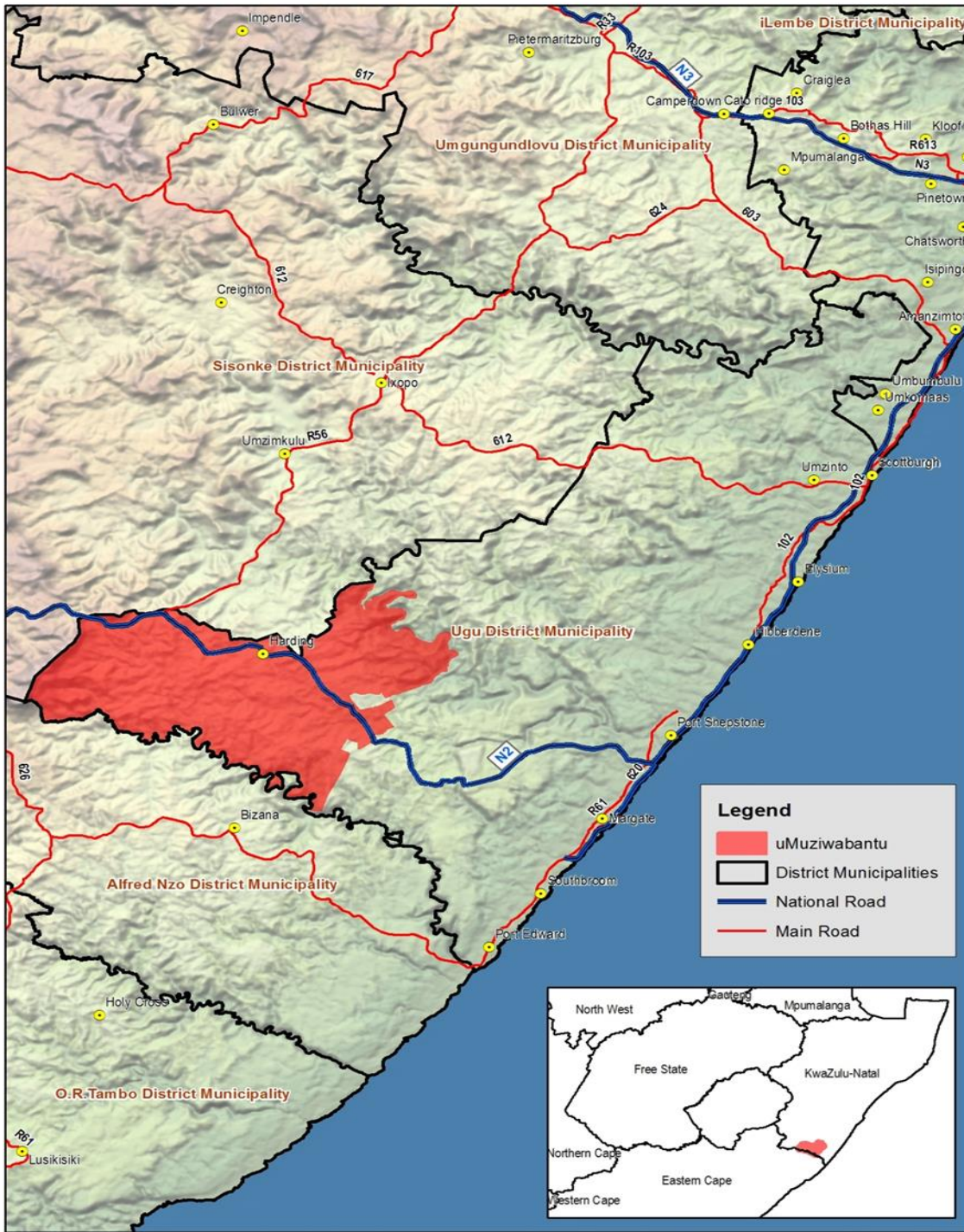
Of those aged 20 years and older, 6,3% have completed primary school, 30,4% have some secondary education, 15,3% have completed matric, 4,9% have some form of higher education, and 16,4% have no form of schooling.

The Municipality can be defined by the characteristics illustrated in the table below.

PHYSICAL	<b>Total Area:</b>	<b>1089.47km<sup>2</sup></b>		
	Altitude Range	169m to 2 266m above sea level		
POPULATION*	Total Population:	108 576	Population Density:	90 people/km <sup>2</sup>
	Urban/Rural Split	13.8% urban/ Rural: 86.2%		
	Languages			
	isiZulu	88.1%	IsiXhosa	4.9%
	English	2.9%	Afrikaans	6.0%
	IsiNdebele	1.3%	Other	2.0%
	ECONOMIC	GGP	R1,166m	Unemployment
ADMIN-ISTRATION	Municipal Code	KZ214		
	No. Wards	11 wards		
	Traditional Councils	6		
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	ECONOMIC	GGP	R1,166m	Unemployment
ADMINISTRATION	Municipal Code	KZ214		
	No. Wards	10 wards		
	Traditional Councils	6		

## Tribal Areas

WARD	TRIBAL AUTHORITY
Ward 01	Fodo, MaMbotho, Thokozani MaDumisa tribal authorities and farmlands.
Ward 02	MaMbotho, Jabulani Beshwawo,, and farmlands.
Ward 03	Harding and Farmland
Ward 04	Part of Izibonda tribal authority (Kwa-Machi)
Ward 05	Part of Izibonda tribal authority (Kwa-Machi)
Ward 06	Part of Izibonda tribal authority (Kwa-Machi)
Ward 07	Part of Inhlangano and Izibonda tribal authority (Weza State Forest and Farmlands)
Ward 08	Part of Izibonda tribal authority (Kwa-Machi)
Ward 09	Part of Inhlangano and Izibonda tribal authority
Ward 10	Part of Izibonda tribal authority (Kwa-Machi)
Ward 11	Part of Mambotho



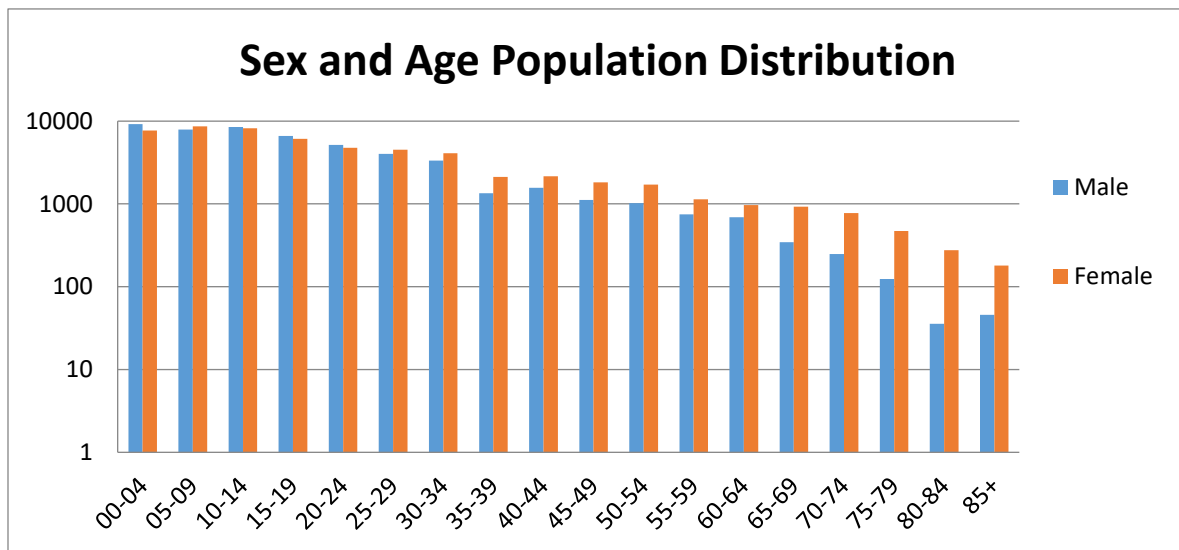
The drive to eliminate poverty and reduce inequality in the municipality is impeded by a range of development challenges. In the main these challenges can be summarised as follows:

- The high unemployment rate and low economic growth.
- Backlogs and slow development in terms of housing due to unfavourable weather conditions are some of the key challenges faced by the Municipality.
- The need to speed up service delivery more especially in the rural areas.
- There is a high influx of job seekers in the municipality from neighbouring Municipalities and Province (Eastern Cape).
- Natural disasters occur frequently, and this is a huge setback to the Municipality as large sums of money have to be used in repairing both the infrastructure and homes.
- HIV and AIDS is another challenge within the Municipal area. The department of health has seen an increase in the number defaulters of the TB and HIV drugs and high teenage pregnancy rate.
- The use of vans as means of transport is still common within the municipality.
- There is currently one taxi rank which has become too congested to accommodate all vehicles.
- Poor management of Street Trading and business licensing.
- Poor management of business licensing.
- Erection of illegal structures by street vendors.
- High levels of crime
- Theft of electrical infrastructure
- Road Infrastructure Degradation within the CBD and Harding Town
- Increase in debt position
- Poor law enforcement and traffic management
- Inadequate burial space
- High rate of vandalism of community facilities
- Poor road infrastructure
- Low water capacity and tarnished water infrastructure

## DEMOGRAPHICS AND POPULATION DISTRIBUTION

According to Community Survey of 2016, Umuziwabantu Local Municipality has a total population of 108,576 people, of which 97,9% was black African, 0,5% are white and with the other population groups making up the remaining is 1,6%.

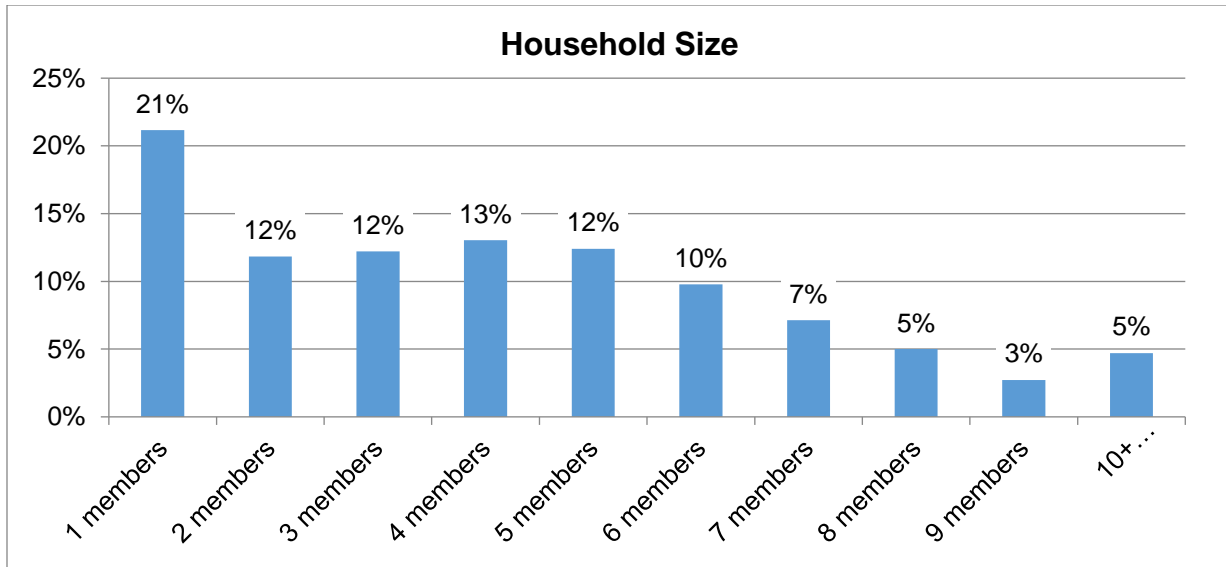
Of those aged 20 years and older, 6,3% have completed primary school, 30,4% have some secondary education, 15,3% have completed matric, 4,9% have some form of higher education, and 16,4% have no form of schooling.



Population age distribution Table

### AVERAGE HOUSEHOLD

The average household size has decreased over the past few decades, from 5.5 individuals per household in 1995 to 4.5 individuals per household in 2013. This could be due to the increasing number of child-headed household because of the high mortality rate.



The table above illustrates the sub-places with the most households, which include, Harding (14%), Mkhoba (8%), Umuziwabantu NU (6%) and Esikhulu (5%).

## CHAPTER 2: GOVERNANCE

### COMPONENT A: GOVERNANCE STRUCTURES

#### 2.1 POLITICAL GOVERNANCE

Section 18 of the Local Government: Municipal Structures Act No.117 of 1998 states that;

- Each Municipality must have a municipal Council.
- A municipal Council must meet at least quarterly.
- A municipal Council consists of a number of councillors determined by the MEC for local government in the province concerned by notice in the Provincial Gazette.

Following the 2021 Local Government elections, Umuziwabantu Municipality inaugurated its new Municipal Council on the 23<sup>rd</sup> of November 2021. The term of Municipal councils is five years and Council during their term must strive within its capacity to achieve the objectives set out in section 152 of the Constitution.

The Municipal Council which is chaired by the Speaker, has both legislative and Executive powers. The Speaker's duties are listed in the Municipal delegations as follows:

- Presides at meetings of the Council and signs the minutes of the Council meetings.
- Ensures that Council meets at least quarterly.
- Coordinates the arrangements regarding dates and venues for the meetings.
- Maintains order during meetings of the Council and ensures that the meetings are conducted in compliance with the Council's rules of order.
- Performs all other duties assigned to him / her in the Council's rules of order of the Council.
- Ensures compliance with the Code of conduct for councillors.
- Authorizes any investigation or enquiry into suspected or alleged impropriety by councillors or any alleged breaches of the code of conduct for councillors.
- Determines where and when Council meets.
- Convenes special meetings of Council at his/her discretion or on request of the majority of Councillors she/he must do so.

Umuziwabantu Municipal Council has delegated some powers to the Executive Committee except for those expressly excluded by law. Some of these exclusions include:

- Passing of by-laws
- Approval of budgets
- Imposition of rates and other taxes, levies and duties and
- The raising of loans
- Settings of tariffs
- Entering into service delivery agreements in terms of section 76(b) of the Municipal Systems act
- Appointment of the Municipal Manager and Section 56 managers.

- Approval or amendment of the Integrated Development Plan

## **COUNCIL PORTFOLIO COMMITTEES:**

### **1. FINANCE, BUDGET & CORPORATE SERVICES:**

- Municipal finance including billing.
- Municipal rating and taxation.
- Municipal insurance.
- Municipal banking and investments.
- Loans and governmental subsidies.
- Grants in aid
- Labour Relations
- Occupational Health and Safety

### **2. COMMUNITY SERVICES PORTFOLIO COMMITTEE:**

- Municipal health services.
- Squatting.
- Groups with special needs (youth; women; elderly and the disabled);
- Street Vending.
- Education, crèches, welfare in general and religious services.
- HIV and AIDS
- Business licensing.
- Cemeteries and crematoria.
- Refuse removal, refuse dumps and solid waste disposal.
- Cleansing, road, and storm water maintenance; and
- Building maintenance
- Disaster management
- Traffic services
- Fire-fighting services

### **3. PLANNING & LED:**

- Local economic development;
- Promotion of industrial development;
- Land matters;
- Rendering of basic services
- Housing Projects;
- Housing development; and Housing Projects administration
- 

### **4. INFRASTRUCTURE:**

- Electricity and gas reticulation;
- Storm water management systems in rural and urban areas
- Street lighting
- Capital roads items and construction
- Storm water capital items

### IMPLEMENTATION OF COUNCIL CALENDAR

STRUCTURE/ COMMITTEE	MEETINGS HELD ON /SCHEDULED FOR ON (DATE/S)	TYPE OF A MEETING	TOTAL NO OF MEETING S SCHEDUL ED FOR THE MONTHS	MEETING SAT (YES/NOT)	NUMBER OF CLLRS/AMAKHOSI ATTENDED
<b>Council</b>	19 July 2021	Special	0	Yes, 16	<b>16/24</b>
	12 August 2021	Special			<b>15/24</b>
	30 August 2021	Ordinary	02		<b>16/24</b>
	29 September 2021	Ordinary			<b>14/24</b>
	23 November 2021	Ordinary			<b>21/21</b>
	29 November 2021	Special			<b>21/21</b>
	13 December 2021	Ordinary			<b>21/21</b>
	11 January 2022	Special	1		<b>21/23</b>
	24 January 2022	Ordinary			<b>19/23</b>
	11 February 2022	Special	1		<b>18/23</b>
	23 February 2022	Special – No Quorum			<b>10/23</b>
	24 February 2022	Ordinary			<b>23/23</b>
	28 February 2022	Special			<b>11/23</b>
	29 March 2022	Ordinary- Adjourned	1		<b>19/23</b>
	30 March 2022	Continuatio n of Meeting held on 29 March 2022			<b>23/23</b>
22 April 2022	Special	02	<b>17/23</b>		
11 May 2022	Special		<b>17/23</b>		
18 May 2022	No Quorum				
23 May 2022	Special		<b>21/23</b>		
24 May 2022	No Quorum				
06 June 2022	No Quorum		<b>10/23</b>		

	08 June 2022 15 June 2022 28 June 2022	Special Ordinary Ordinary			<b>11/23</b> <b>20/23</b> <b>19/23</b>
<b>EXCO</b>	28 July 2021 18 August 2021	Ordinary Ordinary	02	Yes, 05	<b>03/05</b> <b>03/05</b>
	18 October 2021	Special	1		<b>03/05</b>
	14 March 2022	Ordinary	-		<b>04/05</b>
	29 April 2022	Ordinary	02		<b>03/04</b>
	24 May 2022	No Quorum			<b>02/04</b>
<b>Audit Committee</b>	25 August 2021 30 August 2021	Special Special	-	Yes, 03	<b>04/04</b> <b>04/04</b>
	28 April 2022	Ordinary	01		<b>03/03</b>
<b>Finance &amp; Governance</b>	16 August 2021 17 September 2021	Ordinary Ordinary	02	Yes, 04	<b>07/10</b> <b>06/10</b>
	28 February 2022	Ordinary	1		<b>07/07</b>
	23 March 2022	Ordinary	1		<b>05/06</b>
	25 April 2022	No Quorum	03		<b>02/07</b>
	16 May 2022	No Quorum			-
<b>LED &amp; Planning</b>	04 August 2021 10 September 2021	Ordinary Ordinary	02	Yes, 05	<b>05/08</b> <b>05/08</b>
	14 February 2022	Ordinary	1		<b>07/07</b>
	12 April 2022	Ordinary	02		<b>04/07</b>
	14 June 2022	Ordinary			<b>06/07</b>
<b>Infrastructural Services</b>	04 August 2021 10 September 2021	Ordinary Ordinary	02	Yes, 05	<b>05/08</b> <b>05/08</b>
	25 February 2022	Ordinary	1	Yes, 01	<b>04/07</b>
<b>Public Safety &amp; Community Services</b>	16 August 2021 09 September 2021	Ordinary Ordinary	02	Yes, 02	<b>04/07</b> <b>04/07</b>
	11 February 2022	-	-	-	<b>07/07</b>

	08 April 2022	No Quorum	02	Yes, 01	<b>01/07</b>
	30 June 2022	Ordinary			<b>04/07</b>
	10 February 2022	Ordinary	1	Yes, 01	<b>02/02</b>
<b>Local Labour Forum</b>	10 February 2022	Ordinary	1	Yes, 01	<b>02/02</b>
	22 April 2022	Ordinary	01	Yes, 01	<b>02/02</b>
<b>MPAC</b>	23 July 2021 23 August 2021	Special Ordinary	-	Yes, 01	<b>04/07</b> <b>04/07</b>
	14 March 2022	Ordinary	1	Yes, 01	<b>07/07</b>
	07 April 2022	Special	02	Yes, 02	<b>06/07</b>
	29 May 2022	Ordinary			<b>05/07</b>
<b>IDP Forum</b>	22 April 2022	No Quorum	01	No	<b>04/21</b>
<b>Women Commission</b>	-	-	-	-	-
<b>Human Settlement</b>	19 April 2022	Ordinary	01	Yes	<b>17/21</b>
<b>Rules Committee</b>	-	-	-	-	-
<b>Whippery Committee</b>					
<b>Training Committee</b>	26 April 2022	Ordinary	01	Yes	<b>02/02</b>
<b>Rapid Response</b>	-				
<b>Employment Equity Forum</b>	15 July 2021	Ordinary	-	-	<b>02/02</b>

*(Amend secretariat report / Add narrative)*

FULL COUNCIL *(INSERT PICTURES)*

## 2.2 ADMINISTRATIVE STRUCTURE

<b>Municipal Manager</b> <b>MR West Gumede</b>	<b>Key Functions</b>
	The Municipal Manager is the Accounting Officer of the Municipality and is responsible for ensuring that the administration is run effectively. And as such he is responsible for the establishment and maintenance of a strategic system of the municipality, he is accountable for the formation and development of an economical, efficient and accountable administration in order to ensure that the objectives of sound governance principles can be achieved. He is also accountable for various financial management duties as the accounting officer of the Municipality.
<b>Chief Finance Officer</b> <b>Vacant</b>	<b>Key Functions</b>
	Provides leadership and guidance in overseeing all Treasury activities, ensuring compliance with all acts and legal prescripts required for accurate reporting to all stakeholders. Under her leadership, which the following units aimed to achieve their objectives: Supply Chain Management, Expenditure, and Budget and Asset management, Income.
<b>Director Corporate Services</b> <b>Mrs Zuziwe Mbhele</b>	<b>Key Functions</b>
	Provides leadership and guidance in overseeing all corporate service activities, ensuring compliance with all acts and legal prescripts require for accurate reporting to all stakeholders. The following units are within the corporate services unit: Human resources, Administration and Auxiliary services and ICT services.

**Director Community Services**  
**Advocate B Brijraj**

**Key Functions**

Provides leadership and guidance to the Department for the achievement of Organizational goals and IDP objectives which enhance service delivery achievements and better services delivered to community. Under his leadership he ensures that the following units aim to achieve their objectives:

Parks and Gardens, Waste Management, Environmental management, Protection services and Traffic Control, Maintenance of community facilities, Fleet management and Library services.

**Director Infrastructure**  
**Mr SP Malinga**

**(Served the municipality for six months)**

**Key Functions**

Provide leadership and strategic direction in regard to housing, roads & storm water, electricity, public works, construction of public infrastructure, institutional & social development and project management administration. Provide guidance to the council, executive committee and local community with regards to provision of basic infrastructural services. Ensure compliance with all legislative requirements.

**Director Planning**  
**(Vacant)**

**Key Functions**

The Director Development Planning provides leadership and guidance to the Department for the achievement of Organizational goals and IDP objectives which enhance service delivery achievements and better services delivered to community. Under his leadership he ensures that the following units aim to achieve their objectives:

Local Economic Development, Strategic Planning, Performance Management Systems, Town Planning and Human Settlements.

EXTENDED MANAGEMENT *(PICTURES)*

## COMPONENT B: INTERGOVERNMENTAL RELATIONS

### 2.3 INTERGOVERNMENTAL RELATIONS

Inter-governmental relation refers to the relationships between the three spheres of government. The South African Constitution states, 'the three spheres of government are distinctive, interdependent and interrelated'. Provincial and local government are spheres of government in their own right and are not a function or administrative implementing arm of national or provincial government. Although the three spheres of government are autonomous, they exist in a unitary South Africa and they must work together on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005 – 'the IGR Act') establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations, and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

The Act further provides for structural and institutional framework for national, provincial and local governments to coordinate their actions towards common goals, in particular the implementation of policy, programs and development priorities for the country as a whole.

CHAPTER 3, Section (h) of the Constitution of the Republic of South Africa states that:

All spheres of government and all organs of the state within each sphere must co-operate with one another in mutual trust and good faith by-

- (a) Fostering friendly relations
- (b) Assisting and supporting one another
- (c) Informing one another of, and consulting one another on matters of common interest.
- (d) Coordinating their actions and legislation with one another
- (d) Adhering to agreed procedures; and
- (f) Avoiding legal proceedings against one another

#### **Inter-Governmental Relations Structure and Participation:**

Umuziwabantu municipality participates in the following district coordinated structures:

- District Intergovernmental Relations Forum
- Speakers Forum
- Municipal Managers Forum
- Chief Financial Officers (CFOs) Forum
- HR Managers Forum: HR managers of each municipality comprise this forum

- Skills Development Facilitators forum: This forum includes HR Managers and Skills Development Practitioners of the municipalities
- Disaster management forum
- District LED Forum
- Planners Forum: this forum includes IDP managers and Development Planners
- DTAC: District Technical Advisory Committee for Municipal Performance.

The Provincial Co-ordinated structures that the municipality participates in are as follows:

- The Premier’s Coordinating forum (Mayor)
- COGTA Technical MUNIMEC (Municipal Manager)
- Local Government Communicators Forum (Communications)
- Provincial Task Team Meeting (Special Programmes)
- Provincial Council of Aids (Special Programmes)

The development, Implementation and Monitoring of the District Development Model:

..  
..  
..  
..

## COMPONENT C: PUBLIC ACCOUNTABILITY AND PUBLIC PARTICIPATION

### 2.4 PUBLIC MEETINGS

The Municipal Systems Act puts emphasis on the legislative obligations for municipalities in respect of community participation. The Act has dedicated Chapter four and various other references to Community participation throughout the Act. Umuziwabantu Municipality conforms to the Municipal Systems Act No 32 of 2000 in terms of Section 16 (1) (a) which promotes public participation and states that;

(1) A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose-

(a) Encourage, and create conditions for, the local community to participate in the affairs of the municipality.

This was done in a number of ways including, media coverage, social media platforms, distribution of digital pamphlets etc. Again, the majority of targets which fall in the youth and special programs units, were affected in the fourth quarter with the national lockdown which forced some of indicators to be cancelled.

*(Insert Budget roadshow schedule)*

## 2.5 IDP PARTICIPATION AND ALIGNMENT

On an annual basis the Council of Umuziwabantu adopts an IDP process plan, in line with the provisions of the Municipal Systems Act No 32 of 2000. The year under review was no exception as the process plan was adopted in August 2017.

The IDP Review Action Program provides a breakdown of the roles and responsibilities of the internal Municipal portfolios.

As part of the IDP review process, the Municipal Council, led by his worship the mayor, Cllr LS Zungu, held IDP and Budget Road shows.

The following challenges were addressed by the Community members:

- High rate of unemployment
- Low-income levels
- Average economic growth
- Transformation on the ownership of land
- Slow delivery on Land Reform Program
- Limited economic potential in rural areas / poor investment in the area due to land under the Ingonyama Trust
- Environmental health and management related issues
- High prevalence of HIV/AIDS
- Skills shortage
- High number of child-headed households
- Housing and electricity backlogs
- Limited access to telecommunication
- Poor condition of roads and transport.

IDP alignment and Strategic planning sessions.

The Council of Umuziwabantu has the current strategic objectives:

- To create, healthy and sustainable living communities
- To aspire to healthy and educated communities
- To ensure that all people have access to basic services
- To boost investor confidence to invest in Umuziwabantu
- To entrench people centeredness.
- To provide strong decisive leadership.

## Municipal priorities

Priorities	Description
1. Job creation	<ul style="list-style-type: none"> <li>▪ Umuziwabantu municipality is in need of specialized skills</li> <li>▪ Job creation to alleviation poverty and reduction.</li> </ul>
2. Infrastructure development	<ul style="list-style-type: none"> <li>▪ Infrastructure Development such as roads, community facilities, water and sanitation, electricity.</li> <li>▪ Infrastructure development to attract investment</li> <li>▪ Maintenance of infrastructure is important</li> </ul>
3. Skills development	<ul style="list-style-type: none"> <li>▪ Skills development</li> <li>▪ It will assist in reducing unemployment</li> <li>▪ Identify the skills that exist and that are needed within the municipality</li> </ul>
4. Human Development	<ul style="list-style-type: none"> <li>▪ This will develop people holistically not only skills</li> <li>▪ Human development is holistic in that it does not only focus on skills but also other aspects such as life skills.</li> <li>▪ Workshops for the maintenance of community infrastructure</li> </ul>
5. Release of land	<ul style="list-style-type: none"> <li>▪ Need to release land strategically for potential investors</li> <li>▪ Land is essential for accomplish of municipal objectives</li> <li>▪ Need to release land to generate revenue</li> </ul>
6. Revenue enhancement	<ul style="list-style-type: none"> <li>▪ Need to attract investors to generate income for the municipality</li> <li>▪ Creation of revenue enhancement strategy</li> </ul>
7. Health (HIV/AIDS)	<ul style="list-style-type: none"> <li>▪ Promote of healthy lifestyle.</li> <li>▪ Construction community-based health facilities e.g. clinics</li> </ul>

## COMPONENT D: CORPORATE GOVERNANCE

### 2.7 RISK MANAGEMENT

Section 62(1) (c) of MFMA requires a Municipality to have and maintain effective and transparent systems of financial and risk management and internal control, hence fraud risk assessment forms part of the risk management activities and informs the risk register. The municipality has implemented appropriate risk management activities to ensure that regular risk assessments are conducted i.e. IT risk assessments, business risks assessment (operational, strategic) and risk registers are updated. The progress on Risk Management and an updated Risk Register should be reported on a quarterly basis, to the Risk Management Committee and subsequently to the Audit and Audit Performance Committee, however this has been lacking following the resignation of the risk officer.

#### Roles and Responsibilities

ROLE PLAYERS	RESPONSIBILITIES
Internal Audit	The internal audit activity therefore evaluates and contributes to the improvement of risk management, control and governance processes.
Governance	The Internal Audit Activity assists Executive Management in achieving the goals of Umuziwabantu by evaluating the process through which: <ul style="list-style-type: none"><li>• Goals and values are established and communicated.</li><li>• The accomplishment of goals is monitored; and accountability is ensured and Municipal values are preserved</li></ul>
Risk Management	The Internal Audit assist the municipality through facilitation in identifying, evaluating and assessing significant organisational risks and provide assurance as to the effectiveness of related internal controls regarding the focus areas reviewed.
Controls	The Internal Audit activity evaluate whether the controls of the focus areas, as set out in its Internal Audit Plan which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e. are they effective yet efficient) and develop recommendations for enhancement or improvement.

	<ul style="list-style-type: none"> <li>• The Internal Audit activity is authorised to:</li> <li>• Have unrestricted access to all functions, records, property and personnel;</li> <li>• Have full and uninhibited access to the Audit Committee;</li> </ul>
<p><b>Management</b></p>	<p>Management is responsible for the establishment and maintenance of an effective system of governance to:</p> <ul style="list-style-type: none"> <li>• Establish and communicate organisational goals and values;</li> <li>• Monitor the accomplishment of goals; and</li> <li>• Ensure accountability and values are preserved.</li> </ul> <p>Management is furthermore responsible for the establishment and maintenance of an effective system of internal control. The objectives of the system of internal control are, inter alia, to provide management with reasonable, but not absolute, assurance that:</p> <ul style="list-style-type: none"> <li>• Risks are properly managed;</li> <li>• Assets are safeguarded;</li> <li>• Financial and operational information are reliable;</li> <li>• Operations are effective and efficient; and</li> <li>• Laws, regulations and contracts are complied with.</li> </ul> <p>The prevention and detection of fraud is management's responsibility. The principal safeguard against fraud, misstatement and irregularities is an effective system of internal control. It must, however, be recognised that there are inherent limitations in any system of internal control – including human error, circumventions through collusion of two or more people and management's ability to override decisions which may result in fraud or irregular transactions.</p>

## The Municipal Risk Register

There is a separate fraud risk register in place based on an assessment initially conducted by the Department of Co-operating Governance and Traditional Affairs. The municipality also has a Fraud and Corruption Prevention Policy which was adopted by Council on the 27<sup>th</sup> of March 2019 and is due for review in the 2022/2023 financial year.

This policy is intended to set down the stance of Umuziwabantu Municipality to “fraud”, as well as to reinforce existing systems, policies, procedures, rules and regulations of Umuziwabantu Municipality aimed at deterring, preventing, detecting, reacting to and reducing the impact of fraud.

Furthermore, the purpose and spirit of this document is to confirm that Umuziwabantu Municipality supports and fosters a culture of zero tolerance to fraud in all its manifestations. The Municipality recognises the fact that acts of fraud by its employees seriously deplete the scarce resources available to the Municipality in fulfilling its mandate.

### Risk Management Committee

The Risk Committee was established as being the extended management of Umuziwabantu Municipality.

However, there has been challenges with poor reporting to the structure following the resignation of the risk officer.

## 2.8 ANTI-CORRUPTION AND FRAUD

The municipality has successfully launched and activated its anti-corruption and fraud hotline. The hotline information is now included in all statements printed and distributed to ratepayers. The anti-corruption and fraud hotline was established as a communication tool for allowing the community to report cases of fraudulent activities in a confidential manner and is handled as a shared service at a District level.

The community is urged to use the hotline to report all corrupt and fraudulent activities.

***BE RESPONSIBLE, REPORT FRAUD AND CORRUPTION***

Call 0801 111 660  
Fax 086 5222 816  
[information@whistleblowing.co.za](mailto:information@whistleblowing.co.za)  
P. O. Box 51006,  
Musgrave,

## 2.9 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management unit of Umuziwabantu Municipality is responsible for the procurement of goods and services required by Municipality to ensure effective service delivery to its residents. More detailed information on the Umuziwabantu supply chain management is contained in the SCM policy document of the municipality.

The management of the supply chain is critical given the interest and potential of fraud and corruption in local government. The need to implement good governance principles in the supply chain management processes is fundamental. Without such, no one can be assured of the openness, transparency and fairness of the expenditure of funds within any public institution.

The Umuziwabantu Municipality has fully implemented its own supply chain management policy during the financial year under review. All Bid Committees have been established and are fully functioning to impart assurance as to the validity of any procurement undertaken.

To support the supply chain management policy implementation, various procedures have been implemented to strengthen accountability and turn-around times. In addition an active council and audit committee, ensure that best practices are adhered to at all times by all practitioners and Supply Chain Management.

Supply chain management remains one of the most dynamic and challenging sections within the Finance department.

SCM is headed by a manager who reports directly to the Chief Financial Officer.

In accordance with our policy we have a fully-fledged bid committee system and qualifying bids are weighted to ensure preferential points are taken into account. To further enforces the pillars of transparency, equity, and fairness.

### 2.9.1 BID COMMITTEES

<b>Bid Specification Committee</b> <i>Chairperson: Mr S Zungu</i>	This committee compiles the specifications for the procurement of goods and services by the municipality.
<b>Bid Evaluation Committee</b> <i>Chairperson: Mr L Ndawonde</i>	The bid evaluation committee evaluates bids and recommends to the bid adjudication committee, regarding the award of the bid.
<b>Bid adjudication Committee</b> <i>Chairperson: Acting CFO</i>	The Adjudication committee considers the report and recommendations of the bid evaluation committee and makes a recommendation to the Accounting Officer for bids above one million, on how to proceed with the relevant procurement of goods and services.




## 2.10 MUNICIPAL BY-LAWS AND POLICIES

The Municipal bylaws are public regulatory laws which apply in a certain area of jurisdiction. The Umuziwabantu Council gets its power to pass laws through the South African Constitution, which specifies what things may be regulated through by-laws within its jurisdiction. Municipal by-laws are no different than any other law of the land, and can be enforced with penalties, challenged in court and must comply with other laws of the land, such as the country's constitution. Municipal bylaws are often enforceable through the public justice system, and offenders can be charged with a criminal offence for breach of a bylaw. Common bylaws include vehicle parking and stopping regulations, animal control, building and construction, licensing, noise, zoning and business regulation, and management of public recreation areas

Umuziwabantu Municipality has the following by-laws in place, which were passed by Council and available on the Municipal website:

- Standing rules and orders
- Outdoor advertising
- Storm water management
- Street trading
- Business licensing
- Street trading
- Refuse
- Advertising
- Property rates bylaws
- Administration of Immovable property
- Supply Chain Management Policy
- Budget policy
- Credit control & Debt collection bylaws
- Banking, Investment & cash management policies
- Unauthorised, Irregular, fruitless & wasteful expenditure
- Budget virement
- Bad debts provision
- Tariffs charges
- Indigent support
- Risk management
- Fleet management
- Asset management

## 2.11 UMUZIWABANTU MUNICIPALITY'S NEWLY REVAMPED WEBSITE

The Municipal website plays a pivotal role in the communication of information with all municipal stakeholders and the community at large and provides an easy access of relevant information.

The website serves also as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of the municipal performance on a regular and continuous bases.

The website is managed by the administrative unit under the corporate services directorate.

### **Municipal Website: Content and Current Material uploaded in for compliance**

- Municipal Budget, adjustment budgets and all budget related documents.
- Budget related policies.
- Municipal Annual Report documents.
- Annual report to be published.
- Performance agreements of Section 56 and 57 Managers (Directors).
- Media statements
- Performance Information of programs and projects
- Public notices
- Service Delivery and Budget Implementation Plan
- Internal programs conducted by the Human Resource Development unit.
- Bids

## 2.12 PUBLIC ACCOUNTS COMMITTEE

The Municipal Public Accounts Committee is led by Cllr Maphumulo, who is responsible for chairing the MPAC meetings and ensuring that the committee abides to the year plan.

The Municipality's Public Accounts Committee (MPAC), was established by Council in terms of Section 79 of the Municipal Structures Act 117 of 1998.

The purpose of the Committee is to perform an oversight function on behalf of the Council over the executive functionaries of the Council to the extent set out herein. In doing so, the following are the terms of reference of the MPAC.

- To consider and evaluate the Municipality's Annual report in terms of Sections 127 and 129 of the Municipal Finance Management Act and make recommendations to the Council.
- To Act as an oversight committee to make recommendations to the Council when it adopts the oversight report on the annual report in terms of Section 129 of the Municipal Finance Management Act.
- To review and follow up past recommendations on the Annual report.
- To advise Council in respect of unauthorised, irregular or fruitless and wasteful expenditure in terms of Section 32 of the Municipal Finance Management Act as and when so requested by Council, the Mayor or the Municipal Manager.
- To perform its functions taking due care to distinguish between oversight and interference in administration, as envisaged by Section 173(4) and (5) of the Municipal Finance Management Act, and item 11 of Schedule 1 of the Municipal Systems Act (Code of Conduct for Councillors).
- To perform any other oversight function as may be requested by Council from time to time.
- To report to Council at the first Council meeting following the MPAC meeting.

### **AUTHORIZATION OF MPAC**

The committee is authorized amongst others to:

- To seek any information from, and have access to any councillor and employees to cooperate with any request made by the committee.
- To have access to internal information required for the performing of its duties.
- To liaise with the Audit and Risk Committee or chairperson of the audit and risk committee, head of internal audit unit and any other relevant role players on matters pertaining to its terms of reference.

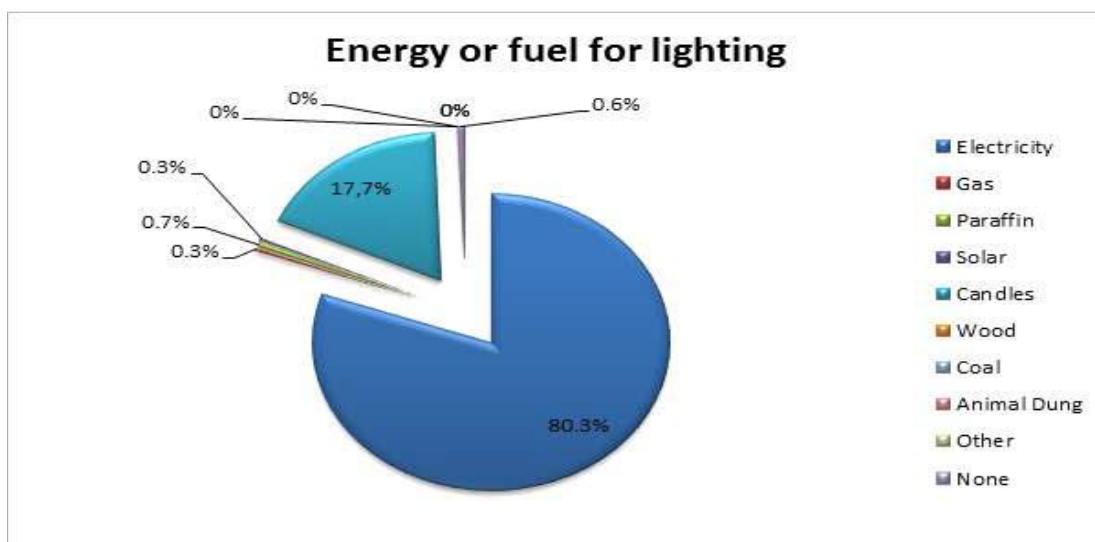
## MPAC GUIDING PLAN

QUARTER 1	QUARTER 2
<ol style="list-style-type: none"> <li>1. Examination of Financial Statements.</li> <li>2. Recommendations to Council in terms of sub section (3.8)</li> <li>3. Examination of quarterly reports</li> <li>4. Quarterly compliance report.</li> <li>5. Prepare a consolidated report by MPAC to Council.</li> </ol>	<ol style="list-style-type: none"> <li>1. Examination of Financial Statements</li> <li>2. Recommendations to Council in terms of sub section (3.8)</li> <li>3. Examination of quarterly report.</li> <li>4. Examination of performance information.</li> <li>5. Examination of the Draft Annual Report.</li> <li>6. Presentation of Capital Expenditure together with Service Delivery report.</li> <li>7. Prepare a consolidated report by MPAC to Council.</li> </ol>
QUARTER 3	QUARTER 4
<ol style="list-style-type: none"> <li>1. Examination of Financial Statements.</li> <li>2. AG's Report</li> <li>3. Recommendations to Council in terms of sub section (3.8)</li> <li>4. Examination of quarterly reports</li> <li>5. Examination of mid-year reports</li> <li>6. Consultation of the public regarding the Annual report / Adoption of the public participation plan</li> <li>7. Quarterly compliance report.</li> <li>8. Prepare a consolidated report to Council</li> </ol>	<ol style="list-style-type: none"> <li>1. Examination of Financial Statements</li> <li>2. Recommendations to Council in terms of sub section (3.8)</li> <li>3. Examination of quarterly reports</li> <li>4. Quarterly compliance report</li> <li>5. Prepare a consolidated report by MPAC to Council</li> </ol>

## CHAPTER 3: DEPARTMENTAL REPORTING AND SERVICE DELIVERY PERFORMANCE

### 3.1 ELECTRICITY

Umuziwabantu Municipality currently distributes electricity within the urban area (Harding). The rest of the Municipal area which is above 80% is supplied by Eskom. Although there is a total coverage in terms of electricity supply, the Municipality distributes solely within the urban area. The Municipality provides maintenance to electrical Infrastructure. As an electricity distribution authority, the Municipality also responds to electrical queries as and when required.



The above graph depicts the energy supply in our municipality. It clearly shows that the municipality has no backlog when it comes to energy supply as 80% of our population have access to electricity. The remaining 20% are infills which are attended to as new households are constructed annually.

#### HIGHLIGHTS

Despite some challenges faced by the electricity department in the rendering of services, the municipality managed to conclude the electricity connections in Mazakhele phase 3 whereby 34 households now have electricity supply.

A total of 2,95Kms of new electricity cables were also installed as part of the electrical upgrade being conducted by the municipality.

However, there were some challenges which hindered with the ward 1 and ward 4 infills electricity programs as a result of late approval of designs which led to the projects planned completion date to be affected. The program will now be concluded in the next financial year.

### 3.2 HOUSING / HUMAN SETTLEMENTS

The municipality worked closely with the Department of Human Settlement to ensure provision of houses within the rural areas of Umuziwabantu.

Umuziwabantu Municipality facilitated the KwaMbotho, Mazakhele, KwaFodo, KwaJali and KwaMachi rural housing development projects.

The KwaMbotho housing project faced many difficulties as a new Implementing Agent was appointed following the termination of contract from the previous IA in the previous financial year.

Although the municipality has seen improvements in the housing projects, during the year under review, it saw a few challenges hinder with the successful implementation of housing projects.

In the previous financial year there we saw delays in the commencement of the KwaMazakhele low cost housing project due to the slow bulk infrastructure project which was facilitated by the District municipality. However the project resumed during the year under review, although work resumed later than envisaged due to the delays experienced in the previous year.

#### **Housing Projects highlights:**

- 133 units were constructed from the KwaMbotho low cost housing project
- 135 units were constructed from the KwaMazakhele phase 3

#### **Challenges faced:**

- Approval process which takes long
- Provision of bulk water infrastructure service which delays construction.
- Implementing agent's financial challenges impact negatively on implementation.
- Slow supply of materials by service providers due to backlog

### 3.3 CLEANSING, PARKS, GARDENS AND RECREATION

The objective of waste management for the Municipality is to integrate waste management services in order to provide basic services to the community and to minimise the effects of waste on humans and the overall health of the environment.

An estimated 78% of the Umuziwabantu population uses their own dump to dispose of their refuse. This population is that which is located in the tribal and Farm areas.

Only 9.9% of the municipal area benefits from the provision of municipal services of who are the residents in and around the Harding Town. (Ugu District IDP)

The Municipality was issued with the required license which permits the construction and operation of a Municipal landfill site. The landfill site (also known as a tip, dump, rubbish dump or dumping ground, is a site for the disposal of waste material by burial. Construction of the Municipal landfill site was completed in the 2017/18 financial year.

However the municipality does not have internal capacity to run and manage the landfill site and therefore made budget provisions to appoint a qualified and reputable service provider to render suitable services and manage the landfill site. JCR T/A Clive's Construction was appointed by the Municipality to render these services for a period of 3 year in the year under review.

The municipality has a manager responsible for the sub – directorate in order to oversee its functionality, as well as a Waste & Environmental management officer, who reports to the manager of the sub- directorate. There are two supervisors directly responsible for each section (Refuse collection and Verge Maintenance). There are financial, materials, mechanical and human resources allocated to the sub- directorate in order to effect the operations.

**Human resources allocation:**

NUMBER	POSITION	STATUS
01	Manager Cleansing, parks and Gardens	Filled
01	Waste and environmental officer	Filled
01	Supervisor Verge maintenance section	Filled
03	Verge maintenance section Drivers	Filled
10	General assistance for verge maintenance	Filled
01	Supervisor Refuse collection section	Filled
03	Refuse collection section Drivers	Filled
26	Refuse collection General assistance	Filled

**Sub-directorate staff compliment:**

Post name	No of posts	Filled	Vacant	Remarks
Manager's post	01	01	0	n/a
Waste & Environmental Officer	01	01	0	n/a
Supervisors posts	02	02	0	n/a
Driver's post	06	05	01	vacant
General assistants	38	38	0	n/a
Total staff compliment	48	47	01	1* vacancy

## Tools and equipment

### Skip bins allocation

There are Twenty-Five (25) skip bins within the sub- directorate allocated to strategic points within the CBD.

Allocation		Nature of business
Skip bin number	Business name / area	
Skip bin – refuse no1	Opposite Addis Panel Beaters – Turner street	Panel beaters
Skip bin – refuse no2	Opposite EMC & HTT Hawkins street	Workshops
Skip bin – refuse no3	Inside Shoprite mall at the receiving area	Mall
Skip bin – refuse no4	Harding secondary Musgrave street	School
Skip bin – refuse no5	Oxford High school Musgrave street	School
Skip bin – refuse no6	Next to receiving of KFC Musgrave street	Business area
Skip bin – refuse no7	Next to Endalini Musgrave street	Business area
Skip bin – refuse no8	Inside cash build Field street	Hardware
Skip bin – refuse no9	Inside Rhino waste bin area – Field street	Supermarket
Skip bin – refuse no10	Next to Jet & Checkout receiving areas – Field street	Supermarket
Skip bin – refuse no11	Bargain wholesaler Field street	Wholesaler
Skip bin – refuse no12	Front of the Mbotho residential area opposite the church Livingstone road	Residential
Skip bin – refuse no13	Next to the entrance of Sehole Primary School – Ballance street	School
Skip bin – refuse no14	Inside the Sehole Combined School on Callaway Street	School
Skip bin – refuse no15	Opposite Spiros Hockings street	Business area
Skip bin – refuse no16	Opposite Liqour Rama Hockings street	Business area
Skip bin – refuse no17	Opposite Princess car wash Shepstone street	Business area
Skip bin – refuse no18	Inside Sutton Primary School	School

Skip bin – refuse no19	At Cell C area Mazakhele phase one	Residential area
Skip bin – refuse no20	Mazakhele Phase 03	Residential area
Skip bin – refuse no21	Mazakhele Phase 03	Residential area
Skip bin – refuse no22	Opposite car wash Kiet street	Business area
Skip bin – refuse no23	New bus rank	Business area
Skip bin – refuse 24	KwaJali New Modular Library	Library premises
Skip bin – refuse 25 (spare)	Municipal workshop	Municipal property

The department of community services has utilised the external services for waste collection, transportation within the CBD and firms due to the continuous mechanical breakdown of the compactor truck.

The municipality had to hire the privately owned trucks as measure in order to minimise the piling of waste within the CBD and also to avoid creating unhappiness to the community of Harding.

#### List of sport fields and grounds

Month	Ward no	Area/ sport ground
July 2021 to June 2022	01	<ul style="list-style-type: none"> <li>▪ Santombe- Mbekwa sport ground</li> <li>▪ Santombe- Biliya sport ground</li> <li>▪ Santombe- Mthintanyoni sport ground</li> <li>▪ Santombe- Cekeza sport ground</li> <li>▪ Santombe- Nkomeni sport ground</li> <li>▪ Kwa Fodo Tribal Authority</li> <li>▪ Santombe sport ground</li> </ul>
	02	<ul style="list-style-type: none"> <li>▪ Kwa Fodo sport ground – Smata</li> <li>▪ Kwa-Mbotho – Mushmount sport groud</li> <li>▪ Mpelandaba Sport Ground</li> <li>▪ Ndlovini Sport Ground</li> <li>▪ kwaMbotho Traditional Council</li> <li>▪ Murshmount Sport Ground</li> <li>▪ Mseli Sport Ground</li> <li>▪ Bashaweni Sport Ground</li> <li>▪ Mbotho Kwa Smuth Sport Ground</li> </ul>
	03	<ul style="list-style-type: none"> <li>▪ Grounds A, B &amp; C</li> <li>▪ Harding air aerodrome grounds</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Harding –Greenfields</li> <li>▪ Aerodrome</li> <li>▪ Cemetery ground</li> <li>▪ Park open space</li> <li>▪ FETground</li> <li>▪ Sport Grounds A, B &amp; C</li> <li>▪ Greenfields ground</li> </ul>
	04	<ul style="list-style-type: none"> <li>▪ KwaMachi - Ecingweni Sport Ground</li> <li>▪ KwaMachi- kuGangala</li> <li>▪ Ecingweni Sport Ground</li> <li>▪ Nyanisweni Sport Ground</li> </ul>
	05	<ul style="list-style-type: none"> <li>▪ Echibini Sport ground</li> <li>▪ Startfan Sport ground</li> <li>▪ Mbumbazi Sport ground</li> <li>▪ Inkomazi Sport Ground</li> </ul>
	06	<ul style="list-style-type: none"> <li>▪ Kwa Machi sport ground</li> <li>▪ Ku Gangala Sport ground,</li> <li>▪ Fantini sport ground</li> <li>▪ Magwala sport ground</li> <li>▪ Echibini sport ground</li> <li>▪ Emshisweni ground</li> </ul>
	07	<ul style="list-style-type: none"> <li>▪ KwaJali- Mfundeli sport ground</li> <li>▪ Give Hope Primary School sport field</li> </ul>
	08	<ul style="list-style-type: none"> <li>▪ KwaMachi- Mlamulankunzi sport ground</li> <li>▪ Khwezi sports ground</li> <li>▪ Mlalankunzi Sports Ground</li> <li>▪ Ikhwezi Sports Ground</li> <li>▪ Emadrayini Sports Ground</li> </ul>
	09	<ul style="list-style-type: none"> <li>▪ Hafuleni sports ground</li> <li>▪ Kwajali- Albert sports ground</li> <li>▪ Kwa Mkhize Sports Ground</li> <li>▪ Ku Bhudlu Sports Ground</li> <li>▪ Nhlanjeni Sports Ground</li> <li>▪ Sivivaneni Sports Ground</li> <li>▪ KwaJali- Hafuleni sports ground</li> </ul>
	10	<ul style="list-style-type: none"> <li>▪ Ephumza sports ground</li> </ul>
	11	<ul style="list-style-type: none"> <li>▪ Kamsweli Sports ground</li> </ul>

## **Environmental Management**

The oil spillages is still a challenge within the CBD due to non-compliance by informal traders and the failure by the municipality to enforce trading By Laws. They utilise whatever space is available to perform trading activities .These activities contravene the National Environmental Management Act (107 of 1998 and National Water Act (36 of 1998). These activities will lead to environmental land degradation and water pollution since the used oil is poured into municipal water drainage system.

## **Storm water drainage system**



There are areas of poor drainage system within the Harding town. The department of Technical Services has now put measures in place to upgrade some areas which are largely affected by the poor drainage system, by upgrading drainage in those areas.

## **Education and Awareness**

Celebration of weed buster week was held at Sihole Combined School. Weed buster is an initiative to teach learners and communities about the dangers of alien plants in our environment.

It also focuses on identifying the alien vegetation and clearing. At the school presentations were made to a grade 7 class and some educators on how to be able to identify and clear them to limit the spread not just in the school but at their homes and communities as well.

This exercise was a joint venture between Umuziwabantu Municipality, Department of Environmental Affairs and UGU District Municipality (environmental services).

Umuziwabantu Municipality together with EDTEA and Merensky are conducting schools assessment for the School Environmental Education Programme (SEEP).

During the assessment schools are facilitated in ways of improving the appearance of open spaces and using them as a learning tool.

This is a time where the school elaborates about its achievements relating to environmental management and environmental education.

Schools are encouraged to include environmental sustainability in all learning areas in order to change the thinking of the learners and the community at large. Most schools are beginners in the programme but do show signs of improvement which is a positive indicator for the future.

### Environmental awareness & clean-up campaigns



Umuziwabantu municipality has conducted numerous a clean-up campaigns within the CBD areas including the taxi and the van ranks.

The purpose of the awareness and the clean-up was organised to encourage the community and businesses fraternity to keep their environments clean and healthy.

The informal and formal businesses were advised about waste management and the importance of clean spaces. They were advised about the schedule of waste collection and the strategic location of skip bins within the Harding town.

Such awareness's and clean-up campaign would assist in decreasing the waste and litter levels in and around town.

The following stakeholders participated in the awareness and clean-up campaign: Community Services (Waste and Environmental Management), department of Environmental Affairs, Economic Development, Tourism and Environmental Affairs, UGU– Environmental Health, CWP-Umuziwabantu, Thuthukani Taxi Association and the **chairperson of Van Rank Association**. The campaign was a success, and the stakeholders were encouraged to work together in order to achieve the maximum results.

### **Information sharing session**

Umuziwabantu municipality, DEA and EDTEA conducted an information sharing session for the community of Mazakhele ward 03 within the jurisdiction of Umuziwabantu municipality.

The stakeholders were shedding the light on how environmental services works with and for the communities.

The community was encouraged to use waste projects such as recycling to uplift the community from poverty and polluted environment.

They were also encouraged to use the resources provided by the municipality for waste collection and disposal. The community has a challenge of illegal dumping.

### **Theft of waste bins**



For the past financial years, the municipality has been budgeting for the waste bins as per the requirements of the Waste Act. There has been an improvement in waste collection within the Harding town. However, a noticeable increase in illegal dumping was investigated which resulted in the identification of the theft of skip bins in some areas. It has become apparent that there is a syndicate operating in Harding focusing on steel recycling mechanisms.

### **Integrated waste management plan (National project)**

The National department of Environmental Affairs assisted the municipality in the development of the integrated waste management plan. The department submitted the final draft of the Integrated Waste Management Plan (IWMP) on the 10 December 2018. The document was received by the Head of the department of Community Services.

### **Harding landfill site project outsourcing**

#### **Project background**

The waste management licence was approved and issued to the municipality on the 05 May 2015 by the Department of Economic Development, Tourism and Environmental Affairs (KZN). The licence authorizes the municipality to upgrade general waste area and also the rehabilitation of the current dumping area.

The licence is valid for a period of **ten (10) years** from the date of issue. The upgrade and the re-engineering of the site includes major developments. Furthermore, as required and stated under clause 4.1.4 on the waste management licence, that, the municipality is to commence with new developments /activities within two (02) years of the date of issue.

#### **Operational phase**

Due to the lack of institutional capacity within the department responsible for waste management and the complexity of the project, the Municipal Council of Umuziwabantu municipality resolved to outsource the full operations of the Harding landfill site.

Thereafter, the municipality followed all the necessary supply chain processes to appoint the suitable service provider as the landfill site operator. Clive Transport cc trading as JCR Transport was appointed on the 06 June 2018.

#### **Site Compliance**

The landfill site is currently 95% compliant and the municipality is working hard towards achieving 100% compliance of the site in the next financial year.

## Annual Targets as per approved Service Delivery and Budget Implementation Plan

Area	Strategy	Annual Targets	Achievements
Verge maintenance	Maintenance of cemeteries	4	Target achieved – work is progressive since it is done on regular basis
Verge maintenance	Verge maintenance on open spaces	4	Target achieved – work is progressive since it is done on regular basis
Environmental Management	Access to Basic Refuse Removal	15%	Target Achieved. According to Stats SA access to refuse removal is at 15%
Verge Maintenance	Verge maintenance of venues for public events	4	Target achieved- work is done as per request from user department / event co- coordinator
Waste MGT	Street Cleaning	365 Days	Target achieved – weekly collection without fail by compactor truck, skip loader truck and hired 4 ton cage truck on emergency basis

## Intergovernmental relations

All spheres of government are expected to comply with the objectives of the Intergovernmental Relations Framework Act – 13 of 2005 by taking into account circumstances and budgets of other spheres on performing functions, consulting other organs of state through direct contact or through any relevant structures.

Project name	Budget	Envisaged date	Implementing agent	Status
Intergrated Waste Management Plan Development	0,00	December 2018	National – Environmental Affairs	Approved in 2018 and is due to be reviewed in the 2022/23 financial year.
Environmental Youth Coordinator appointment	R 196,407.00 Per annum + 37% benefits	Since 2019	National – Environmental Affairs	Allocated to Umuziwabantu for supporting the waste and environmental management programme.
Forums establishment	Nil budget from the municipality	unleash the great potential of the town and attract more private investors to invest in the Harding area.	Economic Development & Environmental Affairs	<ul style="list-style-type: none"> <li>- Waste management forum</li> <li>- Environmental education</li> <li>- Biodiversity forum</li> </ul> Waste & Environmental Officer attends these structures at Regional and Provincial levels as the representative of the municipality.

### 3.4 INFRASTRUCTURE & DEVELOPMENT PLANNING

The infrastructure in the Harding Town area has improved over the years. In general the roads have been a priority as they have deteriorated over the years thus, over the years they have required much financial investment in order to achieve satisfactory standard.

However, many roads are still in a dire state, such as the Bizana and UMzimkhulu roads which connect to Harding as they have been left unattended for too long. Many engagements with the Department of Transport have transpired in an attempt to ensure that these roads are prioritized for revival in the near future.

Furthermore, the revival of the rail network seems the most obvious solution to increase the life span of the road network. Meetings have resumed to discuss future plans regarding the revival of the railway.

The Town and Development planning unit is headed by the Manager: Town Planning, whose core function is to implement the Spatial Planning and Land Use Management Development applications are submitted to this unit for scrutiny and approval. In line with the SPLUMA (Spatial Planning and Land Use Management Act), Umuziwabantu Municipality entered into a Joint Municipal Planning Tribunal agreement with Ray Nkonyeni Municipality. The tribunal is responsible for the ensuring that development applications matters are considered in accordance with the Act.

The town planning unit is also responsible for building applications as ensuring that inspections are done in line with the building regulations.

During the year under review, the municipality issued a number of transgression letters on illegal structures built around the town area. The town planning unit is in partnership with the law enforcement unit in order to ensure that all transgressions are attended to accordingly.

### 3.4.1 CAPITAL INFRASTRUCTURE PROJECTS:

Due to the poor functionality of the Bids committees and failure to appoint senior management, a majority of Infrastructure targets were not achieved. The non-appointment of the Head of Administration for duration of the first half of the financial year resulted in the delay of many capital projects.

Project name	Project Status	Management comments
Construction of Endlovini Sportsfield	100%	
Construction of Municipal Offices	100%	
Construction of Emazibukweni Acce Bridge Ward 7	100%	
Construction of Nogumbe Access Road	100%	
Construction of Phumza Sportfield	100%	
Construction of Harding Sportsfied	90%	
Construction of Stafford Street	0%	
Construction of Gayiya to Nyawo Access Road	0%	
Construction of Mhlwazini Access Road and Bridge	0%	
Construction of Engele Community Hall	60%	
Construction of Hawkins Street and Livingston Street traffic lights	0%	
Extension of Harding Cemetery Phase 1	100%	
Construction of ward 1 community hall	100%	
Maintanance of rural access roads in all wards	162,7 km	
Maintanance of Ward 3 Storm water drainage	23.4 km	

## COMPONENT B: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

### 3. 5 LOCAL ECONOMIC DEVELOPMENT

#### INFORMAL TRADING

The municipality has in place an informal trader's committee. The Committee is tasked with continuously communicating with the municipality on matters relating to the informal economy within the municipal area.

However, the Municipality still faces many challenges in this section as many informal traders are trading illegally and transgress the municipal by-laws.

An informal trader's database was created with the view to formalize the informal sector. The main informal trading site is the taxi rank, which has existing infrastructure for informal trading. However, with the increasing volume of informal traders and the accelerating growth of the municipal area and population, the municipality has noted that the taxi rank is no longer able to accommodate most of the informal traders.

Other alternative sites have been proposed by the chamber as well as the Harding taxi association for both informal traders and taxi rank.

The Municipality has facilitated numerous workshops to capacitate the informal traders on the importance of adherence to municipal bylaws, environmental health awareness etc.

#### COOPERATIVES AND SMME'S DEVELOPMENT

The Municipality's LED unit is tasked with the role of creating and facilitating a conducive environment for local economic development to take place in a sustainable manner.

As part of its programs is the supporting of Cooperatives and SMME's within the municipal area. In doing so, the LED unit provided guidance through walk-ins on steps to register a cooperative, monitoring of previously funded projects and giving feedback to the Municipal Public Accounts Committee as well as site visits with the members of the Planning Committee.

## BUSINESS LICENSING

The Business Act no. 71 of 1991, states that all businesses operating in South Africa must have a business license, as per Schedule 1 item 1 and 2).

Functions and duties of the business licensing are the legislative mandate assigned to local municipalities as per provisions of Section 2 (1) (a) of the Business Act. Umuziwabantu was granted, amongst other municipalities, the authority to issue and refuse Business Licences, as per Gazette 109 of 2011, for the period of three years with Mr West Thamsanqa Gumede being the licensing authority secretary. Several workshops were conducted to inform and educate formal businesses on the law. Most of the formal businesses have complied by applying for business licenses.

The Municipal Council has also adopted the business licensing by-law.

The by-law is in the process of being gazetted for public comments before legal action can be taken on those businesses who do not comply with the law. Business owners are encouraged to apply for their business licenses and to comply with the Business license by-law when the gazetted process is complete.

## CHALLENGES FACED BY LED UNIT

- Limited office space
- Limited internship opportunities
- Non-functioning of projects after receiving funding opportunities.
- Lack of big corporations to provide employment.

## HIGHLIGHTS

PROGRAM	STATUS	CHALLENGES
Review and adoption of an LED Strategy by date	Service provider appointment	The biggest challenges faced by the local economic development unit is the poor law enforcement of municipal bylaws, which poses a threat to the development of the CBD / town of Harding. Furthermore, it is the lack of human resources in the unit which makes it difficult
Review Street trading policy by date	Achieved	
Number of LED projects to be approved for provision of support by 30 September 2021	6 SMME'S	
% of women benefited through LED's SMME Support programme	66%	
% Of youth benefited through LED's SMME support programme.	64%	

% Functionality of CWP LRC	100%	to carry out tasks in a fully effective manner.
Number of EPWP Job opportunities maintained	43	

## COMMUNITY WORK PROGRAM

The Community Work Program is an **OUTCOME 9 OUTPUT 3** Programme intended to provide an employment safety net. The programme was initiated by the Second Economy Project (an initiative of the presidency located in the Trade and Industrial Policy Strategies) which is a policy research NGO. The CWP program is currently being implemented in 9 Provinces 144 local municipalities. Kwa-Zulu Natal has 29 local municipalities implementing the programme and Umuziwabantu Municipality is amongst those fortunate municipalities.

The Community Work Programme objectives are to:

- Provide an employment safety net in recognition of the fact that sustainable employment solutions will take time and will reach the most marginalized last. The CWP provides access to a minimum level of regular work – 8 days pre-determined wage rate.
- Contribute to Public Good in the development of public assets and services in poor communities.
- Strengthen community development approaches hence it is an area-based programme designed at ward level.
- Provide work experience, enhance dignity and promote social and economic inclusion – targeting the unemployed and/or underemployed people of working age.

### 4.6 ARTS AND CULTURE, LIBRARY AND COMMUNITY SERVICES

The community services unit is responsible for ensuring that all Municipal facilities are maintained effectively and efficiently. A number of maintenances were conducted including the upgrade of the public ablution facility within the municipal area, maintenance of the public park facilities as well as upgrade of the Municipal reception area.

The main Library is located within the main Municipal Offices and it has been functioning relatively well. An additional modular library was established in 2019 at Hafuleni village in KwaJali.

The library offers books in different languages. There is an early development space that has toys that are ideal for stimulating development of a child and study areas for individuals that need a quiet space to focus and study. A cyber café, which has 8 computers with free internet access which has proven to be resourceful to surrounding schools like Hafuleni, Ntaba, Mphikwa, Bhudlu, Incabela, Esivivaneni, St Theresa, Albert and Umkhoba.

#### **4.7 SPECIAL PROGRAMMES**

The Special Programs unit is tasked to advocate and lobby for the development and mainstreaming of issues which affect the following vulnerable and previously disadvantaged groups: Senior Citizens, People living with disabilities, Women and Children. The office also provides support to people living with and/or affected by HIV and AIDS as well as Arts and Culture initiatives.

The Special Programs unit is headed by a Manager who is also the Municipal Champion for the Operation Sukuma Sakhe programme.

##### **Senior Citizens and other vulnerable groups**

- The municipality is been unable to conduct senior citizen games in the financial year under review, due to the National lock down regulations.

##### **Disability programmes**

- The municipality has been unable to conduct DISSA outreach in the financial year under review, due to the National lock down regulations.

#### **4.8 YOUTH DEVELOPMENT**

The Youth office is responsible for the Institutionalization and mainstreaming of youth development programs within Umuziwabantu Municipality as well as the promotion of sports activities.

The office has worked tirelessly in ensuring that the youth of Umuziwabantu is encouraged to take care of themselves and ensure sustainable livelihoods. However, HIV/AIDS statistics and teenage pregnancy pandemic are soaring high. Awareness campaigns and outreach programs in schools have been conducted during the financial year under review.

#### **HIGHLIGHTS**

- Provision of tertiary registration for top ten matriculants from each ward.
- The municipality organised a Career Exhibition expo where all 14 high schools from under Umuziwabantu Municipality attended this programme. Tertiary institutions like University

of Kwa-Zulu Natal, Durban University of Technology, Mangosuthu University of Technology, Esayidi TVET College, CEDARA Agricultural College, Owen Sithole Agricultural College, Central Applications Office (CAO), NSFAS, and the Department of Health were the exhibitors.

- Provision of school uniforms
- Grade 7 subject selection held on the 7<sup>th</sup> March 2022
- Mr and Miss Harding pageant held on the 18<sup>h</sup> December 2021.
- Annual Mayoral Cup Games
- Behavioural change programs
- Umuziwabantu Fun run on the 19<sup>th</sup> June 2022

## COMPONENT C: CORPORATE POLICY, HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION

### 4. CORPORATE SERVICES

In addition to the oversight of the central administrative functions of the municipality, the role of the corporate services department is also to provide secretarial services, and guidance o Council and other governance structures of the municipality and safeguarding the interests of the municipal stakeholders.

The following functions fall under the director corporate services:

- Human Resources Management & Human Resources Development
- Administration and Auxiliary
- Information Technology
- Occupational Health and Safety

The Director brings with her expertise in the fields of human resource management and policy development and the following policies are currently in place.

NO.	POLICIES
1.	Task Job Evaluation Policy
2.	Employment Policy
3.	Subsistence and Travelling Policy
4.	Training & Development Policy
5.	Car Allowance Policy
6.	Acting Appointment Policy
7.	Employee Assistance & Wellness Program Policy
8.	Leave Management Policy
9.	Occupational Health & Safety Policy
19	Leave Encashment Policy
11.	Shift and Night Work Allowance Policy
12.	Standby Allowance Policy
14.	Relocation Policy <small>Review June 2018</small>
15.	Disaster Recovery and Business Continuity Plan

16.	Employment Equity Plan
17.	Integrated Five – Year HR Plan/Strategy
18.	ICT Governance Municipal Framework
19.	ICT Strategy & MSP
20.	Records Management Policy
21.	Standing Rules and Orders of Virtual Meetings of Umuziwabantu Local Municipality Council and Its Committees
1.	Standard Operating Procedure Manual: Payroll Management
2.	Standard Operating Procedure Manual: Secretariat (SOP).
3	Registry Procedure manual (SOP)

#### **4.1 INFORMATION AND COMMUNICATION TECHNOLOGY**

The ICT unit is responsible for the maintenance of the Municipal website, continuous back up (server), facilitating an active internet and intranet system etc.

#### **4.2 HUMAN RESOURCES FUNCTIONS**

- Labour relations
- Occupational Health & safety
- Human resources planning
- Human resourced Development
- Human Resources support

#### **4.3 INTERNAL AUDIT AND RISK MANAGEMENT**

Section 165(1) of the Municipal Finance Management Act, states that each municipality and each municipal entity must have an internal audit unit.

The Internal audit unit is an independent, objective assurance and consulting activity, designed to add value and improve Umuziwabantu Municipality's operations. It aids the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The Internal Audit unit is placed within the office of the municipal manager and her main functions include amongst others:

- Preparing a risk-based audit plan and an internal audit program for each financial year.
- Advising the Accounting Officer and reporting to the audit committee on the implementation of the internal audit plan, matters relating to internal audit, internal controls, accounting procedures and practices, risk management, performance management, loss control and legislative compliance (Including the MFMA and Annual Division Act).

The risk-based audit plan for the current was approved by the Audit and performance Audit Committee, the plan is being implemented, and the relevant internal audit reports are tabled to the Audit and Performance Audit Committee quarterly. The reports were discussed with management and action plans to address the weaknesses identified were documented.

#### **AUDIT COMMITTEE / PERFORMANCE AUDIT COMMITTEE**

The Audit and Performance Audit Committee is in place and fully functional. The Committee comprise of three independent members and performs both performance and financial oversight role in our municipality. Section 166 of the Municipal Finance Management Act (MFMA) states that the audit committee must advise council, political office bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA, Division of Revenue Act and any other applicable legislation, performance evaluation and any other issues referred to it by the municipality.

The committee has performed its oversight role for the year under review and will be tabled to Council in the next quarter on matters relating financial management including annual financial statements, performance management and risk management.

#### **4.4 FINANCE AND FINANCIAL PERFORMANCE**

The Umuziwabantu Municipality's treasury department deals with all treasury activities, ensuring compliance with all acts and legal prescripts required for accurate reporting to all stakeholders. The municipality however, has not had a chief finance officer since 2015, which resulted in the weakening of the department.

The finance department is responsible for the functions of supply chain, expenditure, revenue, and budget and reporting as follows;

## DEPARTMENTAL FUNCTIONS:

### *Supply Chain Management*

This unit is mainly responsible for the following functions: Tenders, Quotations and suppliers database.

### *Expenditure Management*

This expenditure unit is responsible for payments and remunerations.

### *Revenue Management*

The revenue unit is primarily responsible for tariffs, billing, rates, credit control, debt collection, cash receipts and banking, customer care and insurance.

### *Budget and Reporting*

This unit is responsible for the following functions: Budgeting and reporting, cash management, reconciliation, annual financial statements, management accounts and financial systems.

## FINANCE POLICIES

### *Budget Policy*

The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer confirms the municipality's priorities in the formulation of the draft and the final budget document.

A budget, as per S71 of the MFMA, is subject to monthly control and reporting to Council with recommendations of action to be taken to achieve the budget's goals.

The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project.

### *Credit Control Policy*

This policy together with the relevant work procedure manuals provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts, etc. Umuziwabantu Municipality annually revises policy as well as the related bylaws and approved the revised policy together with the annual budget approval.

The principles supported in this policy are:

The administrative integrity of the municipality must be maintained at all costs. The democratically elected councillors are responsible for policy making, while it is the responsibility of the accounting officer to ensure the implementation of these policies. Consumers are required to fill in an application form, requesting the municipality to connect them to the main service supply lines.

### *Indigent Policy*

The criteria for benefits under this scheme are part of the credit control policy. An indigent register is maintained in order to administer indigent support. The application forms to qualify for the indigent support must be completed annually. The Municipality may annually, as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy, but subject to principles of sustainability and affordability.

An indigent customer shall automatically be deregistered if verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request deregistration.

This process is done through SUKUMA SAKHE (War Rooms) where all the applicants are profiled.

### *Tariff Policy*

The purpose of this policy is to ensure that a uniform tariff is applied to the municipal area of jurisdiction. The policy is updated and sent for public comment annually to conform to latest legislation requirements.

### *Rates Policy*

This has been implemented with the Municipal Property Rates Act with effect from 1 July 2009. Policy is reviewed annually when the draft budget is submitted for public comments.

### *Free Basic Services*

Indigent households receive 50 KWH of electricity free each month. Refuse for these low income areas are raised and credited from equitable share. Rates on properties below a certain value receive a 100% rebate.

### *Investment Policies*

Every municipal council is required in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of to approve a Cash and Investments Policy for the Council. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being immediately required. For this to be achieved, it is essential to have an effective cash flow management program. Before any monies can be invested, the Chief Financial Officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up.

Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation. The Minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest:

- a) Deposit with banks registered in terms of the Banks Act, 1990 (Act No.94 of 1990);
- b) Securities issued by the National Government;
- c) Investments with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No. 46 of 1984);
- d) A Municipality's own stock or similar type of debt;
- e) Bankers, acceptance certificates or negotiable certificates of deposits of banks; Long term securities offered by insurance companies in order to meet the redemption.

The following are some of the more significant programs that have been identified:

- a) Ensure continued compliance with GRAP
- b) Audit /inspection of electricity meters
- c) Replacement of faulty meters
- d) Maintain and update valuation roll
- e) Management of prepaid data base
- f) Efficient vending of prepaid electricity
- g) Annual Reviewing of budget related policies
- h) Updating of Fixed Assets Register
- i) Enable a greater awareness of the Municipal Property Rates Act
- j) Accurately Billing customers on a regular basis(Data Cleansing exercise, Indigent register maintenance, Improved Debt Collection procedures, Affordable Tariff Setting, disconnections)
- k) Expenditure analysis and reduction

#### *Revenue Enhancement Strategy*

The financial policy of Umuziwabantu Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of the municipal services for the community of Umuziwabantu. It is the goal of the Municipality to achieve a strong financial position with the ability to survive local and regional economic impacts, adjust effectively to the community's changing service requirements, and manage the municipality's budget and cash flow to the maximum benefit of the community and provide a high level of protective services to assure public health and safety.

Umuziwabantu Municipality's financial policies will address the following goals:

- To keep the municipality in a financially sound position in both long and short term.
- Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations.
- Apply credit control policies which maximize collection while providing relief for the indigent; and recognizing the basic policy of customer care (service level standards) and convenience.
- Maintaining existing infrastructure and other capital assets.

Umuziwabantu Municipality has developed its own Revenue Enhancement Strategy. This Strategy was developed in house and was adopted by council on the 28<sup>th</sup> May 2019.

The purpose is to increase or improve the collection rate from debtors is an obvious strategy to improve revenue enhancement but revenue enhancement is more than just that, it also requires other departments to identify possible options which could result in savings or additional revenue. A credible, fair and transparent mechanism is necessary. Implementing a revenue enhancement turnaround strategy can only be achieved by critically reviewing the current revenue management business models and processes being applied within the municipality.

To effectively deal with the current challenges, the municipality must plan and implement effective and integrated revenue enhancement strategies. Revenue enhancement is a process focused on the holistic improvement of municipal business model. To improve on the current business model it is important to identify all the critical elements that currently affect the municipality's revenue performance. This review process will provide a sound platform for effective planning. The need for an integrated approach should not be taken lightly. Isolated projects that focus on symptoms like debt and access to services, rather than the root cause further compound the current crisis.

For example, the implementation of the MPRA resulted in the further accumulation of debt from increased billing and non-payment as well as increased operational costs. In addition, debt collection in poor communities has not been successful because of the economic status of the individual debtors and the political implications of aggressive debt collection in these areas. The Strategy is relatively new and will be implemented in the 2019/20 Financial Year.

OPERATING INCOME *(to be updated)*

OPERATING EXPENDITURE *(to be updated)*

CAPITAL EXPENDITURE *(to be inserted)*

INVESTMENTS *(to be inserted)*

GRANTS REGISTER *(to be inserted)*

### COMPONENT C: MANAGEMENT CORRECTIVE ACTION PLAN *(awaiting comments)*

No:	CLASSIFISCTION	AUDIT FINDING	MANAGEMENT ACTION	RESPONSIBLE PERSON	TARGET COMPLETION DATE	STATUS	AUDIT COMMITTEE COMMENTS
<b>MISTATEMENTS IN ANNUAL PERFORMANCE REPORT</b>							
1	Mistatements in the annual performance report	Inadequate audit evidence for the reported indicators achievement		Manager: Strategic Planning			
<b>NON-COMPLAINE WITH LEGISLATION</b>							
2	Non-complaine with legislation	prevention of fruitless and wasteful expenditure		Manager: Expenditure			
	Non-complaine with legislation	Inadequate evidence for goods and services above R200 000 that were procured as required by SCM reg 19(a) and 36(1)		Manager: SCM			
	Non-complaine with legislation	Inadequate evidence that contracts were awarded to bidders as required by SCM reg 28(1)(a)(i) and preferential procurement regulations		Manager: SCM			
	Non-complaine with legislation	Inadequate evidence for invitation for competitive bidding were advertised for required minimum period as required by SCM reg 22(2) and 21(1)		Manager: SCM			
	Non-complaine with legislation	Inadequate evidence for contracts awarded if they were awarded to providers whose tax matters had been declared by SARS to be in order		Manager: SCM			
	Non-complaine with legislation	Inadequate evidence for bid specification if they were in line with SCM reg 27(2)(a)		Manager: SCM			

## COMPONENT D: ANNUAL PERFORMANCE REPORT

IDP / SDBIP NO.	OUTCOME 9	NKPA	OBJECTIVE (AS PER IDP)	STRATEGIES (AS PER IDP)	Unit of Measure	KPI	2020/2021 (REVISED TARGET)	2020/2021 (ACTUAL)	2021/2022 (TARGET)	2021/2022 (REVISED TARGET)	2021/2022 (ACTUAL)	Status (Achieved / Not Achieved)	Reasons for Under-achievement and over achievement	Measures taken to improve performance	POE
<b>MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>															
	<b>DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT</b>	<b>MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>	To promote participative, facilitative and accountable governance	Present Quarterly PMS reports	Number	Number Quarterly PMS Reports Presented to EXCO.	4 Quarterly PMS reports	4 Reports	4 Quarterly PMS reports	4 Quarterly PMS reports	4 Quarterly PMS reports	Achieved	N/A	N/A	Copies of Quarterly performance reports.
			To promote participative, facilitative and accountable governance	Table Annual Report to Council	Date	Table 2020/21 Annual Report by date	30 January 2021	25-Jan-21	31 January 2022	31 January 2022	24th January 2022	Achieved	N/A	N/A	Council resolutions and copy of the report
			To promote participative, facilitative and accountable governance	Submission of APR to AG for Auditing	Date	Submission of the APR to AG, by date	31-Aug-20	31-Aug-20	31st August 2021	31st August 2021	31-Aug-21	Achieved	Covid Regulations	Adjust to Covid Regulations	Proof of submission
			To promote participative, facilitative and accountable governance	Conduct S56 & S54 Performance Assessments	Date	Conduct S56& S54 Performance Assssments by date	30-Mar-21	10-May-21	30th June 2022	30th June 2022	28th April 2022 & 10th May 2022	Achieved	N/A	N/A	Assessments report and Council Resolution

		To promote participative, facilitative and accountable governance	Review of OPMS Policy	Date	Table OPMS Policy to Council by date	31-Aug-20	30-Aug-21	30th Septemeb er 2021	30th Septemeb er 2021	29-May-21	Achieved	N/A	N/A	Council Resolution
		To promote participative, facilitative and accountable governance	Ensure compliance with Section 72 of the MFMA	Date	Assessment and Submission of Mid Term Performance Report to Mayor as per S72 of the MFMA, by date	25 January 2021	24-Jan-21	25 January 2022	25 January 2022	24th January 2022	Achieved	N/A	N/A	Signed proof of submission to Mayor and Minutes of Mid Term assessments
		To promote participative, facilitative and accountable governance	Approve 2022/23 SDBIP	Date	Approve 2022/23 SDBIP by date	30-Jul-20	25-Sep-20	28th June 2022	28th June 2022	11th July 2022	Not Achieved	Council not sitting due to instability	Council Stability	Signed SDBIP document by the Mayor.
		To promote participative, facilitative and accountable governance	Ensure compliance with section 53 of the Municipal Finance Management Act	Date	Submit performance contracts of S54/56 managers to Council by date	25 January 2021	24-Jan-21	30 August 2021	30 August 2021	30-Aug-21	Achieved	N/A	N/A	proof of publications

		To promote participative, facilitative and accountable governance	Ensure compliance with section 21 of the Municipal Finance Management Act	Date	Adoption of Process Plan by Council by date	31-Aug-20	30-Aug-20	30 August 2021	30 August 2021	30-Aug-21	Achieved	N/A	N/A	Council resolution of process plan
		To promote participative, facilitative and accountable governance	Ensure the Development and adoption of the 2022/23 - 2027/28 IDP	Date	Develop and adopt the 2022/23 - 2027/28 IDP by date	30-Jun-21	28 May 2021.	30th June 2022	30th June 2022	15th June 2022	Achieved	N/A	N/A	Council resolution
		Plan towards the development of human capital	Work Skills Plan Implementation	Percentage	Percentage of budget spent on implementing the WSP by 30 June 2022	100%	100%	100%	100%	93%	Not Achieved	N/A	N/A	Financial Report
		Plan towards the development of human capital	Review of the Staff Establishment/ organisational Structure	Date	Date of adoption of reviewed Staff Establishment/ organisational Structure	30-Jun-21	28 May 2021.	30th June 2022	30th June 2022	15-Jun-22	Achieved	N/A	N/A	Council Resolution and/or Copy of the approved Municipal organisational Structure
		Plan towards the development of human capital	Review of Policies and plans	Number	Number of adopted reviewed Policies, and plans	Conduct two (2) wellness programmes by 30 June 2021	2	4 Corporate Services Department Policies and plans.	4 Corporate Services Department Policies and plans.	4 Corporate Services Department Policies and plans.	Achieved	N/A	N/A	Council Resolution /s

		Plan towards the development of human capital	Develop new Corporate Services policies	Number	Number of developed & adopted Corporate Services Policies	2 Corporate Services Department Policies	1	2 Corporate Services Department Policies	2 Corporate Services Department Policies	2 Corporate Services Department Policies	Achieved	N/A	N/A	Council Resolutions
		Plan towards the development of human capital	Development of HR SOPs	Number	Number of Corporate Services Department Standard Operating Procedures (SOPs) developed & adopted	N/A	N/A	2 SOPs	2 SOPs	5 SOPs	Achieved	N/A	N/A	List of the developed and adopted SOPs/ Council Resolutions
		Plan towards the development of human capital	Submission of the Employment Equity Report to Department of labour	Date	Submission of 2021/2022 Employment Equity Report to Department of Labour by set date.	N/A	N/A	Employment Equity Report for the year ended Sep 2021 submitted by 2022/03/31.	Employment Equity Report for the year ended Sep 2021 submitted by 2022/03/31.	15 January 2022.	Achieved	N/A	None. All training interventions per the approved WSP for 2020/21 were implemented.	Screen Shot (Proof of online submission of EE report to DoL).
		Plan towards the development of human capital	Conduct Employee Wellness programs	Number	Number of Employee Wellness programmes conducted	N/A	N/A	2 wellness programmes	2 wellness programmes	2 wellness programmes	Achieved	N/A	N/A	Report/program/attendance register
		Plan towards the development of human capital	Conduct information sharing sessions for employees on reviewed policies	Number	Number of Employee information sharing sessions on the reviewed policies	N/A	N/A	2 information sharing sessions for employees	2 information sharing sessions for employees	2 information sharing sessions for employees	achieved	N/A	N/A	Report/program/attendance register/Pictorial evidence

		To provide strong decisive leadership	Convene Council meetings are held as per approved Council schedule.	Number	Number of Council meeting convened	8 meetings by 30 June 2021	9	07 meetings by 30 June 2022	07 meetings by 30 June 2022	20 meetings by 30 June 2022	Achieved	N/A	N/A	Minutes and attendance Register
		To provide strong decisive leadership	Convene Exco meetings as per approved Council Schedule	Number	Number of Exco meetings convened	10 meetings by 30 June 2021	11	05 meetings by 30 June 2022	05 meetings by 30 June 2022	5 meetings held by 30 June 2022	Achieved	N/A	N/A	Minutes and attendance Register
		Promote participative, facilitative and accountable governance	Convene Audit Committee meetings as per approved Council schedule	Number	Number of Audit Committee meetings convened	4 meetings by 30 June 2021	8	4 meetings by 30 June 2022	4 meetings by 30 June 2022	4 meetings held by 30 June 2022	Achieved	N/A	N/A	Minutes and attendance Register
		Promote participative, facilitative and accountable governance	Convene MPAC meetings as per approved Council Schedule	Number	Number of MPAC meetings convened	4 meetings by 30 June 2021	6	4 meetings by 30 June 2022	4 meetings by 30 June 2022	5 meetings by 30 June 2022	Achieved	N/A	N/A	Minutes and attendance Register
		Promote participative, facilitative and accountable governance	Conduct risk assessments for the municipality	Number	Number of Risk assessment conducted	1 risk assessment	1 risk assessment	1 risk assessment	1 risk assessment	1 Risk Assessment	Achieved	N/A	N/A	Risk Register and attendance register
		Promote participative, facilitative and accountable governance	Review and approval of risk based internal audit plan	Date	Review and approval of risk based internal plan by date	31 August 2020	30 August 2020	30 August 2021	30 August 2021	30 July 2021.	Achieved	N/A	N/A	Risk based internal plan

		Promote participative, facilitative and accountable governance	Ensure risk committee is functional	Number	Number of risk committee meetings conducted	4 meetings	4 meetings	4 meetings	4 meetings	2 meetings	Not Achieved	Instability and no Risk Personnel	Expedite the appointment of Risk Officer	Minutes and attendance Register
		Promote participative, facilitative and accountable governance	Performance of risk assessment	Number	Number of Risk Report submitted to Audit Committee	4 risk reports	4 risk reports	4 risk reports to be submitted to the audit committee	4 risk reports to be submitted to the audit committee	2 Risk report submitted to audit committee	Not Achieved	Instability and no Risk Personnel	Expedite the appointment of Risk Officer	Risk Report
		Promote participative, facilitative and accountable governance	Ensure audit committee functionality through provision of reports	Number	Number of reports to be submitted to the AG	4 reports	4 reports	4 reports	4 reports	4 reports	Achieved	N/A	N/A	Internal Audit Reports
		Promote participative, facilitative and accountable governance	Attend all Audit Committee findings	Percentage	% of Audit Committee findings resolved	100%	100%	100%	100%	100%	Achieved	N/A	N/A	Internal Audit Reports
		Promote participative, facilitative and accountable governance	Produce Quarterly Internal Audit reports submitted to Audit Committee	Number	Number of internal audit reports for submission to Audit Committee	4 reports	4 reports	4 reports	4 reports	4 reports	Achieved	N/A	N/A	Internal Audit Reports

**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**

			To ensure investment on infrastructure development and service delivery	New Household electricity connections at Mazakhele Phase 3 low cost households	Number	500	232	34	34	34	Achieved	N/A	N/A	Happy letters/ closeout repots
	IMPROVED ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY		New infills type 1 Household electricity connections at Ward 1	Number	N/A	N/A	126	126	0	Not Achieved	The project has 101 dead connections which require installation of meter boxes. It must be noted that there are only 2 suppliers within the country that supply the recommended split meter specification and that has been recommended by Eskom.	Target moved to next financial year	Happy letters/ closeout repots

			New infills type 1 Household electricity connections at Ward 4	Number	Number of infills type 1 households electrified at ward 4	N/A	N/A	128	128	0	Not Achieved	The project has 101 dead connections which require installation of meter boxes. It must be noted that there are only 2 suppliers within the country that supply the recommended split meter specification and that has been recommended by Eskom.	Target moved to next financial year	Happy letters/ closeout reports
			Installing of new electrical cables	kms	Length of electrical cables in Kms installed	2 Km	2,5 Km	2km	2km	2.95 Km	Achieved	N/A	N/A	Portfolio report
		To ensure investment on infrastructure development and service delivery	Construction of Endlovini Sportsfield	Percentage	Construction progress percentage of Endlovini sportfield	100% completion	95% completion	100%	100%	100%	Achieved	N/A	N/A	Completion report / certificate/ Consulting engineer report for project not completed

		To ensure investment on infrastructure development and service delivery	Construction of Municipal Offices	Percentage	Construction progress percentage of Construction of new Municipal Offices	100% completion	98% completion	100%	100%	100%	Achieved	N/A	N/A	Completion report / certificate/ Consulting engineer report for project not completed
		To ensure investment on infrastructure development and service delivery	Construction of Emazibukweni Access Bridge Ward 7	Percentage	Construction progress percentage of Emazibukweni Access Bridge	100%	22% completion by the 30 June 2021	100%	100%	100%	Achieved	Slow Construction Progress and cash flow issues by the main contractor	close project monitoring and direct payment to material suppliers	Completion report / certificate/ Consulting engineer report for project not completed
		To ensure investment on infrastructure development and service delivery	Construction of Nogumbe Access Road	Percentage	Construction progress percentage of Nogumbe Access Road	100%	0% completion by the 30 June 2021	100%	100%	100%	Achieved	N/A	N/A	Completion report / certificate/ Consulting engineer report for project not completed
		To ensure investment on infrastructure development and service delivery	Construction of Phumza Sportfield	Percentage	Construction progress percentage of Phumza Sportsfield	100%	0% completion by the 30 June 2021	100%	100%	100%	Achieved	Slow Construction Progress	Close project monitoring and expedition	Completion report / certificate/ Consulting engineer report for project not completed

		To ensure investment of infrastructure development and service delivery	Construction of Harding Sportsfield	Percentage	Construction progress percentage of Harding Sportsfield	N/A	N/A	100%	100%	90%	Not Achieved	Slow progress and split budget	close project monitoring	Completion report / certificate / Consulting engineer report for project not completed
		To ensure investment of infrastructure development and service delivery	Construction of Stafford Street	Percentage	Construction progress percentage of Stafford street	100%	0% completion by the 30 June 2021	100%	100%	0%	Not Achieved	Delayed SCM processes, project went back to re-tender	Re-tender	Completion report / certificate / Consulting engineer report for project not completed
		To ensure investment of infrastructure development and service delivery	Construction of Gayiya to Nyawo Access Road	Percentage	Construction Progress progress percentage of Gayiya to Nyawo access road	N/A	N/A	100%	100%	0%	Not Achieved	Delayed SCM processes due to the court order for suspension of new tenders	Tender was advertised after the lifting of the court order	Completion report / certificate / Consulting engineer report for project not completed
		To ensure investment of infrastructure development and service delivery	Construction of Mhlwazini Access Road and Bridge	Percentage	Construction progress percentage of Mhlwazini access road and bridge	N/A	N/A	100%	100%	0%	Not Achieved	Delayed SCM processes due to the court order for suspension of new tenders	Tender was advertised after the lifting of the court order	Completion report / certificate / Consulting engineer report for project not completed

		To ensure investment of infrastructure development and service delivery	Construction of Engele Community Hall	Percentage	Construction progress percentage of Engele community hall	N/A	N/A	100%	100%	60%	Not Achieved	Delayed SCM processes	Expedite the sitting of BID committees	Completion report / certificate/ Consulting engineer report for project not completed
		To ensure investment of infrastructure development and service delivery	Construction of Hawkins Street and Livingston Street traffic lights	Percentage	Construction progress percentage of Hawkins Street and Livingston Street Traffic lights	N/A	N/A	100%	100%	0%	Not Achieved	Delayed SCM processes	Expedite the sitting of BID committees	Completion report / certificate/ Consulting engineer report for project not completed
		To ensure investment of infrastructure development and service delivery	Extension of Harding Cemetery Phase 1	Percentage	Construction progress percentage of the Extension of Cemetery	40%	5% completion by the 30 June 2021	100%	100%	100%	Achieved	N/A	N/A	Completion report / certificate/ Consulting engineer report for project not completed
Maintenance of rural access roads in all wards		To ensure investment of infrastructure development and service delivery	Construction of ward 1 community hall	Percentage	Construction progress percentage of ward 1 community hall	100%	98%	100%	100%	100%	Achieved	Plant Breakdown in the 2nd quarter disrupted the maintenance of access roads	Plant acquisition on time and immediate repairs on the plant equipment	Close out report
		Improve rural development and infrastructure	Maintenance of rural access roads in all wards	Length	Number of Kilometers of rural access road maintained	Maintain 80km by the 30th June 2021	66.5 km	80 km	80 km	162,7 km	Achieved	N/A	N/A	Job cards

		Improve rural development and infrastructure	Maintenance of Ward 3 Storm water drainage	Length	Length of Stormwater Drainage in Km	2 km	2.8 km	2 km	2 km	23.4 km	Achieved	N/A	N/A	Job cards
		To create sustainable and socially cohesive communities	Maintenance of sports fields, municipal park and cemetery	Number	Number of grass cuts maintenance on sports fields, municipal park and cemetery	N/A	N/A	14	14	34	Achieved	N/A	N/A	Job Cards
		To create sustainable and socially cohesive communities	Conduct verge maintenance	Number	Number of verge cuts conducted	N/A	N/A	4	4	31	Achieved	N/A	N/A	Report to portfolio committee
		To create sustainable and socially cohesive communities	Ensure efficient cleaning services on streets	Number	Number of days teams are utilised to clean streets	365 days	365 days	365 days	365 days	365 days	Achieved	N/A	N/A	Schedules, registers, weekly reports
		To create sustainable and socially cohesive communities	Conduct Environmental awareness campaigns	Number	Number of environmental awareness campaigns conducted	N/A	N/A	4	4	4	Achieved	N/A	N/A	Attendance Register
		To ensure investment on infrastructure development and service delivery	Maintenance of Community Facilities	Number	Number of days teams are utilised to clean community Facilities	365 days	365 days	365 days	365 days	365 days	Achieved	N/A	N/A	Schedules, registers, weekly reports
		To ensure investment on infrastructure development and	Conduct improvement interventions to facilities	Number	Number of improvements interventions to facilities	N/A	N/A	8	8	8	Achieved	N/A	N/A	Report to portfolio committee

		service delivery													
		Create sustainable and socially cohesive communities	KwaMbotho rural housing	Number	Number of Houses built at kwa Mbotho rural	120 units	173 units	480 units	480 units	133 units	Not Achieved	slow supply of material	IA has appointed a new supplier for blocks,	Happy letters	
		Create sustainable and socially cohesive communities	MaZakhele Phase 3	Number	Number of houses built at Mazakhele phase 3	200 units	114 units	480 units	480 units	135 units	Not Achieved	beneficiaries that cannot be located	deregister those beneficiaries that cannot be located	Happy letters	
<b>LOCAL ECONOMIC DEVELOPMENT</b>															
	<b>COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED</b>	<b>LOCAL ECONOMIC DEVELOPMENT</b>	Create an Enabling environment for economic development	Ensure Review of an LED strategy	Date	Review and adoption of an LED Strategy by date	30-Jun-21	30 March 2021	30 June 2022.	30 June 2022.	Appointment of service provider	Not Achieved	late appointment of service provikder	Target moved to the next financial year	Council extract
				Formalising the Informal trading economy	Date	Review Street trading policy by date	30-Jun-21	Not Achieved	Review Street trading policy by 30 June 2022	Review Street trading policy by 30 June 2022	15th June 2022	Achieved	Lack of capacity	Reprioritised for the next financial year.	Council extract
				Provide LED projects with support	Number	Number of LED projects to be approved for provision of support by 30 September 2021	6	8	5 SMME's	5 SMME's	6 SMME's	Achieved	N/A	N/A	Attendance Registers

			Promote the involvement of women in SMME programme	Percentage	% of women benefited through LED's SMME Support programme.	N/A	N/A	30%	30%	66%	Achieved	N/A	N/A	Attendance Registers
			Promote the involvement of youth in SMME programme	Percentage	% of youth benefited through LED's SMME support programme.	N/A	N/A	50%	50%	64%	Achieved	N/A	N/A	Council extract
			Ensure a functional CWP LRC	Percentage	% functionality of CWP LRC	1100	1019	100%	100%	100%	Achieved	N/A	N/A	LED portfolio report
			Maintain EPWP job opportunities	Number	Number of EPWP Job opportunities maintained	50	50	31 EPWP job opportunities	31 EPWP job opportunities	43 EPWP job opportunities	Achieved	N/A	N/A	Attendance registers

**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To create sustainable and socially cohesive communities	Review of Public Participation Policy	Date	Review and adoption of Public Participation Policy by date	N/A	N/A	30 June 2022.	30 June 2022.	13 December 2021	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Review of Public Participation Strategy	Date	Review and adoption of a Public Participation Strategy by date	N/A	N/A	30 June 2022.	30 June 2022.	13 December 2021	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Ensure ward committees are functional	Percentage	Percentage of Ward Committee Functionality	100%	90%	100%	100%	47.5%	Not achieved	N/A	N/A	Attendance registers

		To create sustainable and socially cohesive communities	Develop and Review Ward Based Plans	Percentage	Percentage of Ward based plans reviewed	100%	100%	100%	100%	100%	Achieved	N/A	N/A	Council extract
		To create sustainable and socially cohesive communities	Conduct IDP/Budget Roadshows	Number	Number of IDP/Budget roadshows conducted	3 Clustered IDP & Budget Roadshows	4 Clustered IDP & Budget Roadshows	3 Clustered IDP & Budget Roadshows	3 Clustered IDP & Budget Roadshows	3 Clustered IDP & Budget Roadshows	Achieved	N/A	N/A	Copies of ward based plans
		To create sustainable and socially cohesive communities	Conduct Mayoral Izimbizo	Number	Number of Mayoral Izimbizo conducted	3 Clustered Mayoral Izimbizo	4 Clustered Mayoral Izimbizo	3 Clustered Mayoral Izimbizo	3 Clustered Mayoral Izimbizo	3 Clustered Mayoral Izimbizo	Achieved	N/A	N/A	Council extract
		To create sustainable and socially cohesive communities	Beneficiary list approval for tertiary registration fees	Date	Approval of beneficiaries for tertiary registration fees by date	Approve beneficiary list by 31 January 2021	25-Jan-21	28 February 2022.	28 February 2022.	15-Mar-22	Not achieved	Covid Regulations	Reprioritise for next financial year	Attendance registers
		To create sustainable and socially cohesive communities	Provision of school uniform for children from disadvantaged homes	Date	Council approval of beneficiaries for provision of school uniforms by date	Approve beneficiary list by 31 January 2021	25-Jan-21	Approve beneficiaries by 30 March 2022	Approve beneficiaries by 30 March 2022	16-Feb-22	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Conduct Matric Top Achievers Awards	Date	Conduct Matric Achievers Awards by date	Host Matric Achievers awards by 30 September 2020	Not achieved	30 March 2022.	30 March 2022.	Not Achieved	Not achieved	Lack of capacity	Ensure fully fledged unit	Council extract
		To create sustainable and socially cohesive communities	Conduct Matric Educators awards	Date	Conduct Matric Educators awards by date	N/A	N/A	30 March 2022.	30 March 2022.	Not Achieved	Not achieved	N/A	N/A	Portfolio report

		To create sustainable and socially cohesive communities	Conduct Grade 7 Subject selections Seminar	Date	Conduct a grade 7 Subject selections seminar by date	N/A	N/A	30 March 2022.	30 March 2022.	7th March 2022	Achieved	N/A	N/A	Portfolio report
		To create sustainable and socially cohesive communities	Conduct Career Exhibition	Date	Conduct Schools Career Exhibition by date	30/02/2021	1 -2 June 2021	30 March 2022.	30 March 2022.	7th March 2022	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Conduct Umuziwabantu Youth Day Celebrations	Date	Conduct Umuziwabantu Youth Day celebrations by date	16 June 2021.	16 June 2021.	16 June 2022.	16 June 2022.	16 June 2022.	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Conduct capacity building workshop for Match officials	Date	Conduct capacity building workshop for Match officials by date	Match officials workshop by 30 June 2021	Not Achieved	30 December 2021.	30 December 2021.	Not Achieved	Not Achieved	covid 19 regulation restrictions	Reprioritise for next financial year	Attendance registers
		To create sustainable and socially cohesive communities	Support NPO program	Number	Number of NPO programs supported	1 NPO support program by 30 December 2020	Not Achieved	1	1	Not Achieved	Not achieved	Lack of human resource capacity	Youth officer has been appointed	Attendance registers
		To create sustainable and socially cohesive communities	Conduct Sports Indaba	Date	Conduct Sports Indaba by date	N/A	N/A	30 December 2021.	30 December 2021.	Not Achieved	Not achieved	covid 19 regulation restrictions	special programs strategy that will take into consideration the covid restrictions to be developed	Attendance registers
		To create sustainable and socially cohesive	Conduct Mr & Miss Harding Beauty pageant	Date	Conduct Mr & Miss Harding beauty pageant by date	N/A	N/A	30 December 2021.	30 December 2021.	18 December 2021.	Achieved	N/A	N/A	Attendance registers

		communities												
		To create sustainable and socially cohesive communities	Conduct Mayoral Cup Games	Date	Conduct Mayoral Cup games by date	N/A	N/A	30 June 2022.	30 June 2022.	25th June 2022	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Conduct Umuziwabantu Fun Run	Date	Conduct the Umuziwabantu Fun Run by date	N/A	N/A	30 June 2022.	30 June 2022.	19th June 2022	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Conduct Youth Summit	Date	Conduct Youth Summit by date	N/A	N/A	30 June 2022.	30 June 2022.	Not Achieved	Not achieved	Budget Repritise for other projects	Target moved to the next financial year	Attendance registers
		To create sustainable and socially cohesive communities	Initiate quarterly behavioral change programmes and working together sector department and community stakeholders	Number	Number of behavioral change programmes conducted	4	2	4 behavioral change programmes	4 behavioral change programmes	4 behavioral change programmes	Achieved	N/A	N/A	Attendance registers
		Create sustainable and socially cohesive communities	Facilitate and coordinate Disability Programmes	Number	Number of planned Disability programmes implemented	4 Disability programmes	10	4 Disability programmes	4 Disability programmes	3 Disability programmes	Not achieved	Lack of staff in the office	Request HR to provide intern	Portfolio committee reports

		Create sustainable and socially cohesive communities	Facilitate and coordinate Gender Programme	Number	Number of gender programmes implemented	4 Gender programmes	4	4 Gender programmes	4 Gender programmes	3 Gender Programmes	Not achieved	Lack of staff in the office	Request HR to provide intern	Portfolio committee reports
		Create sustainable and socially cohesive communities	Organise campaigns to fight the scourge of HIV and AIDS	Number	Number of (HIV and AIDS) reports presented	4 LAC reports	3	4 LAC reports	4 LAC reports	4 LAC reports	Achieved	N/A	N/A	Portfolio committee reports
		Create sustainable and socially cohesive communities	Coordinate Senior citizens programmes	Number	Number of senior citizens programs implemented	3 senior citizens programmes	4	3 senior citizens programmes	3 senior citizens programmes	2 Senior citizen programmes	Not achieved	Covid Regulation's Restricted programs	Target moved to next financial year	Portfolio committee reports
		Create sustainable and socially cohesive communities	Ensure functionality of Operation Sukuma Sakhe through the LTT	Number	Number of LTT seatings conducted	4 LTT Seatings	4	4 LTT Seatings	4 LTT Seatings	4 LTT Seatings	Achieved	N/A	N/A	Consolidated LTT report
		Create sustainable and socially cohesive communities	Coordinate ROC Program	Number	Number of ROC Programmes Implemented	4 ROC Programmes	1	4 ROC Programmes	4 ROC Programmes	4 ROC Programmes	Achieved	N/A	N/A	Portfolio Committee Reports
		Create sustainable and socially cohesive communities	Coordinate Arts and Culture Programmes	Number	Number of the Arts and Culture programmes implemented	3 arts and culture programmes	0	3 arts and culture programs	3 arts and culture programs	2 arts and culture programs	Not achieved	Lack of staff in the office	Request HR to provide intern	Portfolio committee reports

		Create sustainable and socially cohesive communities	Ensure that IGR is strengthened through the Development of a Communications Strategy.	Date	Adoption of communication strategy by date	30-Jun-21	25-Jun-21	30 June 2022.	30 June 2022.	Not Achieved	Not achieved	Programs postponed due to covid restrictions	special programs strategy that will take into consideration the covid restrictions to be developed	Copy of Council Resolution
		Create sustainable and socially cohesive communities	Ensure the development of Internal municipal newsletters	Number	Number of Internal Municipal Newsletters developed	N/A	N/A	2	2	2	Achieved	N/A	N/A	Copy if municipal Newsletter
		Create sustainable and socially cohesive communities	Ensure the development of quarterly external municipal newsletters	Number	Number of External Municipal Newsletters developed	N/A	N/A	4	4	4	Achieved	N/A	N/A	Copies of Newsletters
		Create sustainable and socially cohesive communities	Conduct media coverage on municipal activities	Number	Number of broadcast media coverage conducted	8	8	8	8	8	Achieved	N/A	N/A	Copy of signed report on mayoral radio slots
		To create sustainable and socially cohesive communities	Conduct crime prevention campaigns	Number	Number of crime prevention campaigns conducted	N/A	N/A	12	12	12	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Conduct routine road blocks	Number	Number of routine road blocks conducted	N/A	N/A	12	12	12	Achieved	N/A	N/A	Road block Registers

			To create sustainable and socially cohesive communities	Conduct Library outreach programmes	Number	Number of Library outreach programmes conducted	4	0	4	4	0	Not achieved	Library Closed due Covid Regulations	Target moved to next financial year	Reports to portfolio committee
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**FINANCIAL MANAGEMENT AND VIABILITY**

	<b>MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>	Improved expenditure management and controls. Maximise the economies of scale and value for money	Creditors Payments and Management	Percentage	Percentage of invoices paid within 30 days from the receipt by creditors	100% all invoices to be paid within 30 days from receipt	100% of all valid invoices to be paid within 30 days from receipt	100% all invoices to be paid within 30 days from receipt	100% all invoices to be paid within 30 days from receipt	100% achieved throughout the year	Achieved	N/A	N/A	Invoice with receipt date Monthly expenditure reports Creditors Reconciliations
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Payroll management	Date	Date of completion of payroll	Completion of payroll by 25th monthly Payroll reconciliation Payment of third parties by the 7th of each month Submission of Emp201	Timeous payment of salaries by the 25th of every month	Completion of payroll by 25th monthly Payroll reconciliation Payment of third parties by the 7th of each month Submission of Emp201	Completion of payroll by 25th monthly Payroll reconciliation Payment of third parties by the 7th of each month Submission of Emp201	Salaries have been paid by 25th throughout the year and Payroll reconciliation Payment of third parties by the 7th of each month Submission of Emp201	Achieved	N/A	N/A	Payroll Calendar Emp201 Emp501 Payroll Recon.

	Improved expenditure management and controls. Maximise the economies of scale and value for money	Payroll management	Percentage	% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	Achieved	N/A	N/A	Payroll Calendar Emp201 Emp501
	Improved expenditure management and controls. Maximise the economies of scale and value for money	Provide Indigent Household Subsidization	Number	No of approved indigent households receiving free basic Refuse	N/A	N/A	220 registered indigent households receiving free basic rates	220 registered indigent households receiving free basic rates	1639 registered Indigent	Achieved	N/A	N/A	Indigent Register Free basic Service Report from Munsoft	
	Improved expenditure management and controls. Maximise the economies of scale and value for money	Provide Indigent Household Subsidization	Number	No of approved indigent households receiving free basic Electricity	N/A	N/A	6600 registered indigent households receiving free basic electricity	6600 registered indigent households receiving free basic electricity	7066 registered Indigent	Achieved	N/A	N/A	Indigent Register Free basic Service Report from Munsoft	
	Improved expenditure management and controls. Maximise the economies of scale and value for money	Provide Indigent Household Subsidization	Number	No of approved indigent households receiving free Rates	N/A	N/A	80 registered indigent households receiving free Rates	80 registered indigent households receiving free Rates	72 registered Indigent	Not achieved	N/A	N/A	Indigent Register Free basic Service Report from Munsoft	

		Improved expenditure management and controls. Maximise the economies of scale and value for money	Monthly Billing reports	Number	Number of Month end Billing Report generated by date	12	12	12	12	12 reports generated	Not achieved	Less applications were received than in the previous year.	N/A	Billing reports
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Debt Collection (revenue enhancement)	Percentage	% Reduction of the debtors book by date	30%	52%	30% Reduction of the debtors book by 30 June 2022	30% Reduction of the debtors book by 30 June 2022	42% increase in collection achieved	Achieved	N/A	N/A	Debtors age analysis Report
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Valuation Roll	Number	Implementation of valuation Roll	N/A	N/A	To implement one Supplementary Roll by 30 June 2022	To implement one Supplementary Roll by 30 June 2022	1 x Supplementary roll processed	Achieved	N/A	N/A	Billing report and Supplementary Roll
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Development of an Annual Procurement Plan	Date	Approval of 2022/23 Procurement Plan by date	30-Jun-21	30-May-21	Approval of 2022/23 Procurement Plan by 30 June 2022	Approval of 2022/23 Procurement Plan by 30 June 2022	Not Achieved	Not Achieved	Draft was not presented MANCO in time for approval	Ensure all internal departments make input in time for approval	SCM procurement plan. Minutes of MANCO, EXCO and Council meeting when plan was adopted

		Improved expenditure management and controls. Maximise the economies of scale and value for money	Implementation of Supply Chain Management and procurement plan	Number	Produce monthly reports on Implementation of SCM	12 reports on the implementation of SCM	12	12 reports on the implementation of SCM	12 reports on the implementation of SCM	12 reports generated and accompanied with S71 report	Achieved	N/A	N/A	SCM Report Irregular Expenditure
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Effective and Efficient Quotation Tenders	Days	Turnaround Time (in working days ) to finalise Bid Processing for each quotation	N/A	N/A	Finalise Bid processing within 14 days of closure for each Quotation	Finalise Bid processing within 14 days of closure for each Quotation	Within 14 days	Achieved	N/A	N/A	Purchased Order Minutes log of dates when tenders were advertised
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Effective and Efficient Bid processing	Days	Turnaround Time (in working days ) to finalise Bid Processing	N/A	N/A	Finalise Bid processing within 90 working days of closure	Finalise Bid processing within 90 working days of closure	Bids processed within 90 days	Achieved	N/A	N/A	Appointment letter. Minutes log of dates when tenders were advertised

		Improved expenditure management and controls. Maximise the economies of scale and value for money	Contract Management	Percentage	% active contracts/ SLAs included on contracts register	N/A	N/A	Updated Contract register 100% of Contracts / SLAs with Service providers signed within 30 days after date of appointment	Updated Contract register 100% of Contracts / SLAs with Service providers signed within 30 days after date of appointment	Register 100% updated	Achieved	N/A	N/A	Contract Register Quarterly performance reports
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Update of Fixed Asset register	Number	Number of Assets Reconciliations prepared	12	12	12	12	12 reconc prepared	Achieved	N/A	N/A	Asset Register Asset Reconciliation
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Maintenance and compliance Asset register	Days	Assets Barcoded after 5 days of delivery	N/A	N/A	Recording and barcoding of new Assets after Acquisition within 30 days after acquisition per quarter	Recording and barcoding of new Assets after Acquisition within 30 days after acquisition per quarter	Assets bar coded within a week	Achieved	N/A	N/A	Delivery Note Asset Register

		Improved expenditure management and controls. Maximise the economies of scale and value for money	Maintenance and compliance Asset register	number	No. of verification on a quarterly basis	N/A	N/A	Conducted 2 asset Verification in 2021/22	Conducted 2 asset Verification in 2021/22	2 x verification performed as per asset policy	Achieved	N/A	N/A	Signed Verification Report
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Safeguarding and maintenance of assets	Percentage	% of municipal Assets insured	N/A	N/A	100% of municipal assets insured	100% of municipal assets insured	100 % assets insured	Achieved	N/A	N/A	Insurance Contract Council resolution on disposal of assets
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Budget management and Reporting	Number	No. of Section 71 reports submitted to the standing committee per quarter	12	12	12 Monthly S71 and In Year Monitoring Returns submitted no later than 10 working days after every month end	12 Monthly S71 and In Year Monitoring Returns submitted no later than 10 working days after every month end	12 months reporting achieved within 10 days	Achieved	N/A	N/A	Sec 71 reports to council
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Bank and Expenditure Reconciliations	Number	Number of Bank and Expenditure reconciliation and petty cash reconciliations	12	12	12	12	12 reconciliations prepared	Achieved	N/A	N/A	Expenditure Reconciliations - Creditors and Petty Cash

		Improved expenditure management and controls. Maximise the economies of scale and value for money	Implementation of SDBIP and Performance	Number	No. of reports on the implementation of the budget and financial affairs of the municipality	4 4 4 4	4 4 4 4	4 4 4 4	4 4 4 4	4 quarterly reports submitted	Achieved	N/A	N/A	Sec 52 Quarterly reports
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Ensure compliance with Sec 71 & 72 reports, National Treasury reports & Statutory returns.	Date	Submit Reports to PT and NT by the 10th working day of each month	N/A	N/A	Submission of Adjustment budget to Nat. Prov. Treasury, COGTA by 10 March 2022	Submission of Adjustment budget to Nat. Prov. Treasury, COGTA by 10 March 2022	24th February 2022	Achieved	N/A	N/A	Council resolution
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Prepare and compilation of Budget for 2022/23 financial this year	Date	Approval of Final Annual Budget Council by date		28-May-21	Preparation and Adoption of the Annual Budget for the financial year by the 30 May 2022	Preparation and Adoption of the Annual Budget for the financial year by the 30 May 2022	15-Jun-22	Not Achieved	Political Instability	Ensure political stability	Proof of Submission and confirmation of Receipt Draft Budget Annual Budget
		Improved expenditure management and controls. Maximise the economies of scale and value for money	Monthly Reviewed general ledger	Number	No. of prepared reviewed general ledger	Prepare 12 reviews of general ledger	12	Prepare 12 reviews of general ledger	Prepare 12 reviews of general ledger	12 reviews done	Achieved	N/A	N/A	General ledger and Trial Balance signed by the CFO

	Improved expenditure management and controls. Maximise the economies of scale and value for money	Cash Flow Management	Number	No. of cash Flow statements submitted to Treasury within turnaround time	Submit 12 Cash Flow statement to Treasury on the 10th of every month	12	Submit 12 Cash Flow statement to Treasury on the 10th of every month	Submit 12 Cash Flow statement to Treasury on the 10th of every month	11 cashflows achieved within 10 working days	Not Achieved	Loading shedding caused the major delays for June month-end	Manage time in line with Eskom schedule	Monthly Cash Flow Statement
	Improved expenditure management and controls. Maximise the economies of scale and value for money	Preparation and submission of annual financial statements to auditor general	Date	Submission of Annual financial statement to AG by date	31-Aug-20	31-Aug-20	Submission of annual financial statements to the AG by 31 August 2021	Submission of annual financial statements to the AG by 31 August 2021	AFS submitted to AG on the 31 August 2021	Achieved	N/A	N/A	AFS Copy and proof of submission AFS Project Plan
	Improved expenditure management and controls. Maximise the economies of scale and value for money	MIG Funding expenditure	Percentage	Percentage of the Municipality's MIG grant spent	100%	100%	100%	100%	100%	Achieved	N/A	N/A	Financial Report
	Improved expenditure management and controls. Maximise the economies of scale and value for money	Achieve Clean Audit	Audit opinion	Obtain Clean Audit Opinion for 2020/21 Financial year	Achieve Clean Audit Opinion for the Financial Year 2020/21	Obtained unqualified Audit Opinion for 2019/2020 Financial Year	Achieve Clean Audit Opinion for the Financial Year 2020/21	Achieve Clean Audit Opinion for the Financial Year 2020/21	Qualified Opinion	Not Achieved	Material findings in APR and irregular expenditure	Implement and Monitor Audit action plan	Audit report

CROSS CUTTING ISSUES & SPATIAL RATIONALE

	CROSS CUTTING INTERVENTIONS	To create sustainable and socially cohesive communities	Conduct disaster awareness campaigns	Number	Number of disaster awareness campaigns to be conducted	4	5	5	5	11	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Conduct fire awareness campaigns	Number	Number of fire awareness campaigns to be conducted	6	5	5	5	11	Achieved	covid restrictions	Source alternative ways to conduct awareness campaigns	Attendance registers
		To create sustainable and socially cohesive communities	Conduct Disaster and Fire awareness campaign at schools	Number	Number of Disaster and Fire awareness campaigns on at schools	4	14	4	4	4	Achieved	N/A	N/A	Attendance registers
		To create sustainable and socially cohesive communities	Building Inspections for fire compliance	Number	Number of building inspections conducted	60	113	60	60	75	Achieved	N/A	N/A	Inspection forms
		To create sustainable and socially cohesive communities	Implementation of the SDF	Percentage	Percentage of applications processed in terms of the SDF	50% of applications processed in terms of SDF	100%	50% of applications processed in terms of SDF	50% of applications processed in terms of SDF	10%	Not achieved	JMPT members contracts expired	New JMPT members have been appointed	Attendance registers
		To create sustainable and socially cohesive communities	Development of municipal Wall to Wall LUM SCHEME	Date	Date of completion of Wall to Wall LUMS	N/A	N/A	30 June 2022	30 June 2022	Not Achieved	Not achieved	N/A	N/A	Planners report



## APPENDIX A: WARD COMMITTEE INFORMATION

### Frequency of ward committee meetings per ward

The ward committees have been relatively functional; however some have experienced some difficulties which have required the intervention of the Department of Cooperative Governance and Traditional affairs. Following the intervention from provincial COGTA and provision of the capacity building workshop, the submissions of ward committee meetings and sittings of these meetings has improved a great deal.

### **WARD 01**

#### **CLLR. S MAPHUMULO**

NAME AND SURNAME	I.D NUMBER	GENDER	CONTACT NUMBER
1. Xaba Sibusiso	7803105641088	Male	0824275519
2. Thusi Thandeka	6601060788089	Female	0785333504
3. Kawula Nomalo	8907051024089	Female	0648493494
4. Nala Sylvia (secretary)	6609230645089	Female	0722299742
5. Nala Nompilo	8612080471083	Female	0646884484
6. Nzoyiya Nokuzola	8503260818088	Female	0730081518
7. Mbanjwa Nontethelelo	9412030503088	Female	0685468326
8. Mpangase Teboho (TA)	8505075551085	Male	0815032203
9. Sikhosana Kenny	7702115723086	Male	0835865360
10. Memela Sipiwe (FBO)	7702115723086	Male	0608844567

### **WARD 02**

#### **CLLR. Z MBOTHO**

NAME AND SURNAME	I.D NUMBER	GENDER	CONTACT NUMBER
1. Ntshiliba Walter (FBO)	7911265296088	Male	0722009243
2. Ntaka Richard (TA)	7602025503083	Male	0723347524
3. Sikhosana Mzozimele	8104036005082	Male	0738052444

4. Dlamini Thandeka (D)	7806270553087	Female	0833545131
5. Nala Lungisile	8009180399084	Female	0635200364
6. Hlophe Ziningi	9104120487088	Female	0738161945
7. Xolo Promise	6709240772087	Female	0769582347
8. Mthembu Wendy (secretary)	9806081101082	Female	0615949517
9. Cwele Buyisile	8507140324084	Female	0784750281
10. Mthwane Mpume	8711140442082	Female	0730181097

### **WARD 03**

#### **CLLR. L DLAMINI**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
1. Khoshi Sithupha	5404165780080	Male	0822107353
2. Mzekandaba Malusi	9105235828082	Male	0732242750
3. Sophiseka Nicholas (secretary)	8107115618080	Male	0735132815
4. Mpsi Sibonelo	7208095581080	Male	0732923142
5. Davenhill Collin (B)	5211305094086	Male	0765316528
6. Ntombela Sanele (FBO)	6503015791087	Male	0763994225
7. Msomi Bongani (TA)	6205175589083	Male	0815882309
8. Mkhize Evidence Thokozani	6701050847083	Female	0785488173
9. Mkhize Lindelwa	8510120356084	Female	0799132784
10. Deyi Thembi	6807020601086	Female	0788582371

### **WARD 04**

#### **CLLR. B.B KHAYISA**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
1. Mpofo Nomathamsanqa (TA)	7707176170085	Female	0744993384
2. Mtolo Thembeke (secretary)	8703280611089	Female	0717436748
3. Madiya Lindani	9111045675085	Male	0608737771
4. Mbele Wonderboy	8312275763085	Male	0656328318

5. Mteshana Sizwe	9512195924084	Male	0786631755
6. Silangwe Bheko Alpheos	7911255468085	Male	0835806932
7. Mbotho Zwelithini	8205175672085	Male	0836157544
8. Ndaba Sizani	6804060842084	Male	0839828417
9. Vethe Silindile	8910100819087	Female	0818975200
10. Jula Zolani	8303036800084	Male	0781182370

### **WARD 05**

#### **CLLR. L.S ZUNGU**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
1. Cele Mbongiseni	9207086126085	Male	0734183184
2.			
3. Mtshaka Thulani	6910255804084	Male	0639793926
4. Chala Sphamandla (secretary)	9204045804084	Male	0846221739
5. Mjaja Nompumelelo	8207200921081	Female	0782295801
6. Mkhize Ronny	7111125358083	Male	0605842295
7. Mayela Nkosinathi Emmanuel	8709156601088	Male	0793615848
8. Sincuba Bongwiwe	8009220470085	Female	0683566702
9. Tuli Ntuthuko	8511086067087	Male	0640292005
10. Mhlamvu Zamani	7411295598082	Male	0834249247
11. Zulu Elphas Mandla (TA)	5812215753081	Male	

### **WARD 06**

#### **CLLR. S CHALA**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
1. Andile Mthingi	9010106203086	Male	0732712842
2. Andile Mbuthuma	8507056482082	Male	0826203087
3. Sandile Nzama (secretary)	7705255534080	Male	0733486574
4. Nompumelelo Gingqi	7206050298088	Female	0604733207

5. Mthobisi Mbulu	7703155597088	Male	0782769828
6. Mthuthuzeli Khambula	8002025459080	Male	0833552325
7. Nodumo Mpisi	9103310813087	Female	0648726031
8. Shadrack Hlabe	8007076329082	Male	0710969653
9. Busisiwe Gasa	8411150882083	Female	0766980190

**WARD 07**

**CLLR S.P CHALA**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
1. Nonkululeko Singetheni (TA)	8309250605083	Female	0762935148
2. Nosizwe Mkhize	8006301169081	Female	0761988768
3. Brenda Dlamini	8505120990080	Female	0738075488
4. Nomthandazo Nhlokwane (secretary)	9010031183080	Female	0784451267
5. Mpumelelo Ndobe	7808215563080	Male	0837462684
6. Jabulani Disane	6511115461089	Male	0782014026
7. Thulani Gobo	7411116324080	Male	0832289206
8. Nozipho Makasana	7811230867080	Female	0738483447
9. Nhlanhla Memela	6609115507081	Male	0784698947
10. Thabsile Gwija	8003071262089	Female	0781480405

**WARD 08**

**CLLR. A.P PHUNGULA**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
1. Ngubelanga Nomanene	9312031367089	Female	0734326746
2. Ngubelanga Sonny	6508055310086	Male	0865390446

3. Nkomo Njabulo (FBO)	8401017149081	Male	0836354516
4. Mteshana Sifiso (D)	8012055879081	Male	0732850888
5. Ngubelanga Maureen (secretary)	8701110357089	Female	0782988903
6. Mbuthuma Thulile	8901010655083	Female	0789009479
7. Mbuthuma Lwandile	9603216041089	Male	0818266756
8. Jojiswa Andiswa	9406181056086	Female	0782322835
9. Bhukwana Nomhle	7703281089088	Female	0780697592
10. Ngubelanga Mzwandile	7902286089081	Male	0739615144

### **WARD 09**

#### **CLLR. N.M SIGWEBELA**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
1. Bonisile Mbukwe	8006101347085	Female	0789527892
2. Njongo Hlengiwe (secretary)	8201070354085	Female	0733140386
3. Ncobela Mongameli	9007056082080	Male	0719662012
4. Mondli Disane (TA)	9307105954085	Male	0634404857
5. Sinama Sandile	8110105422082	Male	0657481252
6. Gwija Mavundla	8712100923087	Female	0834894188
7. Mjuqu Nosabatha	9408070933086	Female	0635588479
8. Mbili Bawelile	7810031081081	Female	0794270328
9. Ndonyela Siniko	8705265523080	Male	0734905729
10. Hlophe Xolile	8811135529081	Male	0747228728

### **WARD 10**

#### **CLLR. S.R VETHE**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
1. Msizazwe Zanele	7902290947089	Female	0604466152
2. Nondaba Londiwe	6512280839087	Female	0732349413
3. Radebe Sibongile Caiphus	7103315370085	Male	0731526787

4. Ndamonde Mandla	6907076492081	Male	0738177242
5. Sigwebela Sipiwe	7904026005088	Male	0635546290
6. Mkhize Nonhlanhla	8004061048088	Female	0732438510
7. Ngubelanga Nombali (secretary)	8802190830084	Female	0784419487
8. Parkies Makhosazana (D)	8106121200080	Female	0665456267
9. Vezi Bhotana	5703155394089	Male	0729242501
10. Nozisali Nelisiwe	5903120871082	Female	0810703068

## **WARD 11**

### **CLLR. T.M NCANE**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
1. Zuma Queen Nozipho (D)	7507150299086	Female	0737739921
2. Gwacela Mano Francisca (TA)	6807300388081	Female	0830206267
3. Ncobela Sillindile	8507071503086	Female	0634197692
4. Ntaka Steve Ntokozo	8709125211084	Male	0717739286
5. Nciki Ronald Siyabonga	8308206049081	Male	0735111020
6. Mpofana Menzi Wiseman	9207276381086	Male	0603866824
7. Khanyisa Sigcau		Female	0761260280
8. Thobile Ntsinjana	8711231077086	Female	0638726509
9. Civana Nombulelo	7507210685084	Female	0781161654
10. Dumisa Nombuyiselo (secretary)	7009221044088	Female	0633941679

**APPENDIX B: AUDIT COMMITTEE CHAIRPERSON'S REPORT** *(to be inserted)*

**APPENDIX C: AUDITOR GENERAL'S LETTER** *(to be inserted)*

**APPENDIX D: AG AUDIT REPORT** *(to be inserted)*

**APPENDIX E: AUDITED ANNUAL FINANCIAL STATEMENTS** *(to be inserted)*