



**UMUZIWABANTU MUNICIPALITY  
ANNUAL REPORT 2023/2024  
FINANCIAL YEAR**

## Forword by the Mayor



It is my honour to present to you the Annual Report for the financial year ending 30 June 2024 of the Umuziwabantu Local Municipality.

The purpose of the Annual Report is:

- To provide a record of the activities of the municipality or entity during the financial year to which the report relates.
- To provide a report on performance in service delivery and budget implementation for the financial year.
- To promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity; and
- To reduce the additional reporting requirements that will otherwise arise from Government Departments, monitoring agencies and financial institutions.

The report unpacks a fair and authentic account of the municipal work undertaken pursuant to priorities reflected in the municipality's approved Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP).

As Umuziwabantu Municipality we are evaluated by our ability to meet the growing needs of our public through rendering basic services, promoting economic development, fiscal discipline, ensuring that we govern effectively and facilitating the growth of our municipality.

Good governance entails addressing the needs of the public through consultation and communication; and being accountable to the citizens of Umuziwabantu as required by the Municipal Systems Act, 2000 (Act 32 of 2000) Chapter 4 and through mechanisms such as ward committees, municipal newsletters, media engagements, and stakeholder consultative meetings, our council has been able to deepen the involvement of communities and community organisations in the affairs of our municipality.

The performance data contained in this report demonstrates our continued commitment to our mandate as enshrined in Section 105 of the Constitution, which is the provision of basic services to the communities of Umuziwabantu Municipality.

During the year under review, council has made significant strides with the completion of municipal infrastructure projects which include but is not limited to, the construction of Gayiga to Nyawo access road, the construction of Mhlwazini access road and

Bridge, construction of Fantini access road, construction of Nyovela access road and construction of Maxhamini access road. Moreover, our achievements for the period further include the infrastructure maintenance programme which entails the successful maintenance of 153km's of rural access road, and 24,4km of storm water drainage.

The financial year under review has however not been without challenges, as our municipal area is prone to inclement weather conditions, i.e. the floods. This resulted in the collapse of the Mhlwazini access road and bridge, which was already at the practical completion stages. However, I am pleased to share with the community of Umuziwabantu that despite these challenges the provincial government provided a disaster relief grant which assisted commendably in ensuring that the damage caused by the floods was attended to.

It is our view that our achievements would not have been possible without strategic partnerships with our sister departments, the private sector, and the community of Umuziwabantu. Their contributions always deeply appreciated and continuously encouraged.

My gratitude also goes out to our management team and all staff members of Umuziwabantu Municipality whose commitment and hard work have propelled our municipality to overcome obstacles and ensure that we remain on course towards the attainment of our mandate to deliver services and development to our communities. I further extend my heartfelt appreciation to our Municipal Council, our Traditional Leaders and all stakeholders of Umuziwabantu for all the support that they have accorded me during this period.

I thank you.

Cllr L S Zungu

## 2. Summary

The report serves as Umuziwabantu Municipality's Annual Performance Report for the financial year ending 30 June 2024. It illustrates the overall performance level achieved at the end of the financial year under review against the targets as laid out in the approved Municipal Integrated Development Plan and the Service Delivery and Budget Implementation plan approved. The purpose of this report is to give feedback regarding the performance of Umuziwabantu Municipality, as required by The Municipal Systems Act No 32 of 2000 and Municipal Finance Management Act No 56 of 2003.

It is a high-level report based on scores obtained through a process whereby actual information per Key Performance Area (KPA), strategic objective, program and the aligned Key Performance Indicators and projects are compared to the budget and initial planning included in the 2023/2024 reviewed Integrated Development Plan and the 2023/2024 service delivery and budget implementation plan.

Where under performance have been experienced the respective concerns or mitigating reasons are highlighted.

The overall performance for Umuziwabantu Municipality is based on the Departmental Service Delivery and Budget Implementation Plan.

## 2.1 Overall Performance as at the end of quarter four.

At the end of the fourth quarter, the Municipality performed relatively well with the good Governance and public participation Key Performance areas scoring a 97% achievement and the spatial rationale and cross cutting scoring a 27% achievement rate.

The municipality notes that the low performance of the human settlements projects is the contributing factor in the 27% achievement rate of the spatial rationale performance area. This has been because some of these projects have had stoppages by business forums who had complaints regarding the sourcing of material.

However, it is encouraging to note that the municipality is making progressive strides in engaging in open communication with all business forums as a way of ensuring that all parties are aware of the implications of delaying service delivery.

## 2.2 Performance Management Processes

The Umuziwabantu Municipality's performance management process can be summarised as a follow:

- Monthly operational reports are submitted to MANCO, within 1 week after the end of a calendar month
- Quarterly Departmental PMS reports submitted to the Executive Committee during performance reviews.
- In-year Section 72 report process by 25<sup>th</sup> January
- Auditing of performance information on a quarterly basis
- Annual report process

### 2.3 Performance Auditing

The Internal Audit unit is responsible for the evaluation of internal controls over the Performance Management System process of the Municipality, as well as compliance.

The auditing of municipal performance management systems ensures that the Municipality's resources are utilised effectively and in the best interest of the public, thereby providing transparent.

## 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 Bizana 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	GDP	R1,166m	Unemployment	33%
ADMIN-ISTRATION	Municipal Code	KZ214		
	No. Wards	11 wards		
	Traditional Councils	6		
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	English	2.9%	Afrikaans	6.0%
	IsiNdebele	1.3%	Other	2.0%
ECONOMIC	GDP	R1,166m	Unemployment	33%
ADMINISTRATION	Municipal Code	KZ214		
	No. Wards	10 wards		
	Traditional Councils	6		

### 3.1 DEVELOPMENTAL CHALLENGES

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 funds are required in repairing damaged infrastructure.
- HIV and AIDS is also a challenge within the Municipal area. The department of health has seen a fluctuating rate 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.
- Lack of management of Street Trading and 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
- High rate of vandalism of community facilities
- Poor road infrastructure
- Low water capacity and tarnished water infrastructure

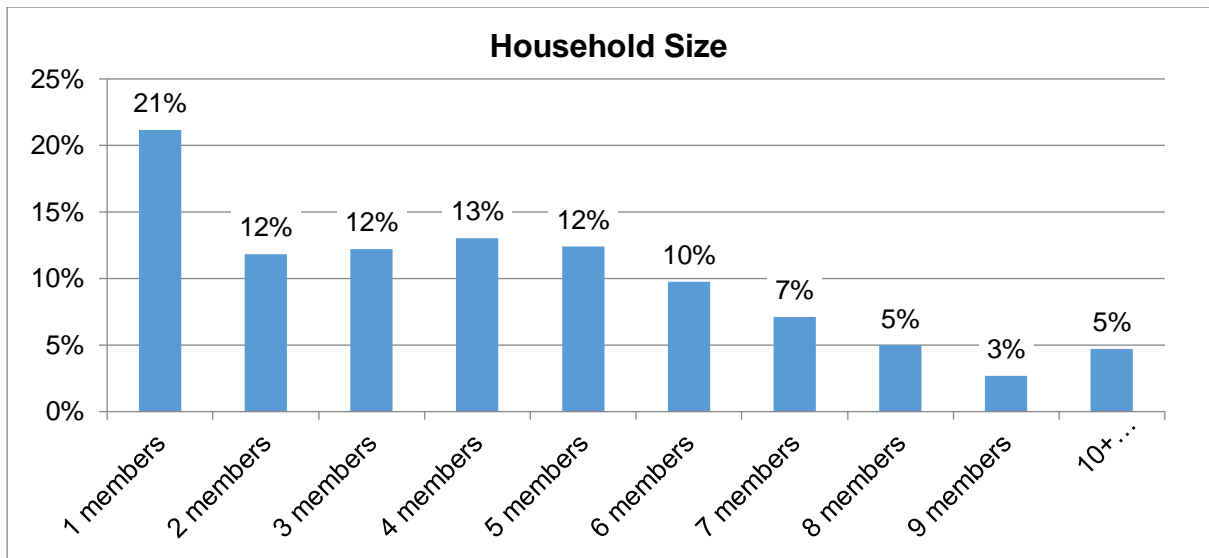
## 3.2 DEMOGRAPHICS AND POPULATION DISTRIBUTION

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.

## 3.3 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.



**Table A1**

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

### 3.4 OVERALL SERVICE DELIVERY PERFORMANCE

#### OVERALL PERFORMANCE PER DIRECTORATE ON KEY PERFORMANCE INDICATORS

KPA	NUMBER OF KPI's	KPI's MET	Percentage KPIs MET
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	23	19	83%
BASIC SERVICE DELIVERY	31	20	65%
LOCAL ECONOMIC DEVELOPMENT	7	4	57,1%
GOOD GOVERNANCE & PUBLIC PARTICIPATION	32	32	97%
FINANCIAL VIABILITY & MANAGEMENT	20	17	80%
CROSS CUTTING & SPATIAL RATIONALE	15	4	27%
<b>Overall number of KPI's</b>	<b>128</b>	<b>91</b>	<b>71%</b>

Table A2

The above table represents the overall performance status as the end of the financial year on the implementation of the service delivery and budget implementation in line with the National Key Performance Areas. The table clearly indicates the actual performance indicators achieved.

#### 4. MUNICIPAL TRANSFORMATION & INTITUTIONAL DEVELOPMENT

<p><b>Municipal Manager Vacant</b></p>	<p><b>Key Functions</b></p>
	<p>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.</p>
<p><b>Chief Finance Officer Vacant</b></p>	<p><b>Key Functions</b></p>
	<p>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.</p>
<p><b>Director Corporate Services Vacant</b></p>	<p><b>Key Functions</b></p>
	<p>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.</p>
<p><b>Director Community Services Advocate B Brijraj</b></p>	<p><b>Key Functions</b></p>

<p align="center"><b>Director Infrastructure Vacant</b></p>	<p align="center"><b>Key Functions</b></p>
	<p>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:</p> <p>Parks and Gardens, Waste Management, Environmental management, Protection services and Traffic Control, Maintenance of community facilities, Fleet management and Library services.</p> <p>Provide leadership and strategic direction regarding housing, roads &amp; storm water, electricity, public works, construction of public infrastructure, institutional &amp; 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.</p> <p><b>Development Planning</b></p> <p>The development planning unit provides guidance for the achievement of organizational goals and IDP and SDF objectives which enhance service delivery achievements these units are Local Economic Development, Strategic Planning and performance management, town planning and human settlements.</p>

The municipality's institutional arrangements have been developed to maximise the service delivery goals and strategic objectives of the municipal council as illustrated in the Municipal Integrated Development Plan.

The following Directorates are in place:

- Office of the Municipal Manager
- Budget and Treasury
- Technical Services & Infrastructure Development
- Community Services
- Development Planning & Local Economic Development
- Corporate Services

In addition to the oversight of the central administrative functions of the municipality, the role of the corporate services department, whose overall function is to support the municipality's operations by providing strategic leadership, management and administrative services, transformed human resource services, information management and technological systems, comprehensive legal services and guidance on Council and other governance structures of the municipality and safeguarding the interests of the municipal stakeholders.

This section of the annual report has been prepared in terms of the RSA Constitution of 1996, Municipal Systems Act, No. 32 of 2000, as amended, Municipal Finance Management Act, Act No. 56 of 2003, Basic Conditions of Employment Act No 75 of 1997; Occupational Health and Safety Act No 85 of 1993, Compensation for Occupational Injuries and Disease Act No 130 of 1993 and SALGBC conditions of Services Main Collective Agreement.

Training and Development is pursued in terms of Skills Development Act of 1998, Skills Development Levies Act No 9 of 1999, Training and Development Policy of the Umuziwabantu Local Municipality. The Employment Equity and Equal Employment opportunity activities are conducted in terms of the Employment Equity Act of 1998 and the Employment Equity, Affirmation Action Policy and Employment Policy of the Municipality.

The Industrial Relations matters handled with strict adherence to the Labour Relations Act, No 66 of 1995. Staff Probation Monitoring is undertaken in terms of the Provisions of Schedule 8 of the Labour Relations Act, No 66 of 1995.

In overall the Administration Support, ICT and Human Resources functions and challenges are further dealt with in terms of the Policies of the Municipality as well as the Integrated Development Plan.

The below covers three units from Corporate Services Department. Starting with the Human Resources Management Unit, Administration Unit, and ICT Unit. The department's KPAs are Municipal Transformation and Institutional Development and Good Governance and Public Participation.

#### 4.1 UMUZIWABANTU LOCAL MUNICIPALITY STAFF COMPLEMENT

There was a total of three hundred and nineteen (319) employees of Umuziwabantu Local Municipality during the financial year under review.

Councillors	Traditional Leaders	Permanent	Fixed – term Contract (Management + other)	Temporary/ Short – term	Interns (Umuzi LM + Treasury)	Other Trainees	In-service Trainees	Total
21	02	199	19	50	05	07	16	319

#### RETIREMENT FOR THE NEXT 18 MONTHS (AGE 65 YEARS)

NO	NAME	DESIGNATION	DEPARTMENT	DATE OF APPOINTMENT	DATE OF RETIREMENT	YEARS IN SERVICE	ID NUMBER	COMMENTS
1.	Mr. S H Dlamini	G Worker	Community Services	16/01/2006	30/11/2025	19	591110 5667 086	63 Yrs

#### 4.1.1 VACANCY RATE OF STRATEGIC POSITIONS

NO	POSITION	COMMENCEMENT DATE	STATUS /COMMENTS
1.	Municipal Manager	N/A	Filled
2.	Chief Financial Officer	Pending shortlisting and interviews	Vacant
3.	Technical Services	Pending shortlisting and interviews	Vacant
4.	Community Services	N/A	Filled
5.	Corporate Services	N/A	Filled
6.	Planning & LED		Never been filled

#### 4.1.2 TRAINING AND DEVELOPMENT

The following Training programme was conducted at Wits School of Governance

No:	INITIALS & SURNAME	DESIGNATION	NAME OF THE PROGRAMME	NAME OF THE SERVICE PROVIDER	TYPE OF INTERVENTION	STATUS
1	P Shebi	Speaker	Leadership Development	Wits School of Governance	Skills Programme	In progress

The Study Financial Assistance for 2023 academic year was awarded to two employees:

NO:	INIT AND SURNAME	DESIGNATION	NAME OF THE PROGRAMME	NAME OF THE INSITUTIONS	DURATION	STATUS
1.	Ms. S Mchunu	Internal Auditor	Advanced Diploma in Internal Auditing	UNISA	One Year	In progress
2.	Mr. K Shebi	Speaker's Driver	National Certificate in Incident Management	Lyceum College	One year	In Progress

#### 4.1.3 INTERNAL FUNDED EXPERIENTIAL TRAINING

There are 15 internal funded Inservice Trainees that are placed within the Municipality in different sections. The learners are placed under line Managers as their mentors to ensure that they acquire practical knowledge.

NO	NAME & SURNAME	QUALIFICATIO N	INSTITUTION	WAR D NO	DURATION	DEPARTMENT/UN IT
1.	Ms. Thulisile Sikhosana	N6 Public Management	Esayidi TVET College	09	18 Months	Strategic Planning Unit
2.	Ms. Khanyisile Dlamini	N6 Public Management	Esayidi TVET College	08	18 Months	Admin Support Unit
3.	Ms. Babalwa Mandlelisa	N6 Public Relations	KSD TVET College	03	18 Months	Community Services Department
4.	Ms. Phindile Sigwebela	N6 Business Management	Esayidi TVET College	09	18 Months	Protection Services Unit
5.	Mr. Mqondisi Mpangase	S3 Civil Engineering & Survey	Mangosuthu University of Technology	07	12 Months	PMU
6.	Ms. Lungisile Cwele	N6 Human Resources Management	Springfield FET College	08	18 Months	Human Resources Unit
7.	Mr. Aphelele Nkohla	N6 Public Management	Umgungundlovu TVET College	11	18 Months	Special Programmes Unit
8.	Ms. Sinikiwe Mjaji	N6 Public Management	Esayidi TVET College	05	18 Months	Cleansing & Maintenance
9.	Mr. Percy Ongapheli Jokazi	N6 Electrical Engineering	Thekwini College	11	18 Months	Electrical Engineering
10.	Mr. Tsidiso Sigwebela	N6 Electrical Engineering	Esayidi TVET College	09	18 Months	Electrical Engineering

11.	Ms. Phumlile Monica Chala	BSC Information Technology	Richfield Graduate Institute of Technology	06	18 Months	ICT Unit
12.	Mr. Nkosingiphile Mpofana	N6 Public Management	Esayidi TVET College	05	18 Months	Special Programmes Unit
13.	Ms. Thulile Madiya	N6 Public Management	Esayidi TVET College	04	18 Months	Youth Development
14.	Ms. Asiphe Mdunjane	N6 in Farming	Esayidi TVET College	08	18 Months	LED
15.	Ms. Sithandazile Mbotho	ND: Civil Engineering	Mangosuthu University of Technology	03	12 Months	PMU

#### 4.1.4 NATIONAL TREASURY AND FINANCE INTERNS

There are four (04) Interns for National Treasury Programme at Umuziwabantu Local Municipality under the Unemployed Graduates.

NO	INITIALS AND SURNAME	POSITION	COMMENCEMENT DATE	UNIT	LENGTH OF CONTRACT	EXPIRY DATE
1.	P P Mbotho	National Treasury Intern	01/07/2021	All Units	3 Years	30/04/2024
2.	Sandisiwe Tanya Ntuli	National Treasury Intern	01/07/2022	All Units	3 Years	30/06/2025
3.	Nkululeko Langa	National Treasury Intern	01/02/2023	All Units	Month to Month contract	Month to Month contract
4.	Lihle Mnokwe	National Treasury Intern	01/02/2023	All Units	Month to Month contract	Month to Month contract

#### 4.1.5 COGTA INTERNSHIP PROGRAMME

There are Seven (07) Interns placed by the Department of Cooperative Governance and Traditional Affairs (COGTA) at Umuziwabantu Local Municipality under Unemployed Graduates programme.

NO .	NAME & SURNAME	POSITION	LENGTH OF CONTRACT	DEPARTMENT/U NITS	COMMENCEMENT DATE	EXPIRY DATE
1.	N Cebisa	COGTA Intern	2 years	Technical Services (Electrical)	01 February 2023	31 January 2025
2.	Madziba Zongeziwe	COGTA Intern	2 years	Corporate Services (ICT Unit)	01 February 2023	31 January 2025
3.	Jam Madlakazi	COGTA Intern	2 years	Technical Services (PMU)	01 February 2023	31 January 2025
4.	Sinenhlanhla Ngcungama	COGTA Intern	2 years	Technical Services (Planning and Development)	01 February 2023	31 January 2025
5.	Siphokazi Madubela	COGTA Intern	2 years	Technical Services (Planning and Development)	01 February 2023	31 January 2025
6.	Musa Sigwebela	COGTA Intern	2 years	Corporate Services (HR Unit)	01 February	31 January 2025
7.	Lesipho Mhlamvu	COGTA Intern	2 years	Corporate Services (HR Unit)	01 February	31 January 2025

#### 4.1.6 EMPLOYMENT EQUITY REPORT (UMUZIWABANTU WORKFORCE PROFILE) AS AT 30 JULY 2024.

A five – year Employment Equity Plan has been developed and adopted by Council on 29 May 2020. The same shall be forwarded to the Department of Labour DG for Review.

##### Top Management (Section 54A Managers)

No changes in terms of fair representatively across all racial groups.

##### Senior Management (Section 56 Managers)

No major disparity except that Coloreds are not represented although it's not part of the target for the financial year.

##### Middle Management (Task Grade 14-16)

Within the Middle Management males are well represented and females are underrepresented.

Junior Management and supervisors (Task Grade 09-12)

Both Males and Females are still under the current equity targets on this Task Grade.

Semi-skilled (Task Grade 07-08)

Females are still underrepresented as per the current equity targets on the EE plan on this Task Grade. This requires a more focus on giving job opportunities to females if there are any employment vacancies in the next financial year review.

The current work force as at the 30<sup>th</sup> June 2024 is reflected below: Workforce profile information is a snapshot of the workforce at a particular date and time. This information serves as baseline information for the setting of numerical goals and targets for a new Employment Equity Plan or Reporting to the Department Labour.

OCCUPATIONAL LEVEL	Task Grade	Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management Current Month	S54A Manager	1	0	0	0	0	0	0	0	0	0	1
Top management Previous Month		1	0	0	0	0	0	0	0	0	0	1
Top Management Targets		1	0	0	0	0	0	0	0	0	0	1
Variance		0	0	0	0	0	0	0	0	0	0	0
Senior Management Current Month	S56 Managers	0	0	1	0	1	0	0	0	0	0	2
Senior management Previous Month		0	0	1	0	1	0	0	0	0	0	2
Senior Management Targets		1	0	1	0	0	2	0	0	0	0	4
Variance		1	0	0	0	0	1	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management Current Month	T14-16	9	1	0	0	5	1	0	0	0	0	16
Professionally qualified and experienced specialists and mid-management Previous Month		9	1	0	0	5	1	0	0	0	0	16

Professionally qualified and experienced specialists and mid-management Targets		0	0	0	0	0	0	0	0	0	0	0
Variance		0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents Current Month	T 9-12	39	2	2	1	28	0	1	0	0	0	73
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents Previous Month		38	2	1	1	28	0	1	0	0	0	71
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents Targets		1	0	1	0	0	0	0	0	0	0	2
Variance		1	0	1	0	0	0	0	0	0	0	2
Semi-skilled and discretionary decision making Current Month		T4-6	29	0	0	0	6	4	0	0	0	0
Semi-skilled and discretionary decision making Previous Month	28		0	0	0	6	4	0	0	0	0	38
Semi-skilled and discretionary decision making Targets	1		0	0	0	0	0	0	0	0	0	1
Variance	1		0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making Current Month	T3-7	49	0	0	0	28	0	0	0	0	0	77
Unskilled and defined decision making Previous Month		49	0	0	0	28	0	0	0	0	0	77
Unskilled and defined decision making Targets		0	0	0	0	0	0	0	0	0	0	0

Variance		0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT CURRENT MONTH	Total Permanent	128	3	3	1	69	5	1	0	0	0	210
TOTAL PERMANENT PREVIOUS MONTH		126	3	3	0	69	5	1	0	0	0	208
TOTAL PERMANENT TARGETS		128	3	3	1	69	5	1	0	0	0	210
Temporary Employees Current Month	Temporal Employees	12	0	0	0	38	0	0	0	0	0	50
Temporary Employees Previous Month		12	0	0	0	38	0	0	0	0	0	50
GRAND TOTAL CURRENT MONTH	Grand Total	140	3	3	1	107	5	1	0	0	0	260
GRAND TOTAL PREVIOUS MONTH		138	3	3	1	107	5	1	0	0	0	258
GRAND TOTAL TARGETS		2	0	0	0	0	0	0	0	0	0	2

#### 4.1.7 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.

During June of (2023/24) financial year, the municipality had several down-time reported and that is due to load shedding, with that said the municipality does not have failover generator to support the systems.

PROJECTS AND STATUS:

The table (1) below shows the number of ICT project and their status quo:

Project Name:	Root cause	IT Response:	Status:
Mobile Server Infrastructure upgrade	The old Municipal server room ceiling was leaking and server, switches were at risk of water damage. And however, did not meet the requirements needed by AG	Mobile Server room was procured and deployed. Servers and the UPS were moved to the new mobile server room, IT Technicians to redirect all networks cabling to the new mobile server room.	100% completed
Internet line upgrade	The internet line was running on ADSL 20mb download and 1mb upload and this was the only line used for both email and internet by 155 users.	IT upgraded the internet line to 100mb fibre optic with 100megs of upload and download, and the Municipal internet speed if now faster and easy to work with. Speed test is conducted for monitoring	100% completed
VPN Deployment	Municipal use could not perform duties while offsite (Management) and had to share their passwords to get work done.	VPN remote connection was procured and deployed, and monitoring is being done and no issues reported so far	100% Completed

Microsoft office upgrade

Municipal users currently running on Microsoft office 2007, and that is no longer supported my Microsoft

140 Microsoft Office365 licenses have been procured.

ICT unit is working with **SITA** and **AFRI-Host** in making sure that this project is completed soon.

Technicians to upgrade every user / PCs Microsoft office package as this will also affect municipal emails.

100%  
Completed

Network and internet Security upgrade

In the financial year 2019/20 the municipality did not have a firewall to block threats on the network and the municipality was vulnerable to attacks from the internet and the information was not protected.

SOPHOS Firewall as procured and deployed to protect the municipal network and firewall policies / rules are set to protect us from threats and hackers.

100%  
Completed

User files back

User files are not backed up and not includes on the documented DRP and BCP of the municipality and as a result the municipality is currently running without file server.

This project is completed, and **OneDrive** has been procured as part of our licenses with Microsoft to serve as onsite USER FILE BACKUP plan and ICT Technicians to train user on how to utilize OneDrive application.

100%  
Completed

If a user loses their laptop and or external hard drive, that leads to IT not being able to retrieve the lost data

All financial systems are backed up with ITNA in Centurion as part of DRP and BCP.

UPS and Failover generator	<p>The current server room UPS is at risk of damaging its battery cycles due to load shading schedules.</p> <p>Currently the municipality has no failover generator to support server room equipment and UPS.</p>	<p>The municipality needs to budget and procure a failover generator to support Server room equipment and UPS for when there is power outage.</p> <p>This will assist with equipment life span and network.</p>	75% Complete
Website Hosting and maintenance	<p>The municipality website is under the process of revamping to upgrade the programming language that is used and to take the total ownership of the website and to insure of skills transfer where ICT and Communications is considered. However, the current website is live and usable hence we can upload via SITA</p>	<p>This project is completed, Website Hosting and maintenance is currently done by Firroz Pty (ltd).</p> <p>Training was conducted for the following sub-units: Communications, Budget, SCM and PMS personnel on how to upload on the website.</p>	100% Completed
Serve room raised	<p>The municipality to advertise and appoint a service provider to design and deploy false-floor / raised-floor for in protecting the municipal server room equipment.</p>	<p>This project was included in the 3-year project of linking new office and networking. This project is completed</p>	100% Completed

Server room access control and Fire detection system.

The server room access control and fire detection form's part for ICT security and is also part of risk manager control.

This project was included in the 3-year project of linking new office and networking. This project is completed.

100%  
Completed

The table (2) below shows the number of VODACOM data cards and deal allocations.

Category:	Deal type:	Number of Data cards	Active / inactive
Exec; Managers	NO MODEM @ R299 Reduced Subs PM on 30GB Data Price plan Top up	5	Active
Managers	NO MODEM @ R249 Reduced Subs PM on 20GB Data Price plan Top up	16	
Officers	NO MODEM @ R199 Reduced Subs PM on 10GB Data Price plan Top up	19 <i>(rotational)</i> <i>data cards per</i> <i>Department</i>  *3	
Amakhosi	NO MODEM @ R249 Reduced Subs PM on 20GB Data Price plan Top up	2	

The table (3) below is the summary of Umuziwabantu ICT asset register per department:

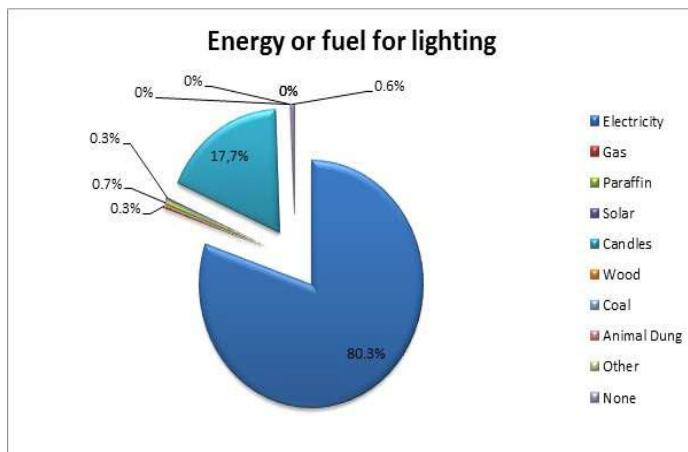
Department:	Asset type:	Processor:
Office of the MM	Hp laptop = 9 Acer laptop = 5 Hp desktop = 4 Dell Laptop = 3	i3 = 3 i5 = 16 i7 = 5
Corporate Services	Hp laptop = 10 Acer laptop = 2 Hp desktop = 7 Dell desktop = 2 Dell Laptop = 4	i3 = 5 i5 = 14 i7 = 3
Finance	Hp laptop = 3 Acer laptop = 4 Hp desktop = 18 Dell desktop = 3 Dell laptop = 2	i3 = 7 i5 = 25 i7 = 2
Technical	Hp laptop = 9 Acer laptop = 1 Hp desktop = 2 Mastek = 1 Dell laptop = 2	i3 = 3 i5 = 8 i7 = 4
Community Services	Hp laptop = 6 Acer laptop = 1 Hp desktop = 1	i3 = 1 i5 = 7 i7 = 3

	Lenovo desktop = 4	
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## 5. BASIC SERVICE DELIVERY

### 5.1 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

A total of 0,650Kms of new electricity cables were also installed as part of the electrical upgrade being conducted by the municipality. The electricity unit has also embarked on a streetlight's maintenance program, where 38 streetlights were maintained during the financial year under review.

However, the the municipality has identified the urgent need to review the electricity master plan to improve efficiency.

### 5.2 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. However, the expediting of the project through interventions assisted in ensuring the conclusion of the project.

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 Kwa-Mazakhele 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. During the year under review however, human settlements has been faced with financial troubles which have hindered with the trench applications.

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

- 136 units were constructed from the KwaMbotho low cost housing project
- 170 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
- General labour issues
- Funding challenges in the department of human settlements.

### **5.3 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

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

## 5.4 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.

## 5.5 LIST OF SPORT FIELDS AND GROUNDS

Ward no	Area/ sport ground
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> <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> </ul>

	<ul style="list-style-type: none"> <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>

## 5.6 ENVIRONMENTAL MANAGEMENT

The oil spillages are still a major 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.

## 5.7 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.

## 5.8 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.

## 5.9 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.

## 5.10 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.

## 5.11 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.

## 5.12 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.

### 5.12.1 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.

### 5.12.2 Site Compliance

The landfill site is currently 100% compliant and the municipality has been working hard towards achieving compliance.

### 5.12.3 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

### 5.13 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.
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## 5.14 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, which is currently a work in progress with room to improve.

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, however with the new proposals being discussed in the Eastern seaboard discussions this will require long term planning solutions.

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. However, it has been a challenge for the municipality to ensure clearance of illegal structures as this requires a collective effort from the community of Harding as well.

### 5.14.1 CAPITAL INFRASTRUCTURE PROJECTS

Due to the poor functionality of the Bids committees and failure to appoint senior management, the achievement of Infrastructure targets was somewhat challenging for the directorate responsible for infrastructure development. 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. However, the department worked tirelessly to ensure service delivery.

Project name	Project Status
Number of infills type 1 households electrified at Sihoqo.	Dead connections
Number of infills type 1 households electrified at Ocingweni.	Dead connections
Number of infills type 1 households electrified at Mshayamoya.	Dead connections
Number of infills type 1 households electrified at Shayihagu.	Dead connections
Number of infills type 1 households electrified at Nhlanza.	Dead connections
Number of infills type 1 households electrified at Nkungwini.	Dead connections
Number of infills type 1 households electrified at Engele.	Dead connections
Number of infills type 1 households electrified at Ephumza.	Dead connections
Construction progress of Harding presinct (Phase1)	100%
Construction progress of Harding presinct (Phase2)	65%
Construction progress of Stafford Street	92%
Construction progress of Gayiga to Nyawo access road	100%
Construction progress percentage of Mhlwazini access road and bridge	93%
Mazakhele Hall	45%
Fantini Access Road	100%
Nyovela access road	100%
Maxhamini access road	100%
Mayela access road	93%
Esikhulu to Mlolweni access road	93%
Number of Km's of unsurfaced roads graded by 30 June 2024	153Km's
Length of Stormwater Drainage in Km	24,4Km's
Length of electrical cables in Kms installed	0,65Km's

## 6. Municipal Performance

The Municipal Planning and Performance Management Regulations stipulate that a Municipality's Organisational Performance measurement (OPMS) must entail a framework that sets out how the municipality's cycle and processes of performance

planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.

In line with the said legal requirements, this framework should be seen as a policy document that sets out:

- The requirements that the Municipality's OPMS will need to fulfil.
- The principles that must inform its development and subsequent implementation
- The preferred performance management model of the municipality
- The process by which the system will work
- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

The municipality has developed a performance management system which is being used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP. PMS is linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the Municipal vision, objectives and community aspirations.

The performance of the Municipality is being reviewed quarterly, and corrective measures are being implemented where necessary.

The Municipality recognises the urgent need to maximise the economic potential of the municipality and to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development.

For this to be a success, however, will require a collective effort from all internal and external stakeholders of the municipality as there is still much to be done to improve total inclusive economy and to eradicate unemployment.

Despite the recorded overall achievements of the total Key Performance Indicators, the management acknowledges the targets illustrated in the report which have not been achieved. It is also important to note that the Municipality is also not compliant in terms of the filling of critical positions of Senior Managers, as the positions of the Municipal Manager, Chief Financial Officer, Director Technical Services, Director Corporate Services and the Director Planning have been vacant for over 12 months. A detailed review of our performance against SDBIP targets can be found in the report, reflecting where our targets were either met or missed.

The following schedule of performance is the audited annual performance report which illustrates the actual service delivery targets and the implementation of the budget.

## **2023/2024 AUDITED ANNUAL PERFORMANCE REPORT**

NATIONAL KEY PERFORMANCE AREAS	OBJECTIVE (AS PER IDP)	STRATEGIES (AS PER IDP)	KEY PERFORMANCE INDICATOR (KPI)	BASELINE		2023/2024			Status (Achieved / Not Achieved)	Reasons for Underachievement and over achievement	Measures taken to improve performance	Portfolio of Evidence
				2022/2023 (TARGET)	2022/2023 (ACTUAL)	TARGET	REVISED TARGET	ACTUAL				
<b>MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>	To Plan towards the development of human capital	Review of the Staff Establishment/ organisational Structure	Date of adoption of reviewed Staff Establishment/ organisational Structure by date	30th June 2022	15-Jun-22	30-Jun-23	30-Jun-23	16-May-24	achieved	N/A	N/A	Council Resolution and/or Copy of the approved Municipal organisational Structure
	To Plan towards the development of human capital	Development of Corporate services policies	Number of reviewed Corporate services Policies by date.	N/A	N/A	6	6	10	achieved	N/A	N/A	Council Resolutions
	To Plan towards the development of human capital		Number of NEW developed & adopted Corporate Services Policies by date.	N/A	N/A	8	8	2	not achieved	Main focus was made on the two developed policies which was not made in conjunction with the additional policies needed. Resulted in the delay in processing and council approvals	Policy assessment and presentation to council to be reprioritized	Council Resolutions

To Plan towards the development of human capital	Development of HR SOPs	Number of strategies and plans reviewed by date	2 Corporate Services Department Policies	2 Corporate Services Department Policies	5	5	0	not achieved	Strategies not developed due to financial constraints imposed mid - year budget adjustment	To use SALGA framework as workshopped on the 28th June 2024	Council Resolutions
To Plan towards the development of human capital	Submission of the Employment Equity Report to Department of labour	Submission of 2023/2024 Employment Equity Report to Department of Labour by set date.	30 January 2023.	15-Jan-23	30 January 2023.	30 January 2023.	15-Jan-24	achieved	N/A	N/A	Screen Shot (Proof of online submission of EE report to DoL).
To Plan towards the development of human capital	Provision of acceptable Employee Wellness programs	Number of Employee Wellness programmes conducted by June 2024.	2 wellness programmes	2 wellness programmes	2	2	2	achieved	N/A	N/A	Report/ program/attendance register
To Plan towards the development of human capital		Number of Employee information sharing sessions on the reviewed Corporate Services Department policies, Plans to employees conducted by June 2024.	N/A	N/A	2	2	2	achieved	N/A	N/A	Report/ program/attendance register
To promote participative, facilitative accountable governance	Number of Council meetings held as per approved Council schedule.	Number of Council meetings held by June 2024 as per approved Council schedule.	20	20	7	7	13	ACHIEVED	N/A	N/A	Copies of Council Notices and attendance registers

To promote participative, facilitative accountable governance	Convene Exco meetings as per approved Council Schedule	Number of Exco meetings held by 30 June 2024	5	5	6	6	3	<b>Not Achieved</b>	No quorum met which resulted in the delay	Rescheduled meeting	Exco Notices and attendance registers
	Convene Audit Committee meetings as per approved Council schedule	Number of Audit Committee meetings held by 30 June 2024 as per approved Council schedule	4	4	4	4	4	<b>ACHIEVED</b>	N/A	N/A	Audit Committee Notices and attendance registers
	Convene MPAC meetings as per approved Council Schedule	Number of MPAC meetings held by 30 June 2024 as per approved Council schedule	5	5	4	4	3	<b>Not Achieved</b>	No quorum met which resulted in the delay	Rescheduled meeting	MPAC Notices and attendance registers
To promote participative, facilitative accountable governance	Convene ICT steering committee meetings for efficient IT services	Number of ICT Steering committee meetings held.	N/A	N/A	4	4	4	<b>Achieved</b>	N/A	N/A	MANCO notices and attendance registers
To promote participative, facilitative accountable governance	Timeous distribution of oversight committee agendas	Turnaround timeframe for circulation of oversight committee agendas	N/A	N/A	72 Hours	72 Hours	within 72 Hours	<b>Achieved</b>	N/A	N/A	Circulation / Distribution lists
Promote participative, facilitative and accountable governance	Submission of draft SDBIP by date	Submit draft SDBIP Within 14 days after the approval of the municipal budget	N/A	N/A	within 14 days	within 14 days	30-May-24	<b>Achieved</b>	N/A		Approval
Promote participative, facilitative and accountable governance	Approval of Service delivery and budget implementation plan by date	Submit final SDBIP Within 28 days after the approval of the municipal budget.	N/A	N/A	within 28 days	within 28 days	13-Jun-24	<b>ACHIEVED</b>	N/A	N/A	Signed approval

Promote participative, facilitative and accountable governance	Table Annual Report to Council	Table 2022/23 Annual Report by date	25-Jan-23	24-Jan-23	24 January 2023	By 31 January 2024	24-Jan-24	ACHIEVE D	N/A	N/A	Signed Council extracts
Promote participative, facilitative and accountable governance	Quarterly PMS reports presented to EXCO	Number Quarterly PMS Reports Presented to EXCO.	4	4	4 Quarterly PMS reports	4 Quarterly PMS reports	4	ACHIEVE D	N/A	N/A	Copies of Quarterly performance reports.
Promote participative, facilitative and accountable governance	Development of APR	Submission of the APR to AG , CoGTA & Treasury by date	31-Aug-22	31-Aug-22	31st August 2022	31st August 2023	31 August 2023	ACHIEVE D	N/A	N/A	Proof of submission
Promote participative, facilitative and accountable governance	Conduct S56 & S54 Performance Assessments	S56& S54 Annual Performance Assessments by date	30-Jun-23	28th April 2023 & 10 May 2023	10-May-23	30-Jun-24	26-Jun-24	ACHIEVE D	N/A	N/A	Assessments report and Council Resolution
Promote participative, facilitative and accountable governance	Ensure compliance with Section 72 of the MFMA	Assessment and Submission of Mid Term Performance Report to Mayor as per S72 of the MFMA, by date	25-Jan-23	24-Jul-23	25 January 2023	25 January 2024	24-Jan-24	ACHIEVE D	N/A	N/A	Signed proof of submission to Mayor and Minutes of Mid Term assessments
Promote participative, facilitative and accountable governance	Ensure compliance with section 53 of the Municipal Finance Management Act	Signing of performance contracts of S54/56 managers by date	30-Aug-22	29-Jul-22	30-Aug-22	30-Aug-23	31-Jul-23	ACHIEVE D	N/A	N/A	proof of publications

	Promote artipicative, faciitative and accountable governance	Ensure compliance with section 28 of the Municipal Systems Act	Adoption of Process Plan by Council by date	30-Aug-22	30-Aug-22	30-Aug-22	30-Aug-23		30-Aug-23	ACHIEVE D	N/A	N/A	Council resolution of process plan
	Promote artipicative, faciitative and accountable governance	Ensure compliance with section 34 of the Municipal Systems Act	Adoption of the Municipal Integrated Development Plan by date	30-May-23	30-May-23	28-May-23	30-May-24		16-May-24	ACHIEVE D	N/A	N/A	Council resolution
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT													
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	To ensure investment on infrastructure development and service delivery	Construction of capital infrastructure projects	Number of infills type 1 households electrified at Sihoqo.	22	0	88	88	88		ACHIEVE D	n/a	N/A	Happy letters/ closeout repots
		Construction of capital infrastructure projects	Number of infills type 1 households electrified at Ocingweni.	24	0	88	88	88		ACHIEVE D	n/a	N/A	Happy letters/ closeout repots
		Construction of capital infrastructure projects	Number of infills type 1 households electrified at Mshayamoya.	20	0	152	152	73		NOT ACHIEVE D	Delays in Eskom outage so we can energise and determine additional dead connections	Designsand reports have been submitted and approved	Happy letters/ closeout repots
		Construction of capital infrastructure projects	Number of infills type 1 households electrified at Shayihagu.	20	0	110	110	46		NOT ACHIEVE D	Delays in Eskom outage so we can energise and determine additional dead connections	Designsand reports have been submitted and approved	Happy letters/ closeout repots

Construction of capital infrastructure projects	Number of infills type 1 households electrified at Nhlanza.	20	0	91	91	38	NOT ACHIEVE D	Delays in Eskom outage so we can energise and determine additional dead connections	Designsand reports have been submitted and approved	Happy letters/ closeout repots
Construction of capital infrastructure projects	Number of infills type 1 households electrified at Nkungwini.	20	0	62	62	21	NOT ACHIEVE D	Delays in Eskom outage so we can energise and determine additional dead connections	Designsand reports have been submitted and approved	Happy letters/ closeout repots
Construction of capital infrastructure projects	Number of infills type 1 households electrified at Engele.	20	0	81	81	31	NOT ACHIEVE D	Delays in Eskom outage so we can energise and determine additional dead connections	Designsand reports have been submitted and approved	Happy letters/ closeout repots
Construction of capital infrastructure projects	Number of infills type 1 households electrified at Ephumza.	20	0	86	86	34	NOT ACHIEVE D	Delays in Eskom outage so we can energise and determine additional dead connections	Designsand reports have been submitted and approved	Happy letters/ closeout repots
Maintenance of electrical infrastructure	Number of streetlights planned for maintainance	5	15	5	5	38	ACHIEVE D	N/A	N/A	Portfolio report / Management report

To improve rural development and infrastructure

Maintenance of electrical infrastructure	Length of electrical cables in Kms installed	2 km	2.5 km	2Kms	2Kms	0.650km	NOT ACHIEVE D	Unforeseen delays happened in procuring the material needed which resulted in delaying in achieving the set target	pre-orders approach will be implemented to ensure that materials are secured.	Portfolio report
Construction of capital infrastructure projects	Construction progress % of Harding presinct (Phase1)	100%	98%	100% by 30 December 2023	100% by 30 December 2023	100%	ACHIEVE D	N/A	N/A	Completion report / certificate/Consulting engineer report for project not completed
Construction of capital infrastructure projects	Construction progress % of Harding presinct (Phase2)	60%	43%	70% by 30 June 2024	70% by 30 June 2024	65%	NOT ACHIEVE D	Slow progress on fabrication of trusses on site	Site meeting has been scheduled to fasttark	Completion report / certificate/Consulting engineer report for project not completed
Construction of capital infrastructure projects	Construction progress % of Gayiga to Nyawo access road	100%	83%	100% by 30 Jun3 2024	100% by 30 Jun3 2024	100%	ACHIEVE D	N/A	N/A	Completion report / certificate/Consulting engineer report for project not completed
Construction of capital infrastructure projects	Construction progress percentage of Stafford street	100%	0%	100% completion by 30 June 2024	100% completion by 30 June 2024	92%	NOT ACHIEVE D	Delay in supply of materail	Material has been delivered on site	Completion report / certificate/Consulting engineer report for project not completed
Construction of capital infrastructure projects	Construction progress percentage of Mhlwazini access road and bridge	100%	80%	100% completion by 30 June 2024	100% completion by 30 June 2024	94.2%	NOT ACHIEVE D	the project was affected by floods at practical completion stage, making it to be unusable by the community. A temporary structure	A temporary structure was constructed as access for interim	Completion report / certificate/Consulting engineer report for project not completed

Ensure investment on infrastructure development and service delivery

								was constructed as access for interim. We have submitted technical report and business plan for phase 2 construction for funding through MIG		
Construction of capital infrastructure projects	construction progress percentage of Mazakhele Hall	100%	100%	100% completion by 30 June 2024	100% completion by 30 June 2024	45%	NOT ACHIEVED	delay in supply of concrete	Concrete has been delivered and casted on site	Completion report / certificate/Consulting engineer report for project not completed
Construction of capital infrastructure projects	construction progress % of Fantini Access Road	N/A	N/A	100% completion by 30 June 2024	100% completion by 30 June 2024	100%	ACHIEVED	NONE	N/A	Completion report / certificate/Consulting engineer report for project not completed
Construction of capital infrastructure projects	construction progress % of Nyovela Access Road	N/A	N/A	100% completion by 30 June 2024	100% completion by 30 June 2024	100%	ACHIEVED	NONE	N/A	Completion report / certificate/Consulting engineer report for project not completed
Construction of capital infrastructure projects	construction progress % of Maxhamini Access Road	N/A	N/A	100% completion by 30 June 2024	100% completion by 30 June 2024	100%	ACHIEVED	NONE	N/A	Completion report / certificate/Consulting engineer report for project not completed
Construction of capital infrastructure projects	construction progress % of Mayela Access Road	N/A	N/A	100% completion by 30 June 2024	100% completion by 30 June 2024	93%	NOT ACHIEVED	Delay in supply of ready mix concrete	Concrete works have commenced on site	Completion report / certificate/Consulting engineer report for project not completed
Construction of capital infrastructure projects	construction progress % of Esikhulu to Emlolweni Access Road	N/A	N/A	100% completion by 30 June 2024	100% completion by 30 June 2024	93%	NOT ACHIEVED	Delay in supply of ready mix concrete	Concrete works have commenced on site	Completion report / certificate/Consulting engineer report for project not completed

<b>To improve rural development and Infrastructure</b>	Patching of potholes on municipal road network	Square metre coverage of pothole patching of municipal road network by 30 June 2023	N/A	N/A	140 square metres	140 square metres	83 square metres	NOT ACHIEVED	Delay in supply of ready mix concrete	Concrete works have commenced on site	Management Report
<b>Create an enabling environment for Economic Development</b>	Job creation & poverty alleviation	Number of EPWP Job opportunities maintained	N/A	N/A	45	45	58	ACHIEVED	N/A	N/A	HR Report / Appointment letters
<b>To improve rural development and Infrastructure</b>	grading unsurfaced road by 30 June 2024	Length of unsurfaced roads graded by 30 June 2024 in Kms	54 Kms	54 Kms	54Kms	N/A	153Kms	ACHIEVED	N/A	N/A	Portfolio report / Management report
<b>To improve rural development and Infrastructure</b>	Stormwater Drainage in Kms	Length of Stormwater Drainage in Km	2 km	2 km	2 km	N/A	24,38Kms	ACHIEVED	N/A	N/A	Portfolio report
<b>To improve rural development and Infrastructure</b>	Ensure waste related legal compliance within the municipality	% compliance of regulatory framework for waste management	100%	100%	100%	100%	100%	ACHIEVED	N/A	N/A	Management report / waste legal register
<b>To improve rural development and Infrastructure</b>	Implement projects to provide waste removal, street cleaning and verge maintenance	Number of household provided with refuse removal services	1344	1344	1344	1344	1344	ACHIEVED	N/A	N/A	Billing report
<b>To improve rural development and Infrastructure</b>	To decrease waste from landfill site through recycling initiatives	Amount of tonnage recycled	60tons	70,84tons	60tons	60tons	23.32tons	NOT ACHIEVED	delay in recycling approach due to weather effect	structured timetable allocation to be made to ensure that the set target is met	Monthly reports
<b>To improve rural development and Infrastructure</b>	To establish a well maintained Landfill site	% compliance on Oatlands Landfill Site management by date	100%	100%	100%	100%	100%	ACHIEVED	N/A	N/A	Monthly reports

<b>To improve rural development and Infrastructure</b>	Plot Clearing	Number of Plots Cleared	4	58	4	4		14	ACHIEVED	N/A	N/A	Management report / Job cards
	<b>To improve rural development and Infrastructure</b>	To ensure that all grass cuts are conducted successfully in all public spaces and residential areas.	Number of grass cuts	25	36	25	25		36	ACHIEVED	N/A	N/A

<b>LOCAL ECONOMIC DEVELOPMENT</b>	Create an enabling environment for Economic Development	Review of the LED Strategy	Review of the LED Strategy by date	Jan-23	Jan-23	24/06/2024	24/03/2025	24th January 2024	Achieved	LED Strategy was tables to the council on the 24th of January 2024	n/a	Council resolution
	Create an enabling environment for Economic Development	Job creation and poverty alleviation	Number of jobs created through LED initiatives including capital projects.	N/A	N/A	210	210	210	Achieved	n/a	n/a	Management Report
	Create an enabling environment for Economic Development	SMME Support	Number of LED SMME projects Supported	8	8	10	10	23	Achieved	n/a	n/a	Management Report
	Create an enabling environment for Economic Development	SMME Technical Support	Number of planned LED technical support projects completed by 30 June 2023	N/A	N/A	3	3	1	Not achieved	Budget Constraints	Budget provision to be considered during the budget review and as per the IDP implementation plan	Management Report
	Create an enabling environment for Economic Development	Management in Informal Trading	Number of Informal trading infrastructure project facilitated	0	0	1	1	0	Not achieved	The cogta grant facilitated by LED unit on the corridor development grant to	The project will remain as a priority in the IDP, however will be reprioritized for future	Management Report



Promote participative, facilitative and accountable governance	Maximize citizen participation	Adopt Review of Public Participation Policy & strategy by date	N/A	N/A	30-Jun-23	30-Jun-23	38 June 2024	Achieved	N/A	N/A	Council Resolution
Promote participative, facilitative and accountable governance	Strengthen Inter-Governmental Relations	Adopt a Reviewed Communication strategy by date.	N/A	N/A	30-Jun-23	30-Jun-23	38 June 2024	Achieved	N/A	N/A	Council Resolution
Promote participative, facilitative and accountable governance	Strengthen Inter-Governmental Relations	Adoption of Reviewed Communication Policy by date.	N/A	N/A	30-Dec-22	30-Dec-22	38 June 2024	Achieved	N/A	N/A	Council Resolution
Promote participative, facilitative and accountable governance	Strengthen Inter-Governmental Relations	Adoption of a Reviewed Customer Care Policy by date	N/A	N/A	30-Dec-22	30-Dec-22	38 June 2024	Achieved	N/A	N/A	Council Resolution
Promote participative, facilitative and accountable governance	Maximize citizen participation	Number of Youth Programs Implemented	15	15	16	16	15	Achieved	N/A	N/A	attendance registers / Management reports
Promote participative, facilitative and accountable governance	Maximize citizen participation	Number of Special Programs Implemented	25	25	25	25	24	Not Achieved	one got cancelled due to weather impact and when organized, its clashed with already set programs	alternative approach will be used when setting programs time tables to consider natural disasters impact	attendance registers / Management reports
Promote participative, facilitative and accountable governance	Maximize citizen participation	Percentage functionality of ward committees	90%	90%	73%	73%	64%	Not Achieved	lack of attendance of some meetings due to other meetings clashes	early circulation of programs and meetings for ward committees to be done timeously	Ward committees reports

Promote participative, facilitative and accountable governance	Maximize citizen participation	Number of ward based plans developed	10	10	11	11	11	Achieved	N/A	N/A	Copies of WBPs
Promote participative, facilitative and accountable governance	Ensure development of a midterm Internal municipal newsletters	Number of Internal Municipal Newsletters developed	2	2	2	2	2	Achieved	N/A	N/A	Copies of Newsletters
Promote participative, facilitative and accountable governance	Ensure development of quarterly external municipal newsletters	Number of External Municipal Newsletters developed	4	4	4	4	1	Not Achieved	late bookings was done with the external provider delaying the process	proper management of the set target for external newsletters is to be done timeously	Coies of Newsletters
Promote participative, facilitative and accountable governance	Conduct Mayoral Izimbizo	Number of Mayoral Izimbizo conducted	4	4	4	4	4	Achieved	N/A	N/A	attendance registers
Promote participative, facilitative and accountable governance	Development of an Internal Audit Plan	Development approval of Internal Audit Plan by date	30-Sep-22	30-Sep-22	30-Sep-23	30-Sep-23	01-Dec-23	Not Achieved	there was a reschedule in the audit committee meeting that was set for the approval of the internal audit plan which caused the delay of approval	making sure that when quorum met, the meeting need to continue and getting work of the day done	Copy Internal audit plan and Audit committee approval
Promote participative, facilitative and accountable governance	Conduct an Internal Audit quality assessment	Conduct an Internal audit quality assurance assessment by date	N/A	N/A	30-Dec-22	30-Dec-22	3 December 20223	Achieved	N/A	N/A	Approved audit
Promote participative, facilitative and accountable governance	To ensure that the organisations finances are managed sustainably	Conduct internal annual review of financial statements by date	1	1	30-Aug-22	30-Aug-22	30-Aug-23	Achieved	N/A	N/A	Internal audit AFS Review report

Promote participative, facilitative and accountable governance	Strengthen governance and reduce risk	Develop and implement Audit action Plan to address AG findings per 2023 report by June 2024.	30-Jun-23	30-Jun-23	30-Jun-24	30-Jun-24	30-Jun-24	Achieved	N/A	N/A	Copy of AG Action Plan
Promote participative, facilitative and accountable governance	Conduct risk assessments for the municipality	Number of Risk assessment done by 30 June 2024	N/A	N/A	1 risk assessment conducted for the financial year	1 risk assessment conducted for the financial year	1	Achieved	N/A	N/A	Risk and control assessment report/ Risk register
Promote participative, facilitative and accountable governance	Prepare a risk based audit plan	Review and approval of operational internal audit plan by date	Approved operational internal audit plan by 30 August 2023	Approval of audit plan by date 30 August 2023	Approval of audit plan by date 30 August 2024	Approval of audit plan by date 30 August 2024	Approved operational internal audit plan by 30 August 2024	Achieved	N/A	N/A	Resolution of approval by Audit committee
Promote participative, facilitative and accountable governance	Conduct risk assessments for the municipality	Number of risk committee meetings planned	0	0	4	4	4	Achieved	MANCO is the risk committee	MANCO is the risk committee	Risk and control assessment report/ Risk register
Promote participative, facilitative and accountable governance	Performance of risk assessment	Number of Risk Report submitted to Audit Committee	0	0	2	2	2	Achieved	N/A	N/A	Copies of risk reports submitted to Audit committee.
Promote participative, facilitative and accountable governance	To ensure all MANCO recommendations are monitored	To monitor the percentage of implemented recommendations by management.	N/A	N/A	100%	100%	100%	Achieved	N/A	N/A	Action Plan
Promote participative, facilitative and accountable governance	Ensure audit committee functionality through provision of reports	Number of reports to be submitted to the AG	4	4	4	4	4	Achieved	N/A	N/A	Copies of the reports
Promote participative, facilitative and accountable governance	Attend all Audit Committee findings	% of Audit Committee findings resolved	100%	100%	100%	100%	100%	Achieved	N/A	N/A	Quarterly performance reports (highlighting findings)

Promote participative, facilitative and accountable governance	Produce Quarterly Internal Audit reports submitted to Audit Committee	Number of internal audit reports for submission to Audit Committee	4 reports planned	4 reports planned	4	4	4	Achieved	N/A	N/A	Internal audit reports
Promote participative, facilitative and accountable governance	Internal Audit to produce performance reports and submitted to Audit Committee	Number of internal audit reports on performance to be submitted to AG	4 Reports planned	4 Reports planned	4	4	4	Achieved	N/A	N/A	Internal Audit reports
To create sustainable and socially cohesive communities	To ensure that communities are aware of their role regarding waste minimisation	Number of education campaigns conducted with communities.	4	4	4	4	28	Achieved	N/A	N/A	Attendance Registers
To create sustainable and socially cohesive communities	To ensure that schools are aware of their role regarding waste minimisation	Number of education campaigns conducted with schools.	4	4	4	4	14	Achieved	N/A	N/A	Attendance Registers
To create sustainable and socially cohesive communities	Safety and Security	Number of crime prevention campaigns conducted	12	12	12	12	12	Achieved	N/A	N/A	Road block Registers
To create sustainable and socially cohesive communities	Safety and Security	Number of routine road blocks conducted	12	12	12	12	12	Achieved	N/A	N/A	Attendance Registers
To create sustainable and socially cohesive communities	Prevention and Awareness campaigns for Fire Services	Number of fire awareness campaigns to be conducted	6	4	4	4	26	Achieved	N/A	N/A	Reports to portfolio committee

<b>MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>	Ensure investment on infrastructure development and service delivery	Register indigent households with free basic electricity	Number of registered indigent households receiving free basic electricity.	7066	1639	8492	8492	118	Not Achieved	Number of applications received	Reduction of baseline	Indigent Registers & Expenditure reports
	Ensure investment on infrastructure development and service delivery	Register indigent households with free basic rate	Number of registered indigent households receiving free basic rates.	72	7066	60	60	118	Achieved	n/a	n/a	Indigent Registers & Expenditure reports
	Ensure investment on infrastructure development and service delivery	Register indigent households with free basic refuse removal	No of registered indigent households receiving free basic refuse removal.	1639	72	1639	1639	118	Not Achieved	Number of applications received	Reduction of baseline	Indigent Registers
	Ensure investment on infrastructure development and service delivery	Provide households with access to basic level of solid refuse removal	Percentage of households with access to basic level of solid refuse removal	12,00%	12,00%	12,00%	12,00%	96%	Achieved	N/A	N/A	Evaluation roll copy / Management report
	Ensure the organisation's finances are managed sustainably	Improve Debt Collection (revenue Enhancement)	% Reduction of the debtors book by date	30%	42%	30%	30%	36%	Achieved	N/A	N/A	Financial Report
	Ensure the organisation's finances are managed sustainably	Ensure maximum expenditure of capital Budget	2023/24 Procurement Plan adopted by date	30-Jun-23	Not Achieved	30-Jul-23	30-Jul-23	30-Jul-23	Achieved	N/A	N/A	MANCO Resolution
	Ensure the organisation's finances are managed sustainably	Ensure compliance with 126 of the MFMA	financial statement prepared and submitted to AG by date	31-Aug-22	31-Aug-22	31-Aug-23	31-Aug-23	31-Aug-23	Achieved	N/A	N/A	Council Resolution
	Ensure the organisation's finances are managed sustainably	Increased performance and efficiency levels.	Maintain an unqualified audit opinion	31-Aug-22	31-Aug-22	Unqualified	Unqualified	Unqualified	Achieved	N/A	N/A	AG Report

Ensure the organisation's finances are managed sustainably	Implementation of Supply Chain Management and procurement plan	Produce monthly reports on Implementation of SCM	12	12	12 reports on the implementation of SCM	12 reports on the implementation of SCM	12 reports on the implementation of SCM	Achieved	N/A	N/A	SCM Report Irregular Expenditure
Ensure the organisation's finances are managed sustainably	Effective and Efficient Quotation Tenders	Turnaround Time (in working days ) to finalise Bid Processing for each quotation	Within 14 days	Within 14 days	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
Ensure the organisation's finances are managed sustainably	Effective and Efficient Bid processing	Turnaround Time (in working days ) to finalise Bid Processing	Bids processed within 90 days	Bids processed within 90 days	Finalise Bid processing within 90 working days of closure	Finalise Bid processing within 90 working days of closure	within 90 working days	Achieved	N/A	N/A	Appointment letter. Minutes log of dates when tenders were advertised
Ensure the organisation's finances are managed sustainably	Contract Management	% active contracts/ SLAs included on contracts register	Register 100% updated	Register 100% updated	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	Updated Contract register 100% of Contracts / SLAs with Service providers signed within 30 days after date of appointment	Achieved	N/A	N/A	Contract Register Quarterly performance reports
Ensure the organisation's finances are managed sustainably	Budget management and Reporting	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 Monthly S71 and In Year Monitoring Returns submitted no later than 10 working days after every month end	Achieved	N/A	N/A	Sec 71 reports to council
Ensure the organisation's finances are managed sustainably	Implementation of SDBIP and Performance	No. of reports on the implementation of the budget and financial affairs of the municipality	4	4	4 Quarterly reports submitted to Council as per Section 52 of the MFMA	4 Quarterly reports submitted to Council as per Section 52 of the MFMA	4 Quarterly reports submitted to Council as per Section 52 of the MFMA	Achieved	N/A	N/A	Sec 52 Quarterly reports

Ensure the organisation's finances are managed sustainably	Ensure compliance with Sec 71 & 72 reports, National Treasury reports & Statutory returns.	Submit Reports to PT and NT by the 10th working day of each month	by 10th March 2023	by 10th March 2023	Submission of Adjustment budget to Nat. Prov. Treasury, COGTA by 10 March 2024	Submission of Adjustment budget to Nat. Prov. Treasury, COGTA by 10 March 2024	Submitted Adjusted budget to Nat. Prov. Treasury, COGTA by 14 June 2024	not achieved	delay happened in the council meeting that set to approve the adjusted budget before submission to Nat. Prov. Treasury, COGTA	emphases of meeting attendance scheduling will be communicated to avoid clashes of set meetings	Council resolution budget to
Ensure the organisation's finances are managed sustainably	Preparation of the Adjustment budget for 2018/19 financial this year	Approval of Adjusted Budget by Council by date	28th February 2023	28th February 2023	Table and Approve Annual Adjustment Budgets by the 28th February 2024	Table and Approve Annual Adjustment Budgets by the 28th February 2024	Tabled and Approved Annual Adjusted Budgets by the 28th February 2024	Achieved	N/A	N/A	Adjustment Budget and Council Resolution
Ensure the organisation's finances are managed sustainably	Prepare and compilation of Budget for 2019/20 financial this year	Approval of Final Annual Budget Council by date	28th May 2023	28th May 2023	Preparation and Adoption of the Annual Budget for the financial year by the 30 May 2024	Preparation and Adoption of the Annual Budget for the financial year by the 30 May 2024	Prepared and Adopted the Annual Budget for the financial year by the 30 May 2024	Achieved	N/A	N/A	Proof of Submission and confirmation of Receipt Draft Budget Annual Budget
Ensure the organisation's finances are managed sustainably	Cash Flow Management	No. of cash Flow statements submitted to Treasury within turnaround time	12	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	12 Cash Flow statement was submitted to Treasury on the 10th of every month	Achieved	N/A	N/A	Monthly Cash Flow Statement
To Plan towards the development of human capital	Work Skills Plan Implementation	Percentage of budget spent on implementing the WSP by 30 June 2024	100%	100%	100%	100%	97%	not achieved	planned work skills programs were delayed due to weather	alternative days will be set	Financial Report

<b>CROSS CUTTING INTERVENTIONS</b>	Create sustainable and socially cohesive communities	Implementation of the SDF	Date stage 1 approved and General Plan, and opening of Register by date	WULA licence and EIA Approval	Detailed Approved designs and Building plans by 30 June 2024	Detailed Approved designs and Building plans by 30 June 2024	Detailed Approved designs and Building plans by 30 June 2024	stage one funding secured	not achieved	difficulties in getting water services authority approval	acquisition of water services authority approval in progress	JMPT Approval and portfolio report
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Improve rural Development and Infrastructure	Development of municipal Wall to Wall LUM SCHEME	Date of completion of Wall to Wall LUMS	N/A	Adoption of final Wall to Wall Scheme and Gazette by 30 June 2024	Adoption of final Wall to Wall Scheme and Gazette by 30 June 2024	Adoption of final Wall to Wall Scheme and Gazette by 30 June 2024	scheme clauses revised	Not achieved	GIS system license expired	renewal of GIS license	Council Resolution and Gazette number
Improve rural Development and Infrastructure	Implementation of the SDF	Number of applications processed in terms of the SDF	3 applications	12	12	12	1	Not achieved	Ratepayers not complying with SPLUMA	Municipality to appointment Legal Services in order to compel rate payers to submit development applications when required	Application register and approval letters
Improve rural Development and Infrastructure	Building Plans management and public awareness	Number of building plans processed	3 Submissions	12 Building processed	12 Building processed	12 Building processed	3 submissions	Not achieved	delays in approval of building plans before submissions	proper submission process to be improved	Registering
Improve rural development and infrastructure	Completion of Housing infrastructure projects	Number of houses built at KwaMbotho	480	120	120	120	N/A	Not achieved	Delays in the construction due to the availability of Material and stoppages by business forums	Involve the local community in the planning phase in order to detect challenges at an early stage	close out report
Improve rural development and infrastructure	completion of Housing Infrastructure projects	Number of houses built at Mazakhele phase 3	480	120	120	120	0	not achieved	Recently received rates clearance to complete remaining 4 units	None, rates clearance issued, construction should commence.	Happy letters
Improve rural development and infrastructure	Kwajali Phase 2 rural housing	Number of houses built at Kwajali, Ward 7 & 9	0	60	MEC approval of re-prioritised business plan	MEC approval of re-prioritised business plan	52	Not Achieved	Cash flow issues and Delays in the construction due to the availability of Material and stoppages by business forums	Department to assist in paying invoices on time and Involve the local community in the planning phase in order to detect challenges at an early stage	Copy of letter(s) of Approval

Improve rural development and infrastructure	KwaMachi Phase 2	Number of houses built at KwaMachi, ward 4	0	60	MEC approval of re-prioritised business plan	MEC approval of re-prioritised business plan	7	Not Achieved	Cash flow issues	Department to assist in paying invoices on time,	Copy of letter(s) of Approval
Improve rural development and infrastructure	Completion of Housing infrastructure projects	Number of houses built at KwaMachi, ward 5	0	60	60	60	15	Not Achieved	Cash flow issues, business forum stopages	Department to assist in paying invoices on time,	Copy of letter(s) of Approval
Improve rural development and infrastructure	Completion of Housing infrastructure projects	Number of houses built at KwaMachi, ward 6	0	60	60	60	0	Not Achieved	Cash flow issues, business forum stopages	Department to assist in paying invoices on time,	None
Improve rural development and infrastructure	Completion of Housing infrastructure projects	Number of houses built at KwaMachi, ward 10	0	60	60	60	0	Not Achieved	Business forum stopages	Municipal to intervene and involve the local community in the planning phase in order to detect challenges at an early stage	None
Improve rural development and infrastructure	Completion of Housing infrastructure projects	Number of houses built at KwaMachi, ward 11	0	60	60	60	1	Not Achieved	Cash flow issues	Department to assist in paying invoices on time,	Copy of letter(s) of Approval
To create sustainable and socially cohesive communities	Capacity building on disaster management	Number of disaster awareness campaigns to be conducted	4	4	4	4	22	Achieved	N/A	N/A	Attendance registers
To create sustainable and socially cohesive communities	Inspection buildings for fire compliance	Number of building inspections conducted	60	60	60	60	88	Achieved	N/A	N/A	Attendance registers



## 7. Local Economic Development

### 7.1 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.

### 7.2 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.

### 7.3 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 gazetted process is complete.

#### 7.4 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.

#### 7.5 HIGHLIGHTS

PROGRAM	STATUS	CHALLENGES
Review and adoption of an LED Strategy by date	100% Achieved	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 to carry out tasks in a fully effective manner.
Number of EPWP Job opportunities maintained	56	
Investor attraction Business dinner	Achieved	

#### 7.6 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.

## 8. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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.

### 8.1 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.

## 8.2 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 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 and is been outdated, with the need to review and update.

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 Yea

## 9. Good Governance and Public Participation

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

### 9.1 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:**

- a coordinated District level approach to business by all 3 spheres- "we are going to do away with this fragmented approach to development."
- 44 Districts and 8 Metros will be the high impact zones for the country.
- Redirect and confirm Co-operative governance & Integrated collaborative planning and implementation undertaken at a District and Metro level by all 3 spheres.
- Institutionalized Long term co-planning in one plan per district towards Sustainable Development and Spatial Transformation & Equity whilst addressing 'burning' short term issues.
- DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE's to work jointly and to plan and act in unison
- Ensure that we bring to life the aspirations of The People Shall Govern & Bring government closer to the people. Developmental change is shaped and owned at district level in partnership with communities, citizens and social partners.

## 9.2 PUBLIC ACCOUNTABILITY

### 9.2.1 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.

### **9.2.2 IDP ALIGNMENT AND PUBLIC PARTICIPATION**

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 2023.

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.

### 9.3 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>

### 9.4 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 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.

#### 9.4.1 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	<p>The Internal Audit Activity assists Executive Management in achieving the goals of Umuziwabantu by evaluating the process through which:</p> <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.
<b>Controls</b>	<p>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.</p> <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>
<b>Management</b>	<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>
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#### 9.4.2 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 was reviewed 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.

### 9.4.3 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.

### 9.4.4 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,*

## **9.5 PUBLIC ACCOUNTS COMMITTEE**

*(To insert picture of MPAC Chair)*

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 co-operate 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>

## 9.6 AUDIT COMMITTEE CHAIRPERSON'S REPORT

## APPENDIX A: AUDIT ACTION PLAN

NO.	AUDIT FINDING	CLASSIFICATION				AG RATING	MANAGEMENT ACTION	RESPONSIBLE PERSON	TARGETED COMPLETION DATE	STATUS	AUDIT COMMITTEE COMMENTS
		FINANCIAL	PERFORMANCE	COMPLIANCE	INTERNAL CONTROL						
1	Limitation of scope-performance objectives		✓				Management will review and ensure that correct portfolio of evidence is submitted. And it is aligned with what is reported on the APR.	Accounting Officer	ongoing	Not resolved	
2	Irregular expenditure-UIFW not prevented			✓			the function to appoint consultants within the Panel will now be removed from the PMU unit and follow the normal scm processes to ensure rotation of service providers.	Manager Expenditure and Manager SCM	ongoing	Not resolved	N/A
3	Consequence Management-UIFW not investigated			✓	✓		The MPAC and the Internal audit unit will work hand in hand to conduct investigations on the UIFW and report to Council and Audit committee on quarterly basis.	Accounting Officer	quarterly	Not resolved	N/A
4	Asset management-prevention of losses and			✓	✓		A thorough verification of assets will be conducted and the fixed asset register will be updated and reviewed. The fixed asset reconciliation will be reviewed on quarterly basis.	CFO	30-Jun-25	Not resolved	

	control assets									
5	Procurement and contract management-non compliance with supply chain management tax matters			✓	✓		Management will create a compliance scm checklist that will be part of tender documentation be monitored.	CFO and SCM Manager		Not resolved
6	Non-compliance with supply chain management bid evaluation criteria as per the advert does not agree bid documents			✓	✓		Management developed a checklist that the advert and the bid documents are consistent, and adverts are reviewed before being published	CFO and Manager: SCM		Not resolved
7	Non-compliance with			✓	✓		The finding was cleared during the audit and resolved. No action is required in this regard	Manager SCM		Not resolved

	supply chain management cidb requirements							and CFO			
8	Disclosure- presentation of financial statements	✓					the Financial year end plan will be implemented on time to ensure the review of AFS by IA and AC is adequate.	CFO		Not resolved	
9	UIFW-VAT interest and penalties not disclosed	✓					Year end closures must be done sooner,VAT 201 reconciliation need to be reviewed thoroughly on a monthly basis.	CFO	Monthly	Not resolved	
10	Non-compliance with supply chain management regulations- awarding tenders to the same supplier group			✓			The finding was cleared during the audit and resolved. No action is required in this regard	SCM Manager		Not resolved	

1 1	Use of consultants- Consultancy reduction plan not implemented				✓		Review and update the current consultant reduction plan and take to MANCO for comments and approval.	Accounting Officer	30-Mar-25	Not resolved
1 2	Information systems-limitation of scope on user access management, program change management and IT security management				✓		<p>Enhance IT Security Governance:            Revise and implement an updated IT Security Policy aligned with industry best practices (ISO 27001, NIST).            Conduct annual security risk assessments to identify vulnerabilities and mitigation strategies.</p> <p>Improve Security Awareness &amp; Incident Response:            Implement mandatory security awareness training for all employees.            Establish a structured Incident Response Plan (IRP) with clear reporting, escalation, and resolution procedures.</p> <p>Strengthen System Security Controls:            Enforce stronger password policies and apply multi-factor authentication (MFA).            Regularly patch and update systems to mitigate vulnerabilities.</p>	Accounting Officer	ongoing	Not resolved

1 3	IT Governance- the IT Governance framework did not include the detailed IT governance process and the IT value and performance measurement process. The IT strategy and master systems plan did not include IT projects identified that needs to be undertaken to drive the		✓	<p>Enhance the IT Governance Framework: We will revise and expand the existing framework to include detailed governance processes, clearly defining roles, responsibilities, and decision-making authority.</p> <p>Update Strategy &amp; Master Plan: We will revise the IT strategy and master systems plan to include a comprehensive list of IT projects aligned with our strategic objectives.</p> <p>Risk Register Review &amp; Update: We will conduct a comprehensive review of the current IT risk register to identify and document new and emerging risks, as well as reassess existing risks.</p> <p>Establish Vendor Management Process: We will implement a formal vendor management framework, including regular performance reviews and evaluations against agreed Service Level Agreements (SLAs).</p>	Accounting Officer	01-Jun-25	Not resolved
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impleme ntation of the IT strategic goals. The IT risk register has not been updated since 2019/20 financial year. There has been no evidence of service provider perform ance reviews taken place during the period under review.						
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1 4	IT security management- IT security policy does not include an outline on security awareness training, actions to be taken due to a security incident and a process to ensure that all systems are out to date. The password configuration settings for the Windows Active Directory system			✓	<p>Security Awareness Training Program: Define mandatory training sessions (e.g., annual, or semi-annual), content scope (phishing, social engineering, etc.), and responsibilities for conducting training.</p> <p>Strengthen Password Policy: Update the Active Directory password policy to align with best practices (e.g., minimum length, complexity requirements, password history, account lockout thresholds). Consider relevant standards or guidelines (NIST SP 800-63, Microsoft baseline recommendations, etc.).</p>	Accounting Officer		Not resolved	
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	does not meet the recommended minimum requirements.								
15	IT service continuity- There is no evidence of the Windows Active Directory system backups being performed and reviewed on a regular basis. There is no evidence of backups for the Windows active Directory systems				✓	<p>Configure automated daily or weekly backups of the Windows Active Directory (AD) system.</p> <p>Ensure the backup process includes system state data, critical AD databases, and relevant configuration files.</p> <p>Designate an IT team member to review backup logs and reports at least weekly. Document any issues or failures and perform corrective actions promptly.</p> <p>Implement a secure offsite backup solution (could be cloud-based or a physically separate data centre).</p> <p>Encrypt all backup data to protect confidentiality and integrity during transfer and storage.</p> <p>Perform a full or partial DR test at least annually, simulating real-world scenarios (e.g., data center outage).</p> <p>Include relevant stakeholders (IT, business units, etc.) to ensure comprehensive testing.</p> <p>Document test results, identify gaps, and implement improvements to the DR plan.</p> <p>Update DR procedures and policies as needed to address any findings.</p>		Accounting Officer	Not resolved

<p>being transferred to an offsite location for storage. There is no evidence of the Disaster Recovery testing being performed for the Windows Active Directory and PayDay system.</p>								
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## APPENDIX B: TOP TWENTY CONTRACTORS AND SUPPLIERS

Top twenty creditors for month ended 30 June 2024			
CODE	CREDITOR NAME	DESCRIPTION	AMOUNT
00669	ESKOM	ELECTRICITY SERVICES	-4,543,140.69
03689	VANGISA TRADING AND CONSTRUCTION PROJECTS	CONSTRUCTION OF FANTINI/DOLOPINI ACCESS ROAD/ RETENTION	-2,267,580.59
04596	PGA CONSULTING	PLANT HIRE FOR 20 DAYS	-1,997,912.48
04559	MNTOMNYAMA CONSULTING ENGINEERS	REHAB OF ESIKHULU ROAD & STORMWATER PIPES	-1,798,185.79
04591	MZANSI AFRICA CIVILS	REHAB OF KWAMAYELA ACCESS ROAD	-1,553,744.46
02978	WNA Consulting	CONSTRUCTION OF MAZAKHELE HALL/ PLANT HIRE FOR 20 DAYS	-1,362,944.24
00367	CHAMPION CIVILS	CONSTRUCTION OF MAZAKHELE HALL/ TWO ROOMS FOR DISASTER	-1,343,570.48
03944	MZOLO CONSULTING ENGINEERING	HARDING SPORTSFIELD CONSTRUCTION	-869,936.14
03456	AMAZIM-ZIM	PROVISION OF SECURITY SERVICES	-721,947.67
03510	VEZI CONSTRUCTION	CONSTRUCTION OF FANTINI/RETENTION	-700,164.87
00044	XL FLIGHTSPECIALS ADVENTURE TRAVEL	TRAVEL AGENT SERVICES	-535,178.14
04327	LUSWALWETWO GROUP	SUPPLY& DELIVERY OF UNIFORM/ CONLOG F/A	-508,378.40
04590	SP PROJECTS AND TOGETHERNESS	CESSION FOR MAZAKHELE HALL	-475,824.00
02015	NGWANE LIHLE TRADING	TWO ROOM FOR DISASTER RELIEF/TIPPER TRUCK HIRE FOR 20 DAYS/ SUPPLY OF TENT	-401,300.00
24585	LETHOKUHLE INVESTMENTS	UPGRADE OF STAFFORD STREET	-389,254.82
04518	MCLEODS ENTERPRISES	CATERING/HIRE OF GRADER 20 DAYS/TANDEM OIL	-382,950.00
03924	GOBHEN CONSTRUCTION	REPAIRS TO TRAFFIC LIGHTS/ SUPPLY&DELIVERY OF STATIONERY	-353,420.25
02830	TPA CONSULTING	CONSTRUCTION OF MAXHAMINI ACCESS ROAD/ RETENTION	-334,253.83
35265	MNQOBI TRADING BUSINESS	SUPPLY&DELIVERY OF ALP1ALCOSCAN/TWO ROOM HOUSE/ FOOD PARCELS- DISASTER RELIEF	-300,378.00
03878	IFIX BUSINESS SOLUTIONS	MSCOA FINAL BUDGET 2024	-296,642.50
<b>TOTAL</b>			<b>-21,136,707.35</b>

## APPENDIX C: 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**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
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**

<b>NAME AND SURNAME</b>	<b>I.D NUMBER</b>	<b>GENDER</b>	<b>CONTACT NUMBER</b>
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. Mpofu 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 Bongiwe	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. MBOHO**

<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. Mporofana 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 D: AUDITED ANNUAL FINANCIAL STATEMENTS