

ALFRED DUMA LOCAL MUNICIPALITY
ANNUAL REPORT
2021/2022



Format of the Annual Report

MFMA Circular 63 suggest the following format for the annual report; namely

- Chapter 1: Mayor's, Municipal Manager's Foreword and Executive Summary;
- Chapter 2: Governance;
- Chapter 3: Service Delivery Performance;
- Chapter 4: Organizational Development Performance;
- Chapter 5: Financial Performance;
- Chapter 6: Auditor General's Findings;
- Appendices; and
- Volume II: AFS

Chapter 1: Mayor's, Municipal Manager's Foreword and Executive Summary

1.1 MAYOR'S FOREWORD

The 2021/2022 financial year has come to an end. This was a financial year which saw an end to the term of office for the last Council which started in 2016. The new Council started its term of office in December 2022.

The Alfred Duma Municipality has managed to obtain unqualified reports in three consecutive years for the 2018/2019, 2019/2020 and 2021/2022 financial years. I would like to convey my appreciation to the outgoing Council for the efforts made to deliver services to the people. As the new administration and on behalf of the new Council, I would like to make a stern commitment that the service delivery will continue and it will strive to greater heights for the benefit of the people of this municipality.

The new administration has put oversight structures in place to enforce good governance and clean administration. One of the priorities is to improve audit outcomes of the Municipality. This will be done by working in tandem with internal and external stakeholders.

The annual report serves as a tool for reporting on the achievements made and the challenges encountered during the year. It also highlights the areas of under-performance and the corrective measures that need to be taken to rectify such challenges.

The Municipality is not a stand-alone, but a sphere of government entrusted with responsibilities under section 84 of the Municipal Structures Act. There are other functions which fall under the provincial and national spheres of government and in the spirit of cooperative governance that must be aligned with those of the Municipality.

The Alfred Duma Local Municipality in preparation of its Integrated Development Plan (IDP), takes into cognizance the Provincial and Growth Development Strategy (PGDS), the State of the Nation Address, and the State of the Province Address, and other important macro-economic policies of the country like EPWP. It also bears in mind the National Development Plan as a long-term vision of the country.

As part of public participation, the Municipality has the functional ward committees which have recently been elected to assist in communicating the municipal programmes and projects to the communities.

The media in terms of newspapers and municipal website are also utilised as platforms for public participation.

As we continue on our campaign to deliver on our commitments to the community, we pledge as the leadership of the Alfred Duma Local Municipality to continue to work with all our communities, stakeholders, community-based organisations and sector governments in fulfilling our mandate of making our people's lives better.

I thank you.

**THE MAYOR
ALFRED DUMA LOCAL MUNICIPALITY
CLLR: ZJ SIBISI**

1.2 MUNICIPAL MANAGER'S FOREWORD

The financial year 2021/2022 was indeed characterised by the outcomes and results of the 2021 Local Government Elections.

As the Alfred Duma Local Municipality guided by the legislative mandate, we were able to manage the transition thereof as expected.

Financially we have complied with the Municipal Finance Management Act and the Municipal Systems Act in conducting and managing the daily functionality and operations of the municipality.

As Council we developed relations with various stakeholders including the business sector, religious sector and the traditional leadership, who cooperatively participated in the municipal affairs and the management thereof through stakeholder engagement platforms created by the municipality.

We further developed consultative partnership with civil society and we were able to address challenges in our communities.

With the COVID 19 pandemic, Council continued to advance the programme of action through revised strategies.

We were able to revive interaction with our communities to increase our rates collection activations.

We re-introduced municipal programmes and events aimed at providing a platform for local small businesses to showcase their value and services to the community which allows for business growth.

Through this opinion piece, I welcome the newly elected Council leadership and wish to congratulate them for the swift response and readiness to serve their constituency.

The municipal administration has managed a transition with success as a result we witnessed sponsors and investors regaining confidence towards investing in our municipal area.

I would like to thank all stakeholders for their contributions towards the success of this municipality.

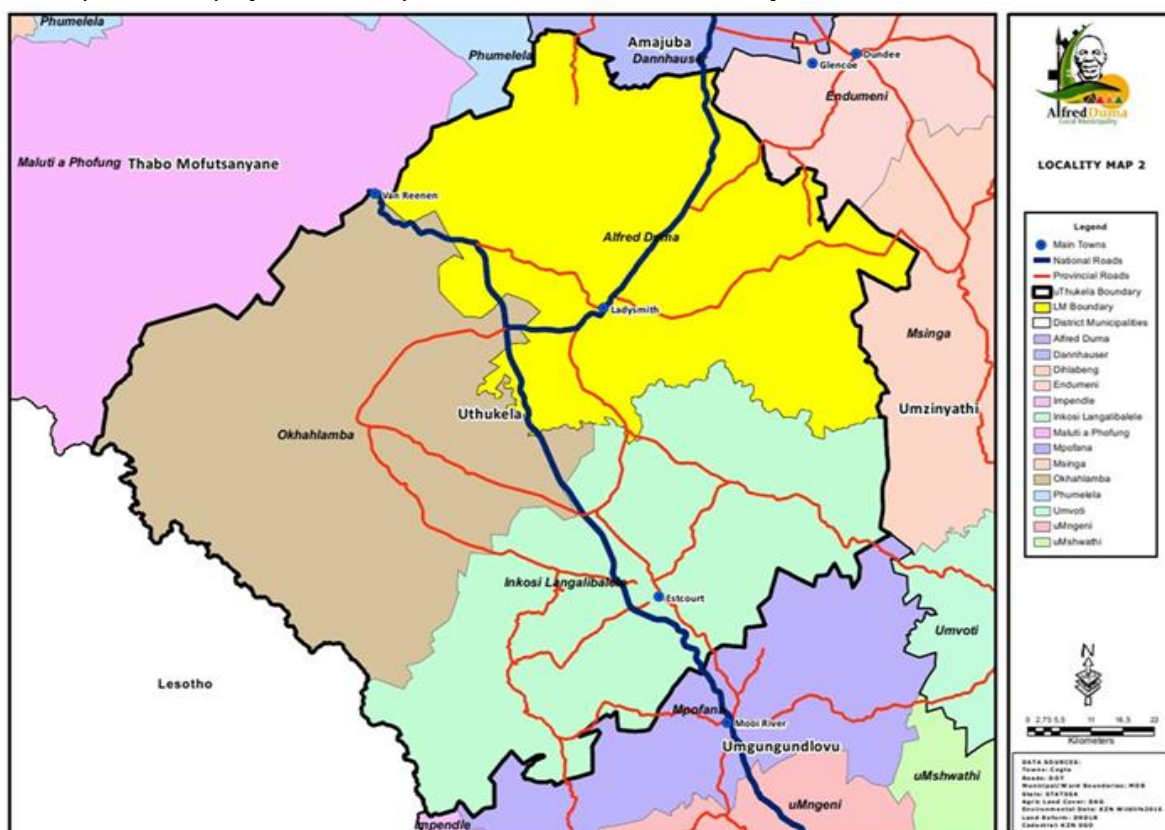
**THE MUNICIPAL MANAGER
ALFRED DUMA LOCAL MUNICIPALITY
MS S S NGIBA**

1.3 MUNICIPAL OVERVIEW

1.1 INTRODUCTION AND BACKGROUND

The municipality is a category B municipality and is situated in the Northern part of KwaZulu Natal. The Alfred Duma Local Municipality (ADLM) is made up of three major towns Colenso, Ladysmith and Van Reenen and is one of the three municipalities situated within Uthukela District Municipality. In addition, ADLM is made up of a range of settlements, from urban to municipal service centres, agricultural landscapes, industrial, semi-rural residential settlements and areas that are predominantly rural.

The map below displays the municipalities that are within Uthukela jurisdiction.



1.3.1 Population

The current population for the Alfred Duma Local Municipality is 356 276 people as per the 2016 Community Survey by Statistics SA and the Dependency Ratio is sitting at 69.44%. One of the reasons that has led to decrease in the population is that the youth migrate to other cities like Durban, Pietermaritzburg and Gauteng looking for jobs and tertiary institutions.

The table below presents summarized statistical data for the municipality: -

| | |
|------------------------------------|---------------|
| TOTAL POPULATION | 356276 |
| POPULATION GROWTH RATE | 0.52% |
| AVERAGE HOUSEHOLD SIZE | 4.2 |
| UNEMPLOYMENT | 34% |
| FLUSH OR CHEMICAL TOILETS | 41.1% |
| PIT TOILETS | 50% |
| PIPED WATER INSIDE DWELLING | 32% |
| WEEKLY REFUSE REMOVAL | 58.1% |
| ELECTRICITY FOR LIGHTNING | 53% |

Source: Community Survey 2016

Alfred Duma Municipality spans over an area of 3 957.63 km² of which is dominated by 70% of rural settlements with limited basic services and infrastructure. ADLM comprises of 37 wards with 29 of those being rural wards and some of them administered by the Traditional Authorities name Inkosi Khumalo in Driefontein Block, Inkosi Shabalala in Matiwane, Inkosi Sithole Mhlumayo, Inkosi Mabaso.

The Municipality is strategically located along the N3 corridor which links Durban and Gauteng as well as the N11 which links it with Mpumalanga and Free State Provinces. and as such its long-term vision is to be the first metro municipality in the northern region. It has the highest population numbers compared to other municipalities and it is the most developed and serves as the regional economic hub in the district as most government regional offices and Industrial areas are located within the municipality jurisdiction.

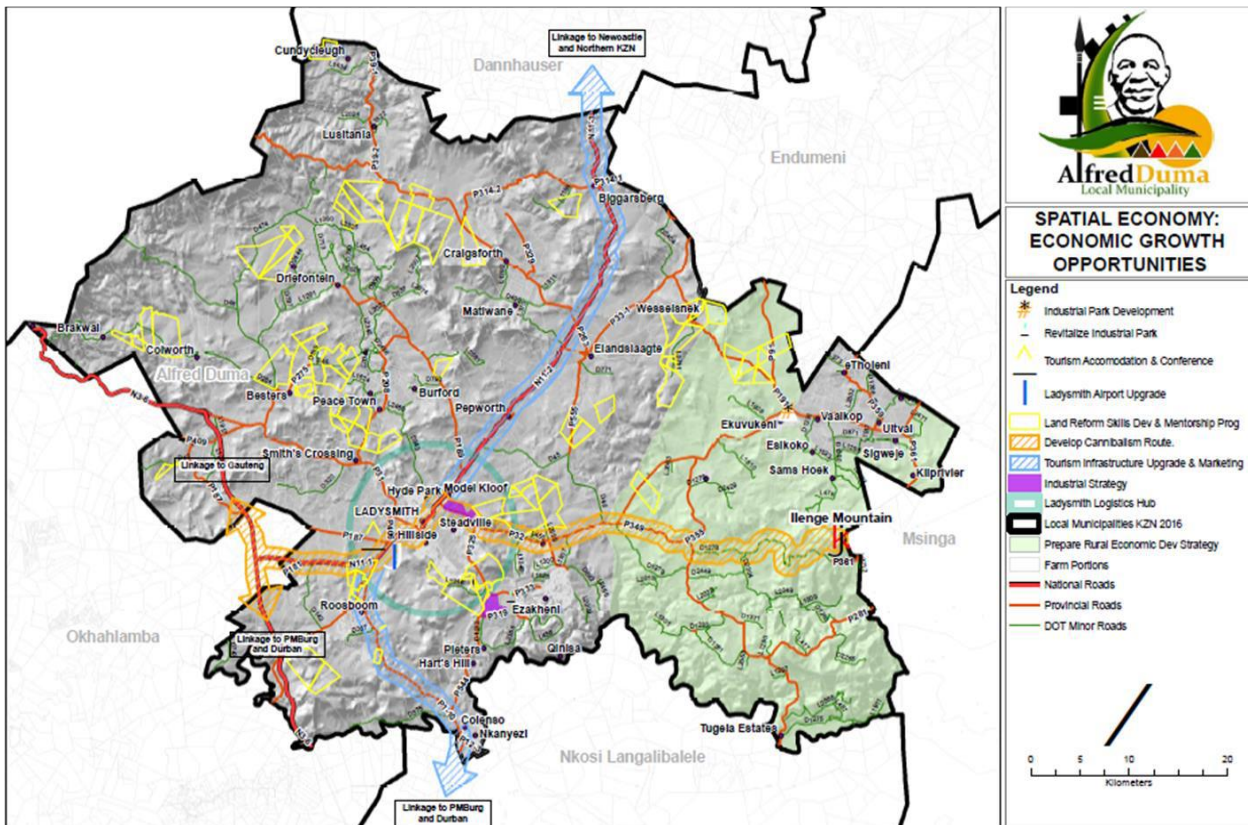
Alfred Duma Local Municipality Powers and Function

In terms of the Municipal Structures Act No 117 of 1998, the municipality is a category B Local Municipality which has the following powers and functions through which the performance of the municipality can be assessed in terms of the impact it has to its constituencies and service delivery;

- Billboards & Display of Advertisements in Public Places
- Building, Trading Regulations, Liquor & Public, Nuisance Control
- Cemeteries & Funeral Parlours
- Cleansing & Trade Areas
- Electricity Reticulation
- Fire Fighting Services Licensing, Facilities for Accommodation, Care & Burial of Animals
- Local Tourism
- Local Amenities
- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Town Planning & Planning in General
- Municipal Parks and Recreation
- Municipal Roads
- Storm Water Management
- Pounds
- Public, Nuisance Control Fire Fighting Services
- Public Places Booking and Reservation, i.e.; Halls and Parks
- Refuse Removal, Refuse Dumps & Solid Waste
- Street Trading and Informal Sector
- Traffic and Parking
- Storm Water Management

1.3.2. Spatial Planning

The map below is depicting economic growth opportunities within Alfred Duma Local Municipality.



The Alfred Duma Local Municipality is strategically located at the intersection of two major national development corridors and trade routes that is: The N11 which runs in a north south direction linking KwaZulu-Natal with Mpumalanga Province and the N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas. Thus, the ADLM is highly accessible at both regional and national levels. This is recognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. Ladysmith is thus centrally located with respect to the important development corridors and transport routes within the district.

This reflect that the municipality is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond and connects the region with major urban centres such as Durban and Johannesburg. The ADLM is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. Certainly, it serves as a base for the exploration of the Battlefields to the north and Okhahlamba-Drakensburg Park to the south. In addition, ADLM is a World Heritage Site and a world acclaimed tourist destination.

In terms of Land Use Management System (LUMS) for the Municipality a three (3) tier planning process was adopted where planning is done at a municipal level, community level and a site level.



The IDP and SDF are established for the municipality to inform Council of the areas that require more detailed planning and the type of planning that is essential for those areas. Local Area Plans, Precinct Plans, Regeneration Strategy or Development Strategies are developed for the areas of greatest need. All these plans are utilized to inform what happens at a site level which is articulated through the adopted Schemes (and existing) and proposed Rural Policy which aims at guiding land development at a site level.

1.3.3. Spatial Structuring Elements of the Municipality as Contained in the SDF Include:

1. Nodes (Concentration of activities)
2. Corridors (Main roads/Arterials)
3. Settlement patterns (Formal/Informal/Traditional)
4. Restrictive conditions (Environmental/Topographical/Geo-technical)
5. Environment /Open space Active/passive
6. Urban Edge and
7. Mix use Development

The municipality is in the process of reviewing Spatial Development Strategy so that it will reflect the following:

- The desired 2041 vision, goals and objectives.
- Strategic interventions required to meet the desired outputs.
- A description of catalyst projects for 2022-2027.

1.3.4. The Environment

The municipality is in the uThukela Water Management Area (WMA) with the Klip-River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km² in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment because of high rainfall. This presents the municipality with great opportunity in relation to agriculture.

The issue of contributing towards the green environment is also a priority in the municipality hence the recently constructed waste recycling plant which fully started functioning by end of 2019 and at the same time contributed towards creating jobs in the area especially for rural people. The municipality further embarks on planting indigenous trees in and around the town to address emissions of greenhouse gases in the atmosphere around Ladysmith.

1.3.5. Municipal Socio-Economic Space Overview

1.3.5.1 Provincial Space Economy

Alfred Duma Local spans over an area of 3 957.63 km² of which 70% is rural land, some associated with limited basic services and infrastructures. The municipality is laid on the banks of the uThukela River within the region of Northern KwaZulu Natal. It's bordered by the Greater Drakensberg Mountain to the extreme West. In terms of the socio-economic macro context, the municipality is midway between the National Primary Nodes of Johannesburg and Durban. To the west of the municipality lies the Free State Province and to the north the Mpumalanga province. Bisecting the municipality is the presidential prioritised railway corridor which links the areas of Durban and Johannesburg.

The Map above highlights the provincial overview of South African provinces.



Alfred Duma Local Municipality comprises of the following areas:

- Ladysmith Area;
- Colenso;
- Ezakheni;
- Steadville;
- St Chads;
- Driefontein Complex;
- Matiwanoskop;
- Roosboom;
- Mhlumayo area;
- Limehill area;
- Uitvaal;
- Tholeni;
- Sahlumbe;

1.3.5.2. District Space Economy

The Alfred Duma Local Municipality forms part of the uThukela District Municipality which comprises of other 2 Local Municipalities, namely; Okhahlamba LM and Inkosi Langalibalele Local Municipality which formed by merging Umtshezi and Imbabazane local Municipalities.

In addition, the municipality is currently functions as the main economic hub of the District Municipality with most of the regional offices, smaller centres, farms and industries located within its jurisdiction. According to the District

Management Area (DMA) of uThukela, the municipality covers approximately 3 957.63 km². It is located on the western boundary of KwaZulu Natal.

The Gross Value Added (GVA) measures the contribution made to an economy by one individual producer, industry, sector or region. Provincial Growth and Development Strategy (2019) outlined that, major economic activities are dominated by Durban, Pietermaritzburg and Richards Bay cities, while smaller towns and rural areas are accounting for less than 30% of the total provincial GVA.

ADLM overview of the economic sectors reveals five dominant sectors driving the economy of the municipality including community services (22.2%), manufacturing (19.5%), transport (16.9%), trade (13.3%) and finance (11.3%) which account for approximately 83% of the municipality's total Gross Value Added by Region (GVA-R) contribution.

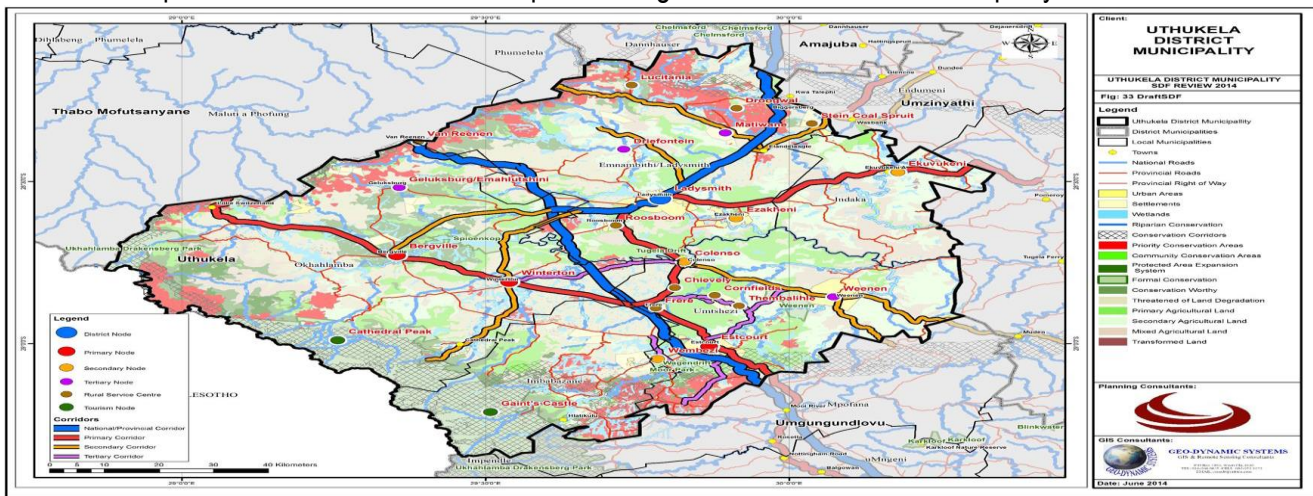
LED Strategy (2018/2019) highlights that the nominal GVA for Alfred Duma was R11 866 000 000.85 and the real GVA being R8 607 000 000.19 as at 2019. ADLM contributes more than a third (37%) of uThukela Districts GVA. Within a period of five years from 2011 to 2015 the Alfred Duma GVA increased by only R622 000 000.04 translating to a mere 7.6% GVA growth in five years. The table below illustrate shows the GVA contribution of KZN, uThukela and its local municipalities in 2001, 2006, 2011 and 2016.

| Areas | 2001 | 2006 | 2011 | 2016 | Average Annual Growth 2001-2016 |
|-------------|---------|---------|---------|---------|---------------------------------|
| KZN | 194 419 | 239 894 | 277 530 | 277 530 | 4% |
| uThukela | 7 294 | 10 110 | 13 472 | 13 472 | 6% |
| Alfred Duma | 3 993 | 4 892 | 5624 | 6204 | 13% |
| Umtshezi | 1206 | 1 888 | 2779 | 4097 | 16% |
| Okhahlamba | 1170 | 1 982 | 3141 | 3141 | 10% |

Source: Statistics South Africa community survey 2016

According to ADLM's SDF (2021/2022), state that municipality's economy is well established around Ladysmith as a major town with well-established and serviced areas for light-to-medium industries and commercial service centres. The municipality's Gross Domestic Product by Region (GDP-R) was estimated at R10.3 billion in 2016 accounting for approximately 61 percent of the district GDP (R17.1 billion).

The map above seeks to illustrate the spatial configuration of the District Municipality.



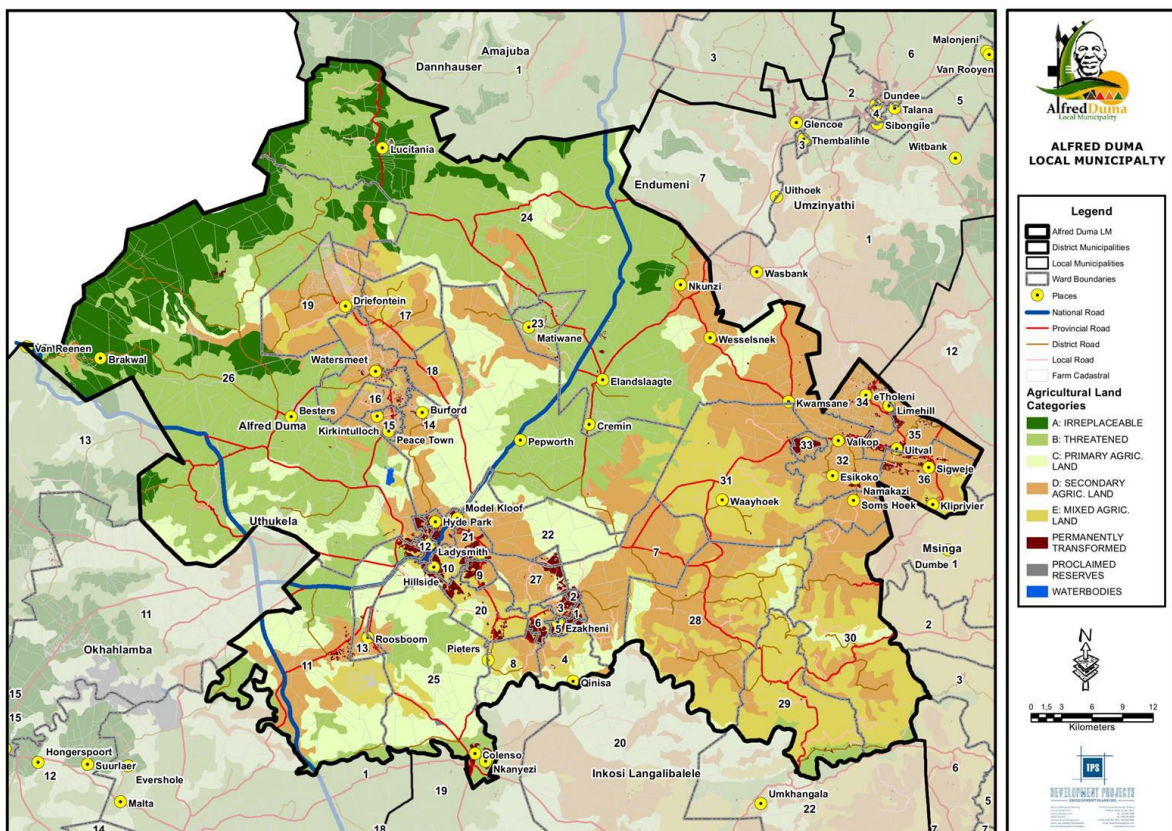
It indicates the local municipalities that forms uThukela District. Its further displays the movement infrastructure within district municipality. Dissecting the DMA space economy is the N11 Provincial Route which adjoins to the N3

National Route on the Northern parts of the municipality. This clearly illustrates the infrastructural strengths of the municipality within the district municipality that plays a major role in connecting the economy.

1.3.5.3. Local Space Economy

Alfred Duma Local Municipality encompasses of 37 wards with 22 of those being rural wards and some of them administered by the Traditional Authorities namely Inkosi Khumalo in Driefontein Block and Inkosi Shabalala in Matiwane, Inkosi Sithole, Inkosi Zwane, Inkosi Mthembu and Inkosi Mabaso Mhlumayo area and Inkosi Nxumalo, Inkosi Kunene, Inkosi Mbhense and Inkosi Mchunu in the Limehill area. The map presents range of settlements from urban to municipal service centres, agricultural landscapes, industrial and semi-rural residential settlements. The 37 wards within the municipal jurisdiction will be represented by 73 councillors and the number of the Executive Committee was determined after Local Government Elections took place in November 2021.

The map below seeks to illustrate the spatial configuration of the Municipality.



Alfred Duma Local Municipality is the main economic hub of uThukela District Municipality and it dominates the spatial economy of the district. Ladysmith is the main/primary urban area/town in the ADLM. It is accessible via the N11 that connects the town with the N3 and traverse the town while making its way to the north. The R103 from Colenso and Roosboom in the south intersects the N11 in the southeast. Residential suburbs include Egerton, Observation Hill, Reservoir Hill, Hospital Park, Rose Hill, Limit hill and Model Kloof. Residential settlements include Steadville and Leonards Ville, with a border of commercial activities on its westernmost edge closest to the river and the CBD. Therefore, strategical location of the municipality with reference to the N11 and N3 development corridors places it in a particular competitive position and a well-established institutional environment and availability of bulk Infrastructure services.

Industrial areas include the Danskraal Industrial area to the north-east and further southeast is the industrial area of Nambiti. The south-westerly periphery of the CBD over the Klip River is characterised by public open space and

recreational areas, including Settlers Park, the Indoor Sports Complex and the Aerodrome. The remaining settlements are rural in nature except for Colenso and Ezakheni, and another minor township such as Steadville and Ekuvukeni.

Moreover, there are numerous socio-economic activities that are taking place within ADLM. Manufacturing activities are mostly concentrated in Ladysmith as compare to other local municipalities that forms the district. The major manufacturing sectors in ADLM include Zorbatex, Sumitomo Factory Tyres (Dunlop), Nestle, Eskort meat, Clover SA and Defy plant.

Tourism sector accomplish an essential role in attracting investments and job creation opportunities. Certainly, ADLM is recognized as a significant historical tourism destination and offers numerous museums and historical sites. Therefore, this indicates that the municipality contains opportunity to exploit socio-economic opportunities in tourism sector.

Despite the aforementioned economic activities, an informal economy makes a significant contribution to the local economy and social life in ADLM. Undeniably, informal economy has been significant for jobs and income generation potential because of being relative ease of entry and low requirements for education and skills.

Supplementary, street trading is one of the key means of living in the municipality and makes an important contribution to the economic and social life. Hence, the municipality has identified an opportunity to construct trading shelters for SMMEs and informal traders in strategic location such as nodes and around taxi ranks.

1.3.6. Locational Attributes of Alfred Duma Local Municipality

Alfred Duma Local Municipality forms part of the uThukela District Municipality, which is one of the ten district municipalities in KwaZulu-Natal. The uThukela District is located along the western boundary of the KwaZulu-Natal Province (KZN) and adjoins the Kingdom of Lesotho and the Free State Province. It also forms the northern segment of uThukela District and is bordered by the Free State province to the west, Dannhauser municipality to the north and Endumeni a municipality to the northeast and east, Umtshezi municipality to the southeast and Okhahlamba municipality to the southwest. It covers an area of approximately 3 957.63 km² in extent and has a population of about 356 276 people as per the 2016 Community Survey. Approximately 30% of the municipality is urban, whereas 70% is rural some with challenges in terms of service delivery and maintenance.

The Alfred Duma Local Municipality is anchored around Ladysmith Town which serves as a service centre and administrative centre for the whole of uThukela District, and a commercial hub for the north-western part of KwaZulu-Natal.

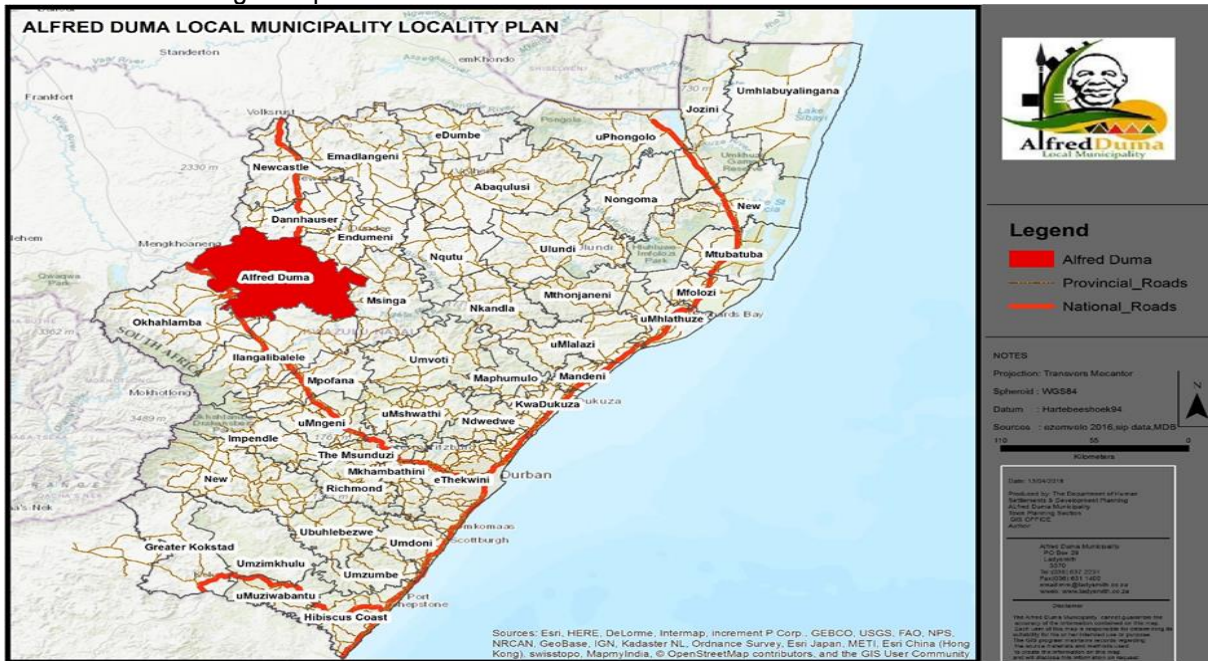
The municipality is strategically located at the intersection of two major national development corridors and trade routes that is: The N11 which runs in a north south direction linking KwaZulu-Natal with Mpumalanga Province; and the N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas.

Railway line linking KwaZulu-Natal and provinces such as Gauteng and Mpumalanga also run through the area creating opportunities for the Alfred Duma Local Municipality to benefit from the recently announced rail infrastructure development programme. To realise this, benefit the municipality has established a medium-term project called Intermodal Feeder Port with the aim of resuscitating railway lines in Ladysmith and create economic growth as stipulated in the Provincial Growth Development Strategy.

As such, Alfred Duma Local Municipality is highly accessible at both regional and national level. This is recognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond and connects the region with major urban

centres such as Durban and Johannesburg. Industrial Tugela Catchments and Tugela River, Natural Bush, Forests and the climate is mostly comfortable. The cultural attractions include the certain parts of the Battlefields and Memorial, Museums, Monuments, Rock Art, Crafts, Recreation (Horse Riding) and tourism routes.

The map above details the locality plan for the Alfred Duma Local Municipality detailing the provincial and National roads that run through the province.



The municipality is in a region with a rich heritage and military history ranging from the uMfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka’s predatory campaigns, the arrival of the Voortrekkers, the Anglo Zulu War and the Anglo Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Estcourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north.

This presents the area with a unique ‘tourism triangle’ character, consisting of three of the five B’s branding of provincial tourism– Berg, Bush and Battlefields. In addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area and is used as an important marketing element in the regional tourism industry.

The municipality is also located in the uThukela Water Management Area (WMA) with the Klip River and Sunday’s River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as Uthukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km² in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment because of high rainfall.

CHAPTER 2: GOVERNANCE

2A. GOVERNANCE STRUCTURES

The Municipal Finance Management Act no 56 of 2003 (MFMA) Section 52 (a) states: "The Mayor must provide general political guidance over the fiscal and financial affairs of the municipality".

In terms of section 9 (d) of the Municipal Structures Act 1998, the Alfred Duma Local Municipality should have an executive system combined with a Council system.

The Audit Committee reports directly to Council, providing opinions and recommendations on financial processes and performance. Thereafter their report is submitted to the Municipal Public Accounts Committee (MPAC).

The Municipal Public Accounts Committee (MPAC) is in place to reinforce the oversight arrangements in the Municipality and to ensure the efficient and effective use of municipal resources. Its key role is to consider and evaluate the content of the annual report and to make recommendations to Council when adopting an oversight report on the annual report, as required in terms of section 121 of the Local Government: Municipal Finance Management Act and Circular no. 63 dated September 2012 issued by National Treasury.

(a) Mayor: Councillor Z J Sibisi

The Mayor is the Chairperson of the Executive Committee (EXCO). In terms of the Municipal Structures Act, Municipal Systems Act, Municipal Finance Management Act no. 56 of 2003 (MFMA) and Municipal Planning and Performance Regulations, the Mayor performs duties, including any ceremonial functions, and exercises the powers delegated to the mayor by the Municipal Council or Executive Committee.

(b) Deputy Mayor: Councillor S Simelane

The Deputy Mayor exercises the powers and performs the duties of the Mayor, if the Mayor is absent or not available.

(c) Speaker: Councillor B P Sithole

- Presides at the meeting of the Council.
- Ensures that the Council meets at least once a quarter.
- Strictly ensures that the Council meetings are conducted in accordance with the rules and orders of the Council.
- The provision of administrative and secretarial support services to all councillors. This support strengthens the effectiveness of councillors in their role as public representatives.

(d) Municipal Whip: Councillor S Sithole

The Municipal Whip performs duties that are delegated to him by Council; including the following but not limited to:

- Developed and approved a Code of Conduct for councillors. The Council Speaker and the Council Municipal Whip have co-responsibility to ensure adherence to the Code of Conduct.

(e) Political decision-taking

Section 53 of the Municipal Systems Act no. 32 of 2000 stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined.

The section below is based on Section 53, of the Municipal Systems Act no. 32 of 2000, roles and responsibilities that was approved at the Council meeting of August 2016.

The political decision making at the Alfred Duma Local Municipality is supported by the Management Committee. Management decided on forwarding only issues that have to be submitted to EXCO and Council, either in terms of the EXCO and Council's delegated authority or through requests received from any of the Portfolio Committees.

Once the Executive Committee (EXCO) has accepted the recommendations, such recommendations are submitted to Council for consideration and adoption/noting respectively. In the few cases where there is no consensus on a matter within Council, such issue will go to the vote. Once the Minutes of the Council meeting has been adopted, the responsibility lies with the Accounting Officer to ensure that actions are taken to implement such resolutions.

Municipal Council

- governs by making and administering laws, raising taxes, and taking decisions that affect people's rights;
- is a tax authority that may raise property taxes and service levies;
- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to the Executive Committee and/or Administration;
- can delegate responsibilities and duties for the purpose of fast and effective decision making;
- must strive towards the constitutional objectives of local government;
- must consult the community regarding local government matters; and
- is the only decision maker on non-delegated matters such as the approval of the IDP and Budget.

The Municipal Council of the Alfred Duma Local Municipality consists of seventy-three (73) members. Thirty-six (36) represent wards and the remainder of Councillors are proportional representatives elected to represent political parties based on proportional representation. The ruling party in Council is the Inkatha Freedom Party (IFP). The second Council Meeting held on 17 December 2021, elected the Mayor, Deputy Mayor, Council Speaker and Municipal Whip.

COUNCIL REPRESENTATION

| Political Party | Number |
|--|---------------|
| Abantu Batho Congress (ABC) | 1 |
| African National Congress (ANC) | 28 |
| African People's Movement (APEMO) | 1 |
| Democratic Alliance (DA) | 3 |
| Economic Freedom Fighters (EFF) | 5 |
| Inkatha Freedom Party (IFP) | 33 |
| National Freedom Party (NFP) | 1 |
| National Political Alliance (NPA) | 1 |
| Total | 73 |

EXECUTIVE COMMITTEE REPRESENTATION

| Political Party | Number |
|----------------------------------|---------------|
| African National Congress | 4 |
| Economic Freedom Fighters | 1 |
| Inkatha Freedom Party | 5 |

2.1.1 Portfolio Committees

These committees are established in terms of Sections 79 and 80 of the Municipal Structures Act no. 117 of 1998, in order to deliberate and make recommendations to the Executive Committee.

The Council has six (6) portfolio committees and every political party is represented in all committees. Members of the Executive Committee are tasked with the responsibility of chairing the supporting committees. The committees are:

Members of the Community and Social Services Portfolio Committee

| Member | Political Party |
|---------------------------------------|---------------------------|
| Cllr T P Dlamini (Chairperson) | Inkatha Freedom Party |
| Cllr G S Kubheka | African National Congress |
| Cllr S E Kubheka | African National Congress |
| Cllr Z I Madondo | Inkatha Freedom Party |
| Cllr K Mdluli | Inkatha Freedom Party |
| Cllr X F Mhlongo | Inkatha Freedom Party |
| Cllr X P Mngadi | African National Congress |
| Cllr Z T Thabede | Inkatha Freedom Party |
| Cllr F Zuma | Inkatha Freedom Party |
| | |
| TRADITIONAL LEADER | |
| Inkosi M A J Nkosi | |

Members of the Corporate Services Portfolio Committee

| Member | Political Party |
|---------------------------------------|---------------------------|
| Cllr T P Khumalo (Chairperson) | Inkatha Freedom Party |
| Cllr N B Dlamini | African National Congress |
| Cllr L G Hlomuka | African National Congress |
| Cllr S L Mswane | Inkatha Freedom Party |
| Cllr A B Xaba | Inkatha Freedom Party |
| Cllr M G Zikalala | Inkatha Freedom Party |
| Cllr X S Zwane | African National congress |
| | |
| TRADITIONAL LEADER | |
| Inkosi N C Zulu-Zondi | |

Members of the Development, Planning & Human Settlements Portfolio Committee

| Member | Political Party |
|---|---------------------------|
| Cllr A S D Warasally (Chairperson) | Inkatha Freedom Party |
| Cllr N Mbhense | Inkatha Freedom Party |
| Cllr N D Mkhasibe | African National Congress |

| | |
|---------------------------|---------------------------|
| Cllr N Mlotshwa | African National Congress |
| Cllr M S Mngadi | African National Congress |
| Cllr S M Nene | Inkatha Freedom Party |
| Cllr K Ntini | Inkatha Freedom Party |
| Cllr F Zuma | Inkatha Freedom Party |
| | |
| TRADITIONAL LEADER | |
| NIL | |

Members of the Public Safety and Emergency Portfolio Committee

| Member | Political Party |
|---------------------------------------|---------------------------|
| Cllr S E Madondo (Chairperson) | Economic Freedom Fighters |
| Cllr S Makhathini | African National Congress |
| Cllr T C Mlaba | Inkatha Freedom Party |
| Cllr L Nkosi | Economic Freedom Fighters |
| Cllr K E Shabalala | Inkatha Freedom Party |
| Cllr N L Zikalala | African National Congress |
| Cllr M P Zungu | Inkatha Freedom Party |
| | |
| TRADITIONAL LEADER | |
| NIL | |

Members of the Strategic Planning, Governance and Finance Portfolio Committee

| Member | Political Party |
|--------------------------------------|---------------------------|
| Cllr Z J Sibisi (Chairperson) | Inkatha Freedom Party |
| Cllr S A Buys | Democratic Alliance |
| Cllr L B M Kubheka | African National Congress |
| Cllr X O Kubheka | Inkatha Freedom Party |
| Cllr P P Mbambo | Economic Freedom Fighters |
| Cllr V F Memela | African National Congress |
| Cllr S L Msimango | Inkatha Freedom Party |
| Cllr B M Nzuzza | Inkatha Freedom Party |
| Cllr N J Sithebe | African National Congress |
| | |
| TRADITIONAL LEADER | |
| NIL | |

Members of the Technical and Infrastructural Portfolio Committee

| Member | Political Party |
|--------------------------------------|------------------------|
| Cllr S Simelane (Chairperson) | Inkatha Freedom Party |

| | |
|---------------------------|---------------------------|
| Cllr M M Khoza | Inkatha Freedom Party |
| Cllr B C Majola | Inkatha Freedom Party |
| Cllr N P B Mlotshwa | African National Congress |
| Cllr P Nsele | Inkatha Freedom Party |
| Cllr N S Sithole | African National Congress |
| Cllr S X M Zwane | African National Congress |
| | |
| TRADITIONAL LEADER | |
| Inkosi M A J Nkosi | |

2.1.2 Section 79 Committees in terms of the Municipal Structures Act

Members of the Municipal Public Accounts Committee (MPAC)

| Member | Political Party |
|--------------------------------|-----------------|
| Cllr M R Suddaby (Chairperson) | DA |
| Cllr S A Buys | DA |
| Cllr M Magasela | IFP |
| Cllr K E Mjiyakho | IFP |
| Cllr M N Mlotshwa | ANC |
| Cllr E N M Mthethwa | NPA |
| Cllr N C Mtshali | EFF |
| Cllr T N Ngcobo | IFP |
| Cllr S E Ngubane | IFP |
| Cllr O S Nxumalo | ANC |
| Cllr P M Nzuza | APM |
| Cllr T Xaba | ANC |
| Cllr N E Zwane | IFP |

Members of the Rules Committee Members

| Member | Political Party |
|--------------------------------|-----------------|
| Cllr B P Sithole (Chairperson) | IFP |
| Cllr B Gwala | EFF |
| Cllr L B M Kubheka | ANC |
| Cllr N Mlotshwa | ANC |
| Cllr A Rajkoomar | DA |
| Cllr N B Shabalala | IFP |
| Cllr S M Sithole | IFP |
| Cllr T Xaba | ANC |
| | |
| TRADITIONAL LEADER | |
| NIL | |

Members of the Rapid Response Committee Members

| Member | Political Party |
|--------|-----------------|
|--------|-----------------|

| | |
|---------------------------------|-----|
| Cllr Z J Sibisi (Chairperson) | IFP |
| Cllr B P Sithole (Speaker) | IFP |
| Cllr S Simelane (Deputy Mayor) | IFP |
| Cllr S Sithole (Municipal Whip) | ABC |
| Cllr T P Dlamini | IFP |
| Cllr T Hadebe | ANC |
| Cllr S E Madondo | EFF |
| Cllr B M Mbhele | ANC |
| Cllr A Mchunu | ANC |
| Cllr T P Njoko | ANC |
| Cllr A S D Warasally | IFP |

Members of the Women's Caucus Committee

| Member | Political Party | |
|---------------------------|--------------------------------|-----|
| Mtshali | Nikiwe Cynthia - (Chairperson) | EFF |
| Biyela | Bonisiwe Beauty | NFP |
| Buys | Sharon Ann | DA |
| Dlamini | Nokwazi Barbara | ANC |
| Gwala | Bonisiwe | EFF |
| Hadebe | Thulile | ANC |
| Hlongwane | Lindiwe Goodness | ANC |
| Kubheka | Gladys Sihlesenkosi | ANC |
| Kubheka | Lindiwe Bongwiwe Marilyn | ANC |
| Kubheka | Sibongile Emily | ANC |
| Mbambo | Philile Patricia | EFF |
| Mbhense | Monica Ntombiningi | ANC |
| Mhlongo | Xoliswa Fikelephi | IFP |
| Mjiyakho | Khanyisile Evertrinah | IFP |
| Mlotshwa | Mosley Ntombizonke | ANC |
| Mlotshwa | Njabulo | ANC |
| Njoko | Thabisile Precious | ANC |
| Nxumalo | Octavia Sindisiwe | ANC |
| Shabalala | Khanyisile Elizabeth | IFP |
| Xaba | Tholakele | ANC |
| Zikalala | Nonhlanhla Lucia | ANC |
| | | |
| TRADITIONAL LEADER | | |
| Zulu-Zondi N C | | |

2.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

| Department | Head of Department | Designation | National key Performance Areas |
|------------|--------------------|-------------|--------------------------------|
|------------|--------------------|-------------|--------------------------------|

| | | | |
|---|-------------------|--|--|
| Office of the Municipal Manager/ Mayoral Office | Ms S S Ngiba | Municipal Manager | <ul style="list-style-type: none"> • IDP Process • Assessment of the municipality's performance management system • Assessment of whether the municipality performance system complies with the Act • An assessment of the alignment of objective, output and measures • Review of Risk Management Strategy and Framework • Ensuring effective and functional Internal Audit Systems • Youth Development and Empowerment • Community public consultation and ward committees • Communications and municipal branding • Sport management services • Effective and functional war rooms through Operation Sukuma Sakhe programmes • Women, children and people with disabilities empowerment |
| Department: Corporate Services | Ms P S Mntaka | Executive Director: Corporate Services | <ul style="list-style-type: none"> • Leave Administration • Staff Records and Appointments • Administration of IOD's and Pension Claims • Training Programmes Undertaken and submissions to LGSETA • Employee Study Bursaries • Information Technology – Governance, Security Management, User Access • Control, Program Change Management, Services Continuity • Provision Council Support Services • Implementation of Employment Equity Plan • Compliance with National Archives and Records Management Act • Legal Support Services • Administration |
| Department: Public Safety and Emergency Services | Mr P B B Simelane | Executive Director: Public Safety and Emergency Services | <ul style="list-style-type: none"> • Collection of Fines Paid • Reconciliation between Munsoft and Traffman • Fleet Management and Fuel Consumption • Licensing collections |
| Department Community and Social Services | Mr S N Kunene | Executive Director Community and Social Services | <ul style="list-style-type: none"> • Job Costing and Sundry Services • Hire of Community Facilities and management • Projects and Grant Funding received • Solid Waste Removal • Provision of parks, gardens, cemeteries, and creational facilities • Disaster and emergency services |

| | | | |
|---|-----------------|---|---|
| Department: Development, Planning and Human Settlements | Mr S E Mazibuko | Executive Director: Development, Planning and Human Settlements | <ul style="list-style-type: none"> • Administration of Land Sales • Administration of Housing Projects • Administration of LED Projects • Town Planning • GIS • Tourism and Museum |
| Department: Budget and Treasury | Mr R A Jhetam | Acting Chief Financial Officer | <ul style="list-style-type: none"> • Creditors Run and reconciliation • Long Term Loans Reconciliation • Grants Reconciliation • Fixed Assets Register and Asset Count • Investment and Interest Charged • Inventory / Stock Control • Cash Taking • Banking and Bank Reconciliation • Debtor Processes and Month End Trial Run for Services Rendered • Suspense Accounts; Commitments • Fruitless and Wasteful Expenditure • Journals Processed • Implementation of Indigent Policy • Salary Run, and ACB • Financial System Transaction Listing • Supply Chain Management Process • Contract Payments • Review of Mid-Year and Annual Financial Statements • Review of Mid-term and Annual Budget • Valuation roll and Rates Assessment |
| Department: Technical and Infrastructural Services which includes Infrastructural Services and Electrical Services | Mr R Mazibuko | Executive Director: Technical and Infrastructure Services | <ul style="list-style-type: none"> • Job costing and Sundry Services • Plan Approvals, Building Inspection and Occupation Certificates • Projects and Grants Funding Received • Flood Management • Maintenance • Project Management <hr/> <ul style="list-style-type: none"> • Job costing and Sundry Services • Maintenance • Electricity loss calculations • Electricity Meter Books, Final Error Report, Meter Changes and Bulk Consumer Accounts • Projects and Grants Funding Received • Project Management |

ALL MUNICIPAL OVERSIGHT COMMITTEES

During the 2021/2022 financial year under review, the following number of Council oversight meetings were held:

| Structure | No. of Meetings |
|--|-----------------|
| EXCO | 12 |
| Special EXCO | 4 |
| Council | 11 |
| Special Council | 6 |
| Municipal Public Accounts Committee (MPAC) | 4 |
| Special Municipal Public Accounts Committee (MPAC) | 0 |
| Audit Committee | 4 |
| Special Audit Committee | 1 |
| Strategic Planning, Governance and Finance Portfolio Committee | 10 |
| Special Strategic Planning, Governance and Finance Portfolio Committee | 3 |

2B. INTERGOVERNMENTAL RELATIONS

2.3 Intergovernmental Relations

The Municipal Systems Act, No. 32 of 2000 (MSA) Section 3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisaged in the Constitution section 41.

Before 1994 South Africa had fragmented administrations: this meant that citizens were divided geographically with different population groups living in different suburbs and areas and only a small minority of residents benefited from development. Today South Africa has a unitary, yet decentralised, state with nine provincial governments and more than 283 municipalities.

The Constitution and the new democratic government recognise that the three spheres of government cannot function in isolation. Decentralisation and co-operation is critical to the successful transformation of the state in the coming decades.

The role of local government in Intergovernmental Relations has moved extensively from the symbolism of the past to meaningful interaction of common benefit with far reaching implications for the image of South Africa, and the development agenda at a local government level.

In this regard it has been determined that the growing demands and complexity of South African municipal service-delivery imperatives have impacted significantly on the range and depth of skills and competencies required from within the municipal economy. This has necessitated serious consideration of municipal international relations as an increasingly viable conduit for scarce skills and resources.

The Alfred Duma Local Municipality attends all IGR Forum meetings held at District level.

2.3.1 NATIONAL INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on National level:

- SALGA meetings

2.3.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on Provincial level:

- Premier's Coordinating Forum (Technical & Political Structures)
- MUNIMEC (Technical & Political Structures)
- Provincial Speakers Forum
- COGTA Local Government Indaba

The Municipality attends the following meeting on District Level:

- DDM Political Hub
- DDM Technical Hub
- DDM Cluster Meetings
- Speakers Forum

2.3.3 KZN MONITORING AND EVALUATION FORUM MEETINGS

The Alfred Duma Local Municipality, during the period under review, was involved in the KZN Monitoring and Evaluation Forum Meetings co-ordinated by KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs.

The purpose of this committee is to deliberate on performance, monitoring, reporting and evaluation issues in municipalities.

The committee meets once a quarter. The Alfred Duma Local Municipality was represented in all four KZN Monitoring and Evaluation Forum Meetings that took place during the financial year 2021/2022.

The KZN M&E Forum meetings were held on the following dates:

| DATE | VENUE | ALFRED DUMA LOCAL MUNICIPALITY'S OFFICIAL/S PRESENT |
|------------|----------------------------------|---|
| 02/09/2021 | Virtual Meeting- Ms Teams | ND Mwamba |
| 08/12/2021 | Virtual Meeting- Ms Teams | NB Sithole |
| 10/03/2022 | Virtual Meeting- Ms Teams | ND Mwamba, NB Sithole |
| 09/06/2022 | Virtual Meeting- Ms Teams | NB Sithole |

2C. PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4 Public Meetings

| Ward | No. of Targeted Meetings per Annum | No. of community meeting held per Annum | No. of Sectoral Reports Submitted in 2021/2022 | Ward meetings 2021/2022 | committee held in |
|------|------------------------------------|---|--|-------------------------|-------------------|
| 1 | 6 | 1 | 38 | 3 | |
| 2 | 6 | 0 | 27 | 4 | |
| 3 | 6 | 3 | 65 | 6 | |
| 4 | 6 | 2 | 9 | 1 | |
| 5 | 6 | 2 | 8 | 1 | |
| 6 | 6 | 3 | 111 | 8 | |
| 7 | 6 | 3 | 128 | 1 | |
| 8 | 6 | 5 | 26 | 2 | |
| 9 | 6 | 0 | 28 | 1 | |
| 10 | 6 | 8 | 52 | 8 | |
| 11 | 6 | 3 | 10 | 1 | |
| 12 | 6 | 3 | 76 | 6 | |
| 13 | 6 | 3 | 45 | 3 | |
| 14 | 6 | 7 | 82 | 4 | |
| 15 | 6 | 1 | 19 | 3 | |
| 16 | 6 | 4 | 27 | 3 | |
| 17 | 6 | 3 | 123 | 0 | |
| 18 | 6 | 3 | 10 | 1 | |
| 19 | 6 | 2 | 52 | 2 | |
| 20 | 6 | 3 | 63 | 4 | |
| 21 | 6 | 1 | 10 | 1 | |
| 22 | 6 | 1 | 26 | 1 | |
| 23 | 6 | 3 | 21 | 3 | |
| 24 | 6 | 16 | 74 | 15 | |
| 25 | 6 | 3 | 121 | 0 | |
| 26 | 6 | 16 | 98 | 9 | |
| 27 | 6 | 3 | 10 | 1 | |
| 28 | 6 | 4 | 40 | 4 | |
| 29 | 6 | 2 | 35 | 4 | |
| 30 | 6 | 1 | 30 | 4 | |
| 31 | 6 | 1 | 28 | 3 | |
| 32 | 6 | 1 | 37 | 3 | |
| 33 | 6 | 3 | 32 | 3 | |
| 34 | 6 | 3 | 40 | 4 | |
| 35 | 6 | 2 | 38 | 4 | |
| 36 | 6 | 3 | 40 | 3 | |

2.5 IDP PARTICIPATION AND ALIGNMENT

Section 25 (1) (2) of the Municipal Systems Act, No. 32 of 2000 states that-

(1) Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which—

(a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;

(b) aligns the resources and capacity of the municipality with the implementation of the plan;

(c) forms the policy framework and general basis on which annual budgets must be based;

(d) complies with the provisions of this Chapter; and

(e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation

(2) An integrated development plan adopted by a municipal council in terms of subsection (1) may be amended in terms of section 34 and remains in force until an integrated development plan is adopted by the next elected council.

Table: IDP Participation and Alignment Criteria

| IDP Participation and Alignment Criteria | Yes/No | Reasons for non-compliance |
|--|--------|----------------------------|
| Does the municipality have impact, outcome, input, output indicators? | Yes | N/A |
| Does the IDP have priorities, objectives, KPIs, development strategies? | Yes | N/A |
| Does the IDP have multi-year targets? | Yes | N/A |
| Are the above aligned and can they calculate into a score? | Yes | N/A |
| Does the budget align directly to the KPIs in the strategic plan? | Yes | N/A |
| Do the IDP KPIs align to the Section 54 & 56 Managers | Yes | N/A |
| Do the IDP KPIs lead to functional area KPIs as per the SDBIP? | Yes | N/A |
| Were the indicators communicated to the public? | Yes | N/A |
| Were the four quarter aligned reports submitted within stipulated time frames? | Yes | N/A |

2D. CORPORATE GOVERNANCE

2.6 RISK MANAGEMENT

Municipal Finance Management Act, 56 of 2003 section 62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management.

- 1.1. Risk Management is one of management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic and formalised process to identify, assess, manage, monitor, report and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Alfred Duma Local Municipality. When properly executed risk management, provides reasonable assurance that the institution will be successful in achieving its goals and objectives.
- 1.2. A Risk Assessment is conducted annually; through facilitating the process of identifying and assessing risk per Department to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas.
- 1.3. To mitigate the risks it is confronted with, Management implements control activities by establishing policies and appropriate procedures such as approvals, authorisations, segregation of duties, reconciliations and physical safeguards.
- 1.4. The report is tabled to Management on a monthly basis after the sitting of the Risk Management Committee.
- 1.5. In addition, the Risk Management Section reports quarterly to the Audit Committee, all Portfolio Committees, Executive Committee and Council on progress made to mitigate high risks.
- 1.6. Below is the analysis of the risks that were in the Registers for the 2021/2022 financial year.

2. ANALYSIS OF THE PROGRESS MADE IN MITIGATING HIGH RISKS AREAS

2.6.1 Office of the Municipal Manager

| No | Magnitude (a) | Number of Risks (b) | Total Action Plans (c) | Action Plans completed (d) | Risk Action Plans in Progress (e) | % Implementation (column d)/ (column c) X 100 |
|---------------|---------------|---------------------|------------------------|----------------------------|-----------------------------------|--|
| 1. | Critical | 00 | 00 | 00 | 00 | 00 |
| 2. | Major | 05 | 05 | 03 | 02 | 60% |
| 3. | Moderate | 06 | 06 | 05 | 01 | 83% |
| 4. | Minor | 00 | 00 | 00 | 00 | 00 |
| 5. | Insignificant | 00 | 00 | 00 | 00 | 00 |
| TOTALS | | 11 | 11 | 08 | 03 | 72% |

Highlights of the Major risks areas:

- Inadequate monitoring of external service providers and reports thereon on the implementation of capital projects as per PMS Framework;
- Lack of cooperation by Municipal Departments in implementing performance management system;
- Inadequate monitoring tool to implement internal control measures in predetermined objectives deficiencies identified in the prior year;
- Inadequate review of the planned and reported performance information for accuracy and completeness;
- Inadequate risk assessment to identify on a timely manner, the deficiencies in internal controls which resulted in material non-compliance, material misstatement in the annual financial statements and annual performance information;

2.6.2 Budget and Treasury Office (Finance)

| No | Magnitude (a) | Number of Risks (b) | Total Action Plans (c) | Action Plans completed (d) | Risk Action Plans in Progress (e) | % Implementation (column d)/ (column c) X 100 |
|---------------|---------------|---------------------|------------------------|----------------------------|-----------------------------------|--|
| 1. | Critical | 00 | 00 | 00 | 00 | 00 |
| 2. | Major | 17 | 17 | 13 | 04 | 75% |
| 3. | Moderate | 09 | 09 | 05 | 04 | 80% |
| 4. | Minor | 04 | 04 | 03 | 01 | 75% |
| 5. | Insignificant | 00 | 00 | 00 | 00 | 00 |
| TOTALS | | 30 | 30 | 21 | 9 | 70% |

Highlights of the Major risks areas:

- Failure to act and collect outstanding debt;
- Failure to follow procurement and contract management regulations in procuring goods and services of a transactions value above and below R200 000,00;
- Inaccurate ownership of some items on the Assets Register;
- Poor budget management by departments.
- Inadequate risk assessment to identify on a timely manner, the deficiencies in internal controls which resulted in material non-compliance, material misstatement in the annual financial statements and annual performance information,
- Failure to take reasonable steps to prevent unauthorised, irregular and fruitless & wasteful (UIFW) expenditure;
- Late Payment of Creditors, which is in more than 30 days payment period;
- VAT returns not submitted timeously;

2.6.3 Corporate Services

| No | Magnitude (a) | Number of Risks (b) | Total Action Plans (c) | Action Plans completed (d) | Risk Action Plans in Progress (e) | %Implementation (column d)/ (column c) X 100 |
|---------------|---------------|---------------------|------------------------|----------------------------|-----------------------------------|--|
| 1. | Critical | 00 | 00 | 00 | 00 | 00 |
| 2. | Major | 00 | 00 | 00 | 00 | 00 |
| 3. | Moderate | 02 | 02 | 02 | 02 | 100% |
| 4. | Minor | 04 | 04 | 04 | 04 | 100% |
| 5. | Insignificant | 03 | 03 | 03 | 03 | 100% |
| TOTALS | | 09 | 09 | 09 | 09 | 100% |

Highlights of the Major risks areas:

- Information and Communication Technology (ICT)

2.6.4 Planning, Development and Human Settlement

| No | Magnitude (a) | Number of Risks (b) | Total Action Plans (c) | Action Plans completed (d) | Risk Action Plans in Progress (e) | %Implementation (column d)/ (column c) X 100 |
|---------------|---------------|---------------------|------------------------|----------------------------|-----------------------------------|--|
| 1. | Critical | 00 | 00 | 00 | 00 | 00 |
| 2. | Major | 03 | 03 | 02 | 01 | 67% |
| 3. | Moderate | 01 | 01 | 01 | 00 | 100% |
| 4. | Minor | 00 | 00 | 00 | 00 | 00 |
| 5. | Insignificant | 00 | 00 | 00 | 00 | 00 |
| TOTALS | | 04 | 04 | 03 | 01 | 75% |

Highlights of the Major risks areas:

- Non-compliance with SPLUMA
- Business development and retention;
- Implementation of radical socio-economic transformation; and Human Settlement projects.

2.6.5 Technical and Infrastructure Services

| No | Magnitude (a) | Number of Risks (b) | Total Action Plans (c) | Action Plans completed (d) | Risk Action Plans in Progress (e) | % Implementation (column d)/ (column c) X 100 |
|---------------|---------------|---------------------|------------------------|----------------------------|-----------------------------------|---|
| 1. | Critical | 00 | 00 | 00 | 00 | 00 |
| 2. | Major | 07 | 07 | 06 | 01 | 85% |
| 3. | Moderate | 02 | 02 | 01 | 01 | 50% |
| 4. | Minor | 00 | 00 | 00 | 00 | 00 |
| 5. | Insignificant | 00 | 00 | 00 | 00 | 00 |
| TOTALS | | 09 | 09 | 07 | 02 | 78% |

Highlights of the Major risks areas:

- Loss of revenue due to electricity theft;
- Projects not completed in due time;
- Inadequate maintenance of infrastructure, property and equipment; and
- Inadequate network capacity to accommodate new connection at medium voltage.
- Withdrawal of grant funding. Incurring of unauthorised, irregular and fruitless & wasteful expenditure (UIFW) on projects;
- Damage to existing infrastructure during community protests;
- Delays in completing new capital projects due to community protests;

2.6.6 Community and Social Services

| No | Magnitude (a) | Number of Risks (b) | Total Action Plans (c) | Action Plans completed (d) | Risk Action Plans in Progress (e) | %Implementation (column d)/(column c) X 100 |
|---------------|---------------|---------------------|------------------------|----------------------------|-----------------------------------|---|
| 1. | Critical | 01 | 01 | 00 | 00 | 100% |
| 2. | Major | 03 | 03 | 02 | 02 | 67% |
| 3. | Moderate | 02 | 02 | 01 | 01 | 50% |
| 4. | Minor | 00 | 00 | 00 | 00 | 00 |
| 5. | Insignificant | 00 | 00 | 00 | 00 | 00 |
| TOTALS | | 06 | 06 | 03 | 03 | 50% |

Highlights of the Major risks areas:

- Shortage of burial space especially in Colenso and Ekuvukeni;
- Illegal dumping and picking of waste at the landfill site; and
- Vandalising of community facilities

2.6.7 Public Safety and Emergency Services

| No | Magnitude (a) | Number of Risks (b) | Total Action Plans (c) | Action Plans completed (d) | Risk Action Plans in Progress (e) | % Implementation (column d)/ (column c) X 100 |
|---------------|---------------|---------------------|------------------------|----------------------------|-----------------------------------|---|
| 1. | Critical | 00 | 00 | 00 | 00 | 00 |
| 2. | Major | 01 | 01 | 00 | 00 | 100% |
| 3. | Moderate | 00 | 00 | 00 | 00 | 00 |
| 4. | Minor | 00 | 00 | 00 | 00 | 00 |
| 5. | Insignificant | 00 | 00 | 00 | 00 | 00 |
| TOTALS | | 01 | 01 | 00 | 00 | 100% |

Highlights of the Major risks areas:

- Radio coverage for the entire Municipal area.

2.7.1 Fraud Risk Register

Over and above the general Risk Register prepared by the Municipality, there was a need to formulate a Register solely for the detection of fraud and corruption. The Register is also assessed as to whether the Action Plans to mitigate risks identified were fully implemented during the course of the financial year.

The Register was also submitted to KZN CoGTA, Municipal Forensic Business Unit for their assessment. The assessment letter in respect thereon was submitted to the Municipal Manager commending the Municipality on the efforts being made to curb fraud, corruption and any form of maladministration.

| No | Magnitude (a) | Number of Risks (b) | Total Action Plans (c) | Action Plans completed (d) | Risk Plans Action in Progress (e) | % Implementation (column d)/(column c) X 100 |
|---------------|---------------|---------------------|------------------------|----------------------------|-----------------------------------|--|
| 1. | Critical | 01 | 01 | 01 | 00 | 100% |
| 2. | Major | 00 | 00 | 00 | 00 | 00 |
| 3. | Moderate | 02 | 02 | 02 | 00 | 100% |
| 4. | Minor | 04 | 04 | 03 | 01 | 75% |
| 5. | Insignificant | 00 | 00 | 00 | 00 | 00 |
| TOTALS | | 07 | 07 | 06 | 06 | 86% |

Highlights of the Major risks areas:

- Supply Chain Management;
- Illegal electricity connections;
- Stock theft; and
- Divulging of Council's critical information for personal gain.

2.7.2. IT Risk Register

| No | Magnitude (a) | Number of Risks (b) | Total Action Plans (c) | Action Plans completed (d) | Risk Plans Action in Progress (e) | % Implementation (column d)/(column c) X 100 |
|---------------|---------------|---------------------|------------------------|----------------------------|-----------------------------------|--|
| 1. | Critical | 00 | 00 | 00 | 00 | 00 |
| 2. | Major | 06 | 06 | 02 | 04 | 33% |
| 3. | Moderate | 08 | 08 | 08 | 00 | 100% |
| 4. | Minor | 03 | 03 | 03 | 00 | 100% |
| 5. | Insignificant | 00 | 00 | 00 | 00 | 00 |
| TOTALS | | 17 | 17 | 13 | 4 | 76% |

Highlights of the Major risks areas:

Lack of control over systems controlled by outside service providers.

2.7.3. Risk Management Committee Meetings

| Quarters | Targeted No. of Meetings | No. of Meetings Held | Reasons for not Achieving Target | Corrective Measure |
|----------|--------------------------|----------------------|---|---|
| 1 | 3 | 3 | Achieved | None |
| 2 | 3 | 1 | Not achieved (date clashed for chairperson) | Chairperson informed Executive Directors of Depts.) |
| 3 | 3 | 2 | Not Achieved (Did not form a quorum) | Chairperson's report clearly states which Risk champions attend meetings. |
| 4 | 3 | 3 | Achieved | None |

CONCLUSION

The Risk Management Unit will strive to ensure that the identified risks are mitigated and Departments concerned provide necessary evidence demonstrating the processes undertaken to mitigate those risks.

2.8 Supply Chain Management

Supply Chain Management (SCM) may be defined as “the design, planning, execution, control and monitoring of supply chain activities in the delivery of goods, services or any combination thereof”. The Municipal Supply Chain Management unit ensures that the procurement of goods and services is done with Alfred Duma Local Municipality in a system that is fair, equitable, transparent, competitive and cost effective. The Supply Chain Management unit has to plan for the annual procurement of goods, services or infrastructure projects in a pro-active manner and move away from merely reacting to purchasing requests. The Supply Chain Management unit ensures that goods and services are delivered on time as per the correct specifications and of the highest quality. The Supply Chain Management unit has compiled its annual report to Council on the implementation of the Supply Chain Management policy. The Supply Chain Management policy was adopted by Council at its meeting that was held on 25th March 2021. In terms of Clause 6(1)(3) of the Municipal Supply Chain Management Regulations, 2005, it deals with the Oversight role of Council of the municipality or board of directors of a municipal entity. The Council of a municipality and the board of directors of a municipal entity must maintain oversight over the implementation of its Supply Chain Management policy. The Accounting Officer must, within ten (10) days of the end of each quarter, and within thirty (30) days of the end of each financial year, submit a report on the implementation of the Supply Chain Management policy to the Mayor of the municipality or the board of directors of the municipal entity, as the case may be.

2.8.2 Minimum competency requirements Supply Chain Management

The Alfred Duma Local municipality has developed the Supply Chain Management Policy and it is reviewed annually to cater for the newly introduced supply chain management regulations and guidelines. The Supply Chain Management unit has a total number of thirteen (12) permanent employees of which nine (9) employees meet the minimum competency requirements. It must be noted that the other four (3) employees are in the process of completing the outstanding required unit standards of the Municipal Finance Management Program.

2.8.3 SCM Policy & Procedures

The SCM Policy was adopted by Council at its meeting held on 25 March 2021.

2.9 By-laws

By-laws are the laws that governs the town. All by-laws need to be gazetted on the government gazette however there is a process that needs to be followed before they are gazetted. The process is as follows:

- First the by-law needs to be approved by council.
- After it has been approved by council, it needs to go for public comments.
- After the public comments the by-law needs to go back to council for final approval
- After it has been approved by council the by-law may be sent to the government printing works to be gazetted.

The Alfred Duma Local municipality had no bylaws reviewed and there were no new bylaws promulgated for the 2021/2022 financial year.

2.10 Websites

(a) List of Publications

| Municipal Documents Published | Yes/No |
|--|--------|
| Current annual and adjustments budgets and all budget-related documents | Yes |
| Budget-related policies | Yes |
| The previous year's annual report | Yes |
| All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act and resulting scorecards | Yes |
| All supply chain management contracts above a prescribed value (R100 000) | Yes |

The Municipality has a communication strategy informed by SONA, SOPA, SODA, SOMA, IDP, NDP and NCS, NPS for alignment purposes. The strategy embraces the overall approach of government's mandate which is the 5 plus 2 priorities, i.e. Health, Education, Safety & Security, Land Reform & Rural Development, Job Creation, Infrastructure Development and Basic Services. Our communication strategy was developed within the electoral cycle of five (5) years, however it is reviewed annually in order for it to be relevant in dealing with the changing environment.

The general public perception is positive largely due to the successful merger of the Indaka Municipality and Emnambithi/ Ladysmith Municipality, however there are certain constituencies where the municipal citizens are not satisfied particularly with service delivery backlogs in rural development.

Through the Municipal Rapid Response, we have addressed many service delivery protests emerging from the shortage of water. However, the municipality has done well in the provision of electrification in some rural wards. Within the municipal constituency there is a community radio station, Nqubeko FM

The majority of the municipal citizens listen to UKHOZI FM, NQUBEKO FM, IGAGASI FM and EAST COAST RADIO. Municipal Notices and adverts are published local using the Ladysmith Gazette Newspaper. We also make use of the social media pages (Facebook and WhatsApp) for the dissemination of municipal related information.

We also have the Ladysmith Herald newspaper which is free to communities and offers balanced stories. We publish news through the community newspapers known as INHLOSO YESIZWE and UTHUKELA EYETHU which publish in IsiZulu.

Our Municipal Communication objectives include among many the following:

- To improve the image of the municipality both internally and externally

- To communicate progress and share insights into the impact of these programmes/ services on the lives of the communities.
- Operation Clean Audit, Good Governance and responsive local government
- Create a platform for growth, empowerment and skills development
- Re-affirm those communities with backlogs that development is underway
- Encourage public participation and community ownership of programmes run by the municipality
- Alignment of the municipal programmes with other Departments and the District, including Sukuma Sakhe to eradicate poverty, inequality and underdevelopment.
- To actively account and participate in various legislated and progressive communication forum

On Intergovernmental Relations, the Municipality has maintained good relations with various stakeholders namely:

- Business sector
- Professionals
- Traditional leaders
- Religious leaders
- Ratepayers
- Ward Committees
- Youth Forums
- Civil Society Groups
- The Public Transport Forum

Many of our engagements with the various stakeholders were facilitated by the District Communicators Forum and Intergovernmental Relations Forum where all stakeholders meet and discuss issues affecting the community, whether rural/urban. The Municipal Website is functional and is updated regularly.

Chapter 3: Service Delivery Performance

3A. Focus on Service Delivery

3.1 MUNICIPAL MANAGER DEPARTMENT

3.1.1 PERFORMANCE MANAGEMENT

The Alfred Duma Local Municipality has a Performance Management Unit which has been fully functional for the year under review. The overall responsibility of the unit is to assist Council members of Alfred Duma Local Municipality in discharging their responsibilities relating to the safeguarding of assets and the operation of adequate and effective systems.

The Municipality has an effective performance management system implemented at top and middle management levels. Service delivery and client service are monitored on a monthly basis and evaluated formally on a quarterly basis. Monthly and quarterly reports are submitted to Council Committees.

3.1.2 INTERNAL AUDIT SECTION

The Alfred Duma Local Municipality has an Internal Audit Unit which has been fully functional for the financial year under review.

The Internal Audit function is in house and not out-sourced to an external service provider, and is fully funded from the municipality's operational budget.

The roles and responsibilities of the Internal Audit Unit is set out in Section 165 of the Municipal Finance Management Act, Act No. 56 of 2003 as follows:-

The Internal Audit Unit must -

- (a) Prepare on an annual basis a risk-based audit plan and an internal audit programme for each financial year;
- (b) Advise the accounting officer and report to the Audit Committee on the implementation of the internal audit plan and matters relating to:
 - (i) Internal audit
 - (ii) Internal controls
 - (iii) Accounting procedures and practices
 - (iv) Performance management
 - (v) Risk and risk management
 - (vi) Loss control
 - (vii) Compliance with MFMA, Division of Revenue Act (DORA) and any other applicable legislation.
 - (viii) Safeguarding of assets.
 - (ix) Appraisal of the economy and efficiency with which resources are employed.
- (c) Perform other such duties as may be assigned to it by the Accounting Officer.

The Internal Audit Unit is accountable for the annual audit plan and functionally reports directly to the Audit Committee and administratively to the Accounting Officer.

In terms of the Annual Risk Based Internal Audit Plan the **key focus areas** included:

| KEY FOCUS AREAS | SCOPE |
|-----------------|-------|
|-----------------|-------|

| | |
|--|---|
| AUDIT OF PERFORMANCE MANAGEMENT SYSTEMS, IDP, AND SDBIP | <ul style="list-style-type: none"> - Review compliance of the IDP, SDBIP and Performance Agreements in terms of activity, content and timeframes - Review compliance of the KPA's and KPI's in terms of the SMART principles - Review performance contracts (linked to IDP) for all Executive Directors and the Municipal Manager; - Review the link between PMS, IDP, SDBIP and Budgets; - Review credibility of POE files; - Conduct physical verification of projects. |
| RISK BASED AUDITS AND STATUTORY AUDITS | |
| 2020/2021 Financial Statement Review | <ul style="list-style-type: none"> - Review Accounting Policies and compliance with GRAAP - Ensure that the AFS agrees to the Trial balance and General Ledger - Perform review of financial statements for validity, accuracy and completeness - Review working paper file and ensure that it agrees to information on the AFS, TB and GL |
| Audit Supply Chain Management | <ul style="list-style-type: none"> - Review daily procurements - Review tender process - Review contract register and contract payments - Review compliance with SCM policy, SCM Regulations and MFMA Circular 68 |
| Audit Debtors and Revenue Management | <ul style="list-style-type: none"> - Review debit raising processes for main services rendered (rates, electricity, refuse) - Review debit raising processes for sundry services rendered - Review Debtors Age Analysis - Review Indigent Database |
| Audit Asset Management | <ul style="list-style-type: none"> - Review monthly asset reconciliations - Ensure asset reconciliation balances to general ledger and trial balance - Review fixed asset register - Test for existence of assets - Review depreciation calculations - Review compliance with GRAAP |
| Audit Payroll Management | <ul style="list-style-type: none"> - Review new appointments - Review employee's exiting the system - Review Overtime Payments - Review Standby allowances - Review Housing & Third-Party payments - Review Staff deductions |
| Audit Cash, Bank and Bank Reconciliations | <ul style="list-style-type: none"> - Review all cash and receipting processes - Review the bank reconciliations - Ensure that all reconciling items are valid and have adequate supporting documentation - Ensure that the bank reconciliation agrees to the bank statements, bank confirmations, and to the financial system |
| Audit of the adjustments budget 2021/2022 | <ul style="list-style-type: none"> - Ensure that all compliance requirements are met - Review budget for validity, accuracy and completeness |
| Audit of the budget 2022/2023 | <ul style="list-style-type: none"> - Ensure that all compliance requirements are met |

| | |
|--|--|
| | - Review budget for validity, accuracy and completeness |
| Audit of Grants and Project Management | - Review the Grants Register - Recalculate balances and ensure that it agree to the Financial System - Ensure compliance with the expenditure process and SCM policy and SCM Regulations - Ensure compliance with all grant conditions |
| Audit of Human Resource Management | - Review of Recruitment Process - Review of Leave Management - Review of Training Process - Review of Employment Equity Plan - Review of IOD and Pension Claims - Review compliance with HR Policies |
| Audit of Electricity Losses | - Verify, recalculate, validate and analyse the electricity losses reported by comparing the electricity purchased from the Eskom Accounts to the electricity sales - Review processes in place to reduce losses |
| Audit of Inventory Management | - Attend Quarterly Stock Counts - Observe Stock Count Procedures - Test for existence of Stock Items - Confirm quantity of stock items from physical stock to bin cards - Confirm quantity of stock items from bin cards to the financial system |
| Audit of Electricity Meter Reading function | - Review meter reading process - Review process for capturing of readings - Review consumption charges - Review consumer account |
| Review of Information and Communication General Controls | - Review of general control processes over all current IT systems within the municipality |
| Audit of Connections Disconnections | - Review process for new connections - Review process for disconnections |
| Audit of Building Control & Illegal Structures | - Review process for plan approvals - Review process for building inspections - Review process for illegal structures |
| Audit of Waste Management / Landfill Site | - Review of Waste Management Process - Review of Management of the Landfill Site |
| Audit of Real Estate & Housing Section | - Review process for Disposal of Property - Review process for Purchase of Property - Review process for Rental of property - Review process for Lease of property - Review administration of Housing Projects |
| | |
| ADHOC REVIEWS | |
| Special Requests & Investigations | - At the request of the Municipal Manager, the Audit Committee, or MPAC certain special assignments / projects were undertaken |
| AUDITOR GENERAL | |
| Co-ordination of 2020/2021 external audit process | |
| Follow-up on 2020/2021 Auditor General Queries | |

For each audit conducted, an Audit Report was compiled clearly outlining the scope of work, areas of risk, observations and findings, and recommendations.

AUDIT COMMITTEE

RESPONSIBILITIES

The Audit committee has complied with its responsibilities arising from section 166 of the Municipal Finance Management Act, Act 56 of 2003 (MFMA) and clause 14(2) (a) of the Municipal Planning and Performance Management Regulations of 2001. The Audit Committee's work is guided by the Audit Committee Charter, and has discharged all its responsibility as contained therein.

Refer to the Draft Annual Report of the Audit Committee as an "Annexure".

3.1.3 Youth development

After having made various interventions to conceptualize and advance Youth Development since the dawn of democracy in 1994, a review on Youth Development indicates that despite much effort that has been made the challenges of developing young people remain mammoth (Huge), the fact that the majority of this young people hail from the previously disadvantage black communities in our wards.

Our main target are as follows:

- 18-35 years old
- School-aged-out -of- School aged
- Skilled and unskilled
- Youth in Business
- Youth in conflict with law
- Youth heading household
- Youth in Rural Areas
- Young Woman
- Youth with disabilities
- Youth with HIV and Aids

Key Performance Areas are:

Local Youth Services and Social Cohesion:

- Promote Youth Social Dialog and create opportunities for young peoples to serve their communities through Youth Mass Meetings around all wards within Alfred Duma Local Municipality.
- Outreach programmes.
- Youth Forums.
- Youth Council and Youth Desk.

Youth in Economic Participation:

- Enhanced the participation of young people in the economy through 35% set aside.
- 2021/2022 the Youth Development Office working together with National Youth Development Agency (NYDA) able to assist young people of Alfred Duma Local Municipality for NYDA grant and NYDA voucher of youth which benefited from the funds.

- Youth Development in partnership conducted mentorship on Youth in Business who has received training Certificates from NYDA.
- The Youth Development Office assisted learners for applying on varies institutions.
- Conducting onsite registration of National Student Financial Aid Scheme (NSFAS) and University of Free State (UFS)

Training and Development

- The Youth Development Office promote, facilitate and provide training and development opportunities to young people in order to enhance their socio-economic wellbeing.
- Youth Mass Skilling programme that the Youth Development Office recruited 36 graduates who are placed in various departments within the municipality which is our annual programme in ensuring that young people are getting exposed in the working environment in a period of 12 months.
- Capacity Building Workshop, for Unemployed Graduates and Youth Job seekers, by giving them necessary skills to seek jobs and empower themselves.

Youth Advisory and Information Services

- The Youth Development Office ensures that there is access for youth information about various interventions aimed at improving the living conditions of young people, including information and career guidance services for young people.
- 2021/2022, the Youth Development Office assisted more than 4 500 young people with access to information such as providing services with internet, career guidance and exhibition, science expo and conduct youth mass meetings, as per the Local Government Municipal Systems Act of 2000, about public participation, the establishment of the youth forums in all 36 wards which are functioning, the Youth Development Office also facilitates the functioning of 15 Youth NGO's and NP'O's within the municipality and further to that , while the office assist more than young people for CV writings, interviews and job applications every year for free.

Our main Objectives

- To integrate Youth Development into the main stream of government
- To enable young people of Alfred Duma Local Municipality to develop the knowledge, skills and ability needed for them to make a healthy transition to adulthood
- To give all young people of Alfred Duma Local Municipality a means out of long-term unemployment, by providing them with tangible opportunities which increase their chances of accessing economy.

YOUTH DAY CELEBRATION

The Youth Day Commemoration June 16 held at Emathendeni Sport Field at ward 29 uMhlumayo Area which was attended by 1000+ young people within various wards. The Executive the honourable mayor, deputy mayor, speaker and Chief whipper of the municipality, which was well attended by the government department.

PROGRAMMES WITHIN THE YOUTH DEVELOPMENT OFFICE FOR 2021/2022

| Programme | Targeted Youth | Wards | Achieved or Not |
|------------------------------|-----------------------------|----------------------|-----------------|
| Top 30 Matric Mayoral Awards | Learners from high schools | All | Achieved |
| Learning Grant-In-Aid | Full Time Students | All | Achieved |
| Youth Mass Meeting | Youth Structures | 29 ,31.14.17 and 33 | Achieved |
| Outreach Programmes | Youth Structures | 3,09,14,7 and 27 | Achieved |
| Youth Day Commemoration 16 | All youth under Alfred Duma | All at ward 29 | Achieved |
| School Visits | Learners from High School | More than 15 schools | Achieved |

3.2 DEVELOPMENT PLANNING & HUMAN SETTLEMENT DEPARTMENT

3.2.1 Town Planning

Introduction

The Town Planning section has made some strides in ensuring compliance with the Spatial Planning and Land Use Act No. 13 of 2013 (SPLUMA). The section has complied with section 24(1) of the Spatial Planning and Land Use Management Act by adopting a single Land Use Scheme for the entire jurisdiction of the Alfred Duma Local Municipality. The Land Use Scheme was gazetted on the provincial gazette on the 18th of June 2021. The municipality has also complied with section 20(1) of SPLUMA by adopting the Municipal Spatial Development Framework. The section has also had functional SPLUMA structures in the 2021/2022 financial year as required by SPLUMA. Development applications and building plans were processed by the department as per the prescripts of the bylaws.

The Town Planning - building control unit is in the process of finalising an online system for the submission of building plans/house plans. This system will make it easier for the processing and submission of building plans and will also reduce the timeframe it takes to finalise a building plan. The Town Planning - Business License unit has introduced an online system for the submission of Business License applications, this system has started to bear fruits as it has eliminated the timeframe it usually takes to approve a business license application it has also made it possible for applicants to submit applications at the comfort of their homes thereby saving them much needed transportation costs.

3.2.2 HUMAN SETTLEMENT

In terms of the Housing Act of 1997, Housing Code date 2009 and the housing accreditation framework, the Alfred Duma Local Municipality aims to promote, facilitate and develop integrated and sustainable human settlements. The municipality undertakes to set housing delivery goals, identify and designate land for housing development, initiate, co-ordinate facilitate, promote and enable suitable housing development. As part of the IDP, to take steps to ensure that the residents of its area have access to adequate housing on a progressive basis and conditions which are not conducive to health and safety are removed.

The municipality has developed an Integrated Sustainable Human Settlement Plan (ISHSP) that will identify what is required to unlock housing delivery in a particular area of Alfred Duma Local Municipality, identify what other social and infrastructural services would be required to do so in a holistic and integrated manner.

According to Statistics South Africa, Alfred Duma Local Municipality has approximately 41200 households, with a population density of 356 000 people. About 32 % citizens' falls within formal dwellings and 12 % are home owners/bonded category. The total number of houses need to be constructed are included on the Municipal Housing Sectorial Plan.

HOUSING PROJECTS

Most of the housing projects are stalled due to additional funding that the Department of Human settlements has been requested to approve as the current subsidy is inadequate for the IA's to construct the houses and they have advised that this is due to the current economic state with the sharp rise of materials in the country.

APPROVED HOUSING PROJECTS FOR STAGE 1 (URBAN)

| PROJECT NAME | WARD | UNITS | IMPLEMENTING AGENT | STATUS |
|--------------------|------|-------|----------------------------|---|
| COLENSO PHASE 1 | 25 | 1000 | Zamahlobo | Completed all preliminary studies. Contract in place. IA dealing with Environmental issues. |
| EZAKHENI C150 | 5 | 150 | Uthandolwezwe | Completed all preliminary studies. IA submitted SPLUMA Application |
| ACACIAVALE PHASE 1 | 20 | 1000 | Lwazi Projects | Completed all preliminary studies. IA Busy with SPLUMA application |
| ACACIAVALE PHASE 2 | 20 | 1000 | Boo Wa Ndo | Completed all preliminary studies. IA busy with Environmental impact assessment. |
| ROOSBOOM PHASE 2 | 11 | 1000 | Shatsane Solutions Systems | Completed all preliminary studies. IA Busy with SPLUMA Application |

APPROVED HOUSING PROJECTS FOR STAGE 1 (URBAN)

| PROJECT NAME | WARD | UNITS | IMPLEMENTING AGENT | STATUS |
|--------------------------|------|-------------------------------------|----------------------------|--|
| VAALKOP HOUSING PROJECT | 34 | 1000 (344 1 st phase) | Amehlo Esizwe | The IA is currently finalising the stage 1 activities IA attending to Land Legal matters |
| NAZARETH HOUSING PROJECT | 33 | 1000 | UMkhombe | IA attending to Land Legal matters |
| ACACIAVALE PHASE 1 | 20 | 1000 | Lwazi Projects | Completed all preliminary studies. IA Busy with SPLUMA application |
| ACACIAVALE PHASE 2 | 20 | 1000 | Boo Wa Ndo | Completed all preliminary studies. IA busy with Environmental impact assessment. |
| ROOSBOOM PHASE 2 | 11 | 1000 | Shatsane Solutions Systems | Completed all preliminary studies. IA Busy with SPLUMA Application |

URBAN PROJECTS FOR SUBMISSION FOR APPROVAL

| PROJECT NAME | WARD | NUMBER OF UNITS | IMPLEMENTING AGENT | STATUS |
|--|------|-----------------|-------------------------|--|
| ST CHADS HOUSING PROJECT | 7,27 | 500 | CHS Projects | Pack has been finalised for resubmission to the DoHS. Project ready for submission to DoHS TEC for approval and contract. Awaiting provincial Treasury regarding the SCM approval. Awaiting provincial Treasury regarding the SCM approval |
| LIMITHIL 200 HOUSING PROJECT | 22 | 200 | MPTT Consultants | Pack has been finalised for resubmission to the DoHS. Project ready for submission to DoHS TEC for approval and contract. Awaiting provincial Treasury regarding the SCM approval. Awaiting provincial Treasury regarding the SCM approval |
| EZAKHENI 1000 UNITS HOUSING PROJECT | 20 | 1000 | Dymarox Projects | Pack has been finalised for resubmission to the DoHS. Awaiting provincial Treasury regarding the SCM approval |
| BESTERS | 26 | | 1500 | Pack has been finalised for resubmission to the DoHS. Project ready for submission to DoHS TEC for approval and contract. Awaiting provincial Treasury regarding the SCM approval |
| MTHANDI | 8 | | 500 | Pack has been finalised for resubmission to the DoHS. Project ready for submission to DoHS TEC for approval and contract. Awaiting provincial Treasury regarding the SCM approval |
| COLENSO B,C,D HOUSING PROJECT (THREE (3) IA AWARDED 1000 UNITS) EACH | 25 | 3000 | Makhosi Nyoka Blackrock | Pack has been finalised for resubmission to the DoHS. Awaiting provincial Treasury regarding the SCM approval |
| COLENSO 100 UNITS | 25 | 100 | MPTT Consultants | Pack has been finalised for resubmission to the DoHS. Project ready for submission to DoHS TEC for approval and contract. Awaiting provincial Treasury regarding the SCM approval |

APPROVED HOUSING PROJECTS FOR STAGE 2 (URBAN)

| PROJECT NAME | WARD | NUMBER OF UNITS | IMPLEMENTING AGENT | STATUS |
|----------------------|------|-----------------|--------------------|---|
| EZAKHENI (STIMELA) D | 3 | 400 | Zingwazi | Completed all preliminary studies. Stage 1 closed out. Stage 2 (Servicing) approval being finalised |
| SHAYAMOYA PHASE 3 | 27 | 321 | Hencom | Completed all preliminary studies. DoHS to appoint a service provider. For Phase 3. To appoint a service provider for Stage 2 and 3 |

APPROVED HOUSING PROJECTS FOR STAGE 2 (RURAL)

| PROJECT NAME | WARD | NUMBER OF UNITS | IMPLEMENTING AGENT | STATUS |
|--|-----------------|-----------------|---------------------|---|
| KWASHUSZI RURAL HOUSING PROJECT | 30 | 1000 | Tswara Thebe | Stage 1 of the project was closed out by the DoHS. The application for stage 2 was received from the IA by the Municipality and submitted to the DoHS for approval. DoHS has advised that they are currently finalising the contract. |
| KWANCEMA MKOMANE AND JWILI RURAL HOUSING PROJECT | 30, 31, 32 & 33 | 1000 | Ukhasi Projects | Stage 1 of the project was closed out by the DoHS. The application for stage 2 was received from the IA by the Municipality and submitted to the DoHS for approval. DoHS has advised that they are currently finalising the contract. |
| SOMSHOEK &ESKOKO HOUSING PROJECT | 31 | 1000 | Go Big Construction | Stage 1 of the project was closed out by the DoHS. The application for stage 2 was received from the IA by the Municipality and submitted to the DoHS for approval. DoHS has advised that they are currently finalising the contract. |

PROJECTS AT CONSTRUCTION STAGE (URBAN)

| PROJECT NAME | WARD | NUMBER OF UNITS | IMPLEMENTING AGENT | STATUS |
|---------------|------|-----------------|--------------------|---|
| ACACIVALE 250 | 20 | 250 | Vumesa | Completed all preliminary studies. IA has commenced with the construction phase of the project. |

PROJECTS AT CONSTRUCTION STAGE (RURAL)

| PROJECT NAME | WARD | NUMBER OF UNITS | IMPLEMENTING AGENT | STATUS |
|----------------------------|------|------------------------|--------------------------------|--|
| FITTY PARK HOUSING PROJECT | 28 | 1000 (300 FIRST PHASE) | STEPUP ENGINEERING CONSULTANTS | IA has commenced with the construction phase of the project. |

SERVICED SITES

| PROJECT NAME | WARD | UNITS | IMPLEMENTING AGENT | STATUS |
|--|------|-------|----------------------------|--|
| 2012 STORM DAMAGE PROJECT | 21 | 2000 | Tshwara Thebe Construction | The IA has recommenced with the implementation of the project; however, they are still awaiting the approval of the escalation on the project. |
| EZAKHENI C624 RECTIFICATION HOUSING PROJECT | 12 | 3000 | Ayona Construction | IA is currently not on site awaiting the approval of the escalation for the project. |
| STEADVILLE 770 RECTIFICATION HOUSING PROJECT | 21 | 400 | Moteko Construction | IA is on site and currently constructing the houses. |

| | | | | |
|--|----|-------|---------------------------------------|--|
| 2010 RECTIFICATION HOUSING PROJECT | 1 | 400 | Gikha Construction | IA is currently not on site awaiting the approval of the escalation for the project. |
| EKUVUKENI PHASE 1 RECTIFICATION HOUSING PROJECT | 33 | 250 | Triviron Project Management (PTY) LTD | IA is currently on site; however, they are waiting for the approval of the escalation funding |
| EKUVUKENI PHASE 2 RECTIFICATION HOUSING PROJECT | 33 | 657 | Vumesa (PTY) Ltd | IA is currently on site; however, they are waiting for the approval of the escalation funding |
| ROOSBOOM PHASE 1,2&3 RECTIFICATION HOUSING PROJECT | 11 | 545 | SNS Group SA | IA is currently on site; however, they are waiting for the approval of the escalation funding |
| EKUVUKENI EMERGENCY HOUSING PROJECT | 33 | 13/35 | Getalife Properties | IA has confirmed that they have purchased the material to complete the houses, however they are waiting for the approval of the escalation funding |

SERVICED SITES

| PROJECT NAME | WARD | UNITS | IMPLEMENTING AGENT | STATUS |
|-----------------------|------|-------|--|---|
| DUNLOP | 21 | 2000 | SCN Group | All prefeasibility studies complete. Contract entered into between DoHS, the IA and the Municipality for payment of Stage 1 activities. Engaging Department of Transport for letter. |
| INDOOR SPORTS COMPLEX | 12 | 3000 | Mahlori Consulting | All prefeasibility studies complete Contract being finalised. Contract entered into between DoHS, the IA and the Municipality for payment of Stage 1 activities. SPLUMA finalised |
| EZAKHENI D PHASE 2 | 1 | 400 | SNE Group | All prefeasibility studies complete. Contract being finalised. Contract entered into between DoHS, the IA and the Municipality for payment of Stage 1 activities. SPLUMA finalised. IA attending to the approval of the General Plan with the office of the Surveyor General. |
| EZAKHENI D PHASE 3 | 1 | 400 | VST Consulting Engineers | All prefeasibility studies complete. |
| EKUVUKENI PHASE 1 | 33 | 500 | Inzuzo Yesizwe Development Consultants | All prefeasibility studies complete Contract being finalised. Contract entered into between DoHS, the IA and the Municipality for payment of Stage 1 activities. SPLUMA finalised |

ENHANCED EXTENDED DISCOUNT BENEFIT SCHEME

The municipality has a backlog of approximately 1297 houses which fall within the old housing stock (Pre -1994) and approximately 2213 RDP (Post -1994) houses which need to be transferred to the approved beneficiaries. The areas affected are as follows, Ezakheni A, B, C, D and E, Steadville, Tsakane, Shayamoya Phase 1 & 2, Ekuvukeni, Nkanyezi, Colenso, Limit Hill, Ladysmith and St Chads. The National Department of Human Settlements has confirmed that the transfer of the houses is their number one (1) priority.

The breakdown of the number of unites that require transfer is as follows:

PRE -1994

| AREA | CONVEYANCER | OUTSTANDING TRANSFERS | FORMS COMPLETED SOCIAL FACILITATOR | DEED OF SALE SUBMITTED TO CONVEYANCERS | TRANSFERS EFFECTED |
|--------------------------------|---|-----------------------|--|--|--------------------|
| EZAKHENI A | Mahumani - Will expire in March 2023 | 11 | 3 | 4 | Nil |
| EZAKHENI B | Mahumani - Will expire in March 2023 | 26 | 3 | 3 | Nil |
| EZAKHENI C | Awuzibuse - (Processing the contract) | 70 | 3 | 0 | Nil |
| EZAKHENI D | Awuzibuse- (Processing the contract) | 36 | 8 | 0 | Nil |
| EZAKHENI E | Mahumani- Will expire in March 2023 | 180 | 6 | 13 (6 Mzolo) | Nil |
| NKANYEZI/ COLENZO | Mahumani- Will expire in March 2023 | 172 | 22 | 54 (22 Mzolo) | Nil |
| LADYSMITH | Mkhize Miya- Will expire in January 2024 | 46 | Plan to do beneficiary verification in March 2022 | 15 | Nil |
| STEADVILLE | Ms Gwagwa- Will expire in March 2023 | 34 | Plan to do beneficiary verification in March 2022 | 11 | Nil |
| LIMIT HILL | Ms Gwagwa - Will expire in March 2023 | 16 | Plan to do beneficiary verification in March 2022 | 3 | Nil |
| TOTAL ERVEN 591 | | | | | |
| TOTAL FORMS COMPLETE 45 | | | | | |

POST -1994

| AREA | CONVEYANCER | OUTSTANDING TRANSFERS | FORMS COMPLETED | DEED OF SALE SUBMITTED TO CONVEYANCERS | TRANSFERS EFFECTED |
|---------------|-------------|-----------------------|-----------------|--|--------------------|
| A | Mahumani | 7 | 0 | 0 | Nil |
| B | Mahumani | 47 | 5 | 5 | Nil |
| C | Awuzibuse | 204 | 25 | 0 | Nil |
| DD | Awuzibuse | 254 | 98 | 0 | Nil |
| COLENZO | Mahumani | 8 | 0 | 0 | Nil |
| NTOMBI'S CAMP | Mkhize Miya | 384 | 13 | 0 | Nil |
| STEADVILLE | Ms Gwagwa | 300 | 18 | 43 | Nil |
| ST CHADS | Gcolotela | 200 | 0 | 0 | Nil |
| EKUVUKENI | Gcolotela | 37 | 37 | 37 | Nil |
| | | 1441 | 196 | | Nil |

TRANSFERS FOR RDP PROJECTS

A total of 195 title deed were generated during the financial year under review

LAND SALES

A total of 16 transfers were effected during the 2021/2022 financial year. An advert was placed in the local media for the sale land in June 2022 and will be finalised in the new financial year.

LEASE AGREEMENTS

A total of 12 lease agreements were approved and lease agreements entered into with the applicants. Applications for the lease of land are processed on an ongoing basis.

3.2.3 LOCAL ECONOMIC DEVELOPMENT AND TOURISM

Vision

“To develop a people focused and cost-effective municipality, providing quality services, while addressing unemployment and poverty through promotion of Agriculture, Commercial and Industrial productivity, Education, Skills Development, Tourism and Conservation.”

Mission

“To ensure community participation in all projects, improve the skills of community members, strive for financial viability, provide sustainable services and promote Local Economic Development.”

Introduction

The economic development and tourism are still dominant units and sectors occupying the central pillar of economic drivers within the Alfred Duma Local Municipality guided by the national development plan as adopted by the national government. Recently an emphasis has been made towards re- engineering solid economic participation through the District Development Model (DDM) so that a solid plan towards implementing catalytic projects and poverty alleviation pre and post Covid19.

Background

In line with the coherent developmental trajectory and socio-economic transformation agenda, the Alfred Duma Local Municipality DPHS – LED & Tourism Unit drives the following programmes:

1. Enterprise Development

- Compliance – CIPC, SARS, CIDB etc.
- Provision of Start-up funding to and SMME's
- Marketing assistance
- Capacity Building – both technical and business practice

2. Cooperative Development

- Compliance - CIPC, SARS etc.
- Provision of assistance to green economy and manufacturing (textile) co-operatives
- Capacity Building – technical skills

3. Informal Economy

- Registration of informal traders into Municipal database and issuing of trading permits in the new automated system
- Provision of infrastructure
- Capacity Building – business practice training

4. Incubation / Trading Centres and Property

- Provision of trading centres to manufacturing businesses
- Facilitation of leasing of land
- Allocation of SMMES in THUSONG CENTRES

Economic Depression – Relief interventions

The year 2021/2022 has experienced international economic meltdown due to Covid19 restrictions socio-economic activities. South Africa in general as well as Alfred Duma Local Municipality in particular has experienced the same. The municipality economic decline has been further exacerbated by Business Looting as well as torrential floods.

As part of economic recovery, the LED Unit has pro-actively spearheaded support of established businesses, Cooperatives as well as SMMES. The support includes the following

1. Covid19 Relief Fund

(a) TOWNSHIP AND RURAL ENTERPRISE PROGRAM (TREP) DSBD (SEFA AND SEDA)

There were 123 businesses assisted to apply for the TREP Funding as per the sectorized table below:

| Sector | Total |
|--|-------|
| Spaza Shop Support | 78 |
| Clothing | 8 |
| Bakeries | 8 |
| Automotive | 1 |
| Fruit & Vegetables | 25 |
| Butcheries | 2 |
| Informal & Micro Restaurants & Shisanyamas | 5 |
| Personal Care | 1 |
| Total | 123 |

2. JULY 2021 BUSINESS LOOTING RELIEF FUND

- 30 Formal Businesses assisted with the NEF Application Forms
- +_100 Informal Businesses supported in receiving R3000 Grants from EDTEA

3. KZN FLOODS

- +_450 Informal Trading Businesses were identified and submitted to EDTEA
- +_ 30 Formal Businesses were assisted with SEFA floods relief fund applications

The LED & Tourism 2021/22 Service Delivery Performance through SDBIP

Though the year 2021/22 has been a difficult year in providing service delivery as expected due to budgetary constraints, the LED & Tourism has managed to achieve most of its target. This has been through its cordial strategic partnerships with other state organs and sector departments.

Below is the table depicting the 2021/22 SDBIP (Tourism):

| ANNUAL TARGET | ACHIEVEMENT | BUDGET | REASONS OF ARCHIEING / NOT ACHIEVING |
|---|---|---------------|--|
| 150 job opportunities created and sustained through informal traders in the Municipal LED initiatives by 30 June 2022 | 130 job opportunities created and sustained through informal traders in the Municipal LED initiatives by 30 June 2022 | R0.00 | Not Achieved - Underperforming due to the technical problems in the integrated online system for issuing of trading permits. |
| 100 SMME's and Co-ops supported by 30 June 2022 | 107 SMME's and Co-ops supported by 30 June 2022 | R54 000 | Achieved |
| Red tape reduction programme meeting to be convened by 30 June 2022 | Meeting between Municipal Officials, business chamber and other departments was held in 2021/22 to further engage on issues hindering business expansion. | R0.00 | Achieved |
| 21 Events/ Programmes | 34 events were held | Nil | Over-achievement is because of cordial strategic partnerships with other state organs and sector departments. |

MUSEUMS, TOURISM, ARTS AND CULTURE

INTRODUCTION

The key performance area for this section is the preservation and promotion of heritage, arts and culture, management of the Museums (Siege Museum, R.E. Stevenson Museum as well as promoting Ladysmith as a preferred tourism destination. It extends also to management of Tourist Information Office which provides tourism information, historical information, telephonic information and general information.

Furthermore, the section hosts a number of events that are tourism, heritage and cultural related. These events encompass programmes which are aimed at generating local economic development and promotion of arts and culture.

2021/2022 FINANCIAL YEAR REPORT

The following provides a report on activities/ programmes of the section for the 2021/2022 financial year:

The report is presented on quarterly basis in line with the Key Performance Indicator for the section as per the Service Delivery Budget Implementation Plan. The report further depicts on additional programmes and activities carried out within the section, as well as day to day operations for units that make up the section.

The key objective for the section is to facilitate the development of art and culture and preservation of heritage (key performance indicator: development and implementation of the events plan) measured by the number of events held throughout the year. An annual target on 21 events was set for the 2020/2021 financial year. A total number of 11 events were held during this financial year.

QUARTER 1 – JULY TO SEPTEMBER 2021

The first quarter consisted of the following events:

1. Tourism Launch - 10 September 2021
2. Flea Market and Concert in the Park - 23 September 2021
3. Outreach Programme - 28 September 2021
4. Outreach Programme - 29 September 2021
5. Outreach Programme - 29 September 2021

Report: Tourism Launch Background

The month of September being the Tourism Month and Heritage Month, the tourism industry was hit hard by the beginning of Covid19 since March 2020 and lockdown regulations and restrictions negatively affected the industry throughout, hence travelling and visiting to tourist attractions and establishments was restricted.

After the country moved to alert Level 2 lockdown which eased the Covid19 restrictions, stakeholders such as Uthukela District Municipality, Uthukela Economic Development Agency, Alfred Duma Local Municipality, Inkosi Langalibalele Municipality and Okhahlamba Municipality formed a partnership to conduct Tourism Month Launch within these three local municipalities as indicated above. The main aim of these Tourism Month Launch Programs was to re-boost, advertise and/or expose tourism products such as attractions, accommodation establishments, restaurants and all tourism related activities within Uthukela District and also to increase visitor numbers in the district.

Implementation of the Tourism Launch

During the Tourism Launch which was hosted by Alfred Duma Local Municipality on 10 September 2021 at The Square Shopping Mall. Tourism businesses, Practitioners and Crafters were invited to the launch where they were provided with the platform to create exhibition areas so as to advertise, market and sell their various products to the community at large. Both tourism businesses and crafters were given a chance to speed market their products on-air as Inqubeko Community Radio was streaming live at the event. Some local performing artists were also incorporated to provide entertainment during the event.

Logistics

The following logistics were provided:

- Tables and chairs
- Gazebos
- Sound System
- Projector Screen
- Marketing material (Banners, Flyers, Brochures)

Financial Implications

No financial implications were incurred by the Alfred Duma Local Municipality.

Challenges

No challenges were experienced during the Tourism Launch. All Covid19 safety precautions were adhered to.

Portfolio of Evidence

Attendance Register: **Attached**, Poster: **Attached**, Photo Gallery: **Attached**

Flea Market and Concert in the Park

The Museums, Tourism Arts and Culture Section hosted a Flea Market and Concert in the Park as part of celebrating Tourism and Heritage month. The purpose of hosting this kind of event was to assist informal traders and crafters to generate income through selling their product in front of Siege Museum. The aim of hosting these kinds of events is to assist co-operatives and local artists by providing them with a platform of showcasing their products, skills and talent.

Implementation of the Flea Market and Concert in the Park

On the 23rd September 2021, Museum, Tourism Arts and Culture Section initiated a program of collaborating a flea market and concert in the park to promote local informal traders, crafters and artists. Since it was Tourism and Heritage month, local artists were invited to provide entertainment during the event. These included different types of traditional performances and poetry.

There were varieties of products that were displayed as a form of advertising and selling products, such as traditional food like (Inhloko, Usu, uPhuthu etc), craft work and traditional attire.

Date of the Flea Market and Concert in the Park

The event was held as follows:

Date : 23 September 2021

Venue : In front of Siege Museum

Logistics

The following logistics were provided in-house to the exhibitors:

- Tables and Chairs
- Gazebos
- Sound System

Financial Implications

No financial implications were incurred.

Challenges

No challenges were experienced during the Flea Market and Concert in the Park. All COVID-19 safety precautions were adhered to.

Portfolio of Evidence

Attendance Register: **Attached**, Poster: **Attached**, Photo Gallery: **Attached**

- **Monthly Outreach Programme**

The Museums, Arts, Culture and Tourism Section has a number of programmes, events and festivals that are in line with heritage, art, culture and tourism. The section identifies themes that create awareness and education pertaining to Arts, Culture, Tourism and Heritage.

Therefore, the component of Museum Outreach and Education team, liaise with various community groups, school and visit them to give talks and presentation based on these themes.

Outreach Programme – September 2021

The Museums, Tourism, Arts and Culture section visited various schools within the Alfred Duma Local Municipality and a presentation based on Tourism and Heritage month was delivered to the learners. There were also traditional performances presented by school learners. A question and answer session were then conducted and tokens of appreciation were handed to selected learners. Schools visited were:

Umndeni Woxolo Primary School (28 September 2021)
Emafusini Senior Primary School (29 September 2021)
Ilangaletu Senior Primary School (29 September 2021)

The educators conveyed sincere gratitude to the section for visiting their schools.

Challenges

No challenges were experienced during the outreach programme.

Financial Implications

No financial implications were incurred by the Alfred Duma Local Municipality.

Portfolio of Evidence

Attendance Registers (Attached), Photo Gallery (Attached)

QUARTER 2 – OCTOBER TO DECEMBER 2021

The second quarter consisted of events follows:

1. Flea Market Day - 3 December 2021
2. Holiday Programme - 9 December 2021
3. Time Travel - 10 December 2021
4. Indigenous Music Competition - 21 December 2021

- **Flea Market Day**

On the 3rd of December 2021, Museum, Tourism Arts and Culture Section in partnership with Uthukela Economic Development Agency hosted a program of collaborating a flea market and concert in the park to promote local informal traders, crafters and artists. Local artists were invited to provide entertainment during the event. These

included different types of traditional performances and poetry. The exhibitors comprised of; beadwork; herbal products; food stalls and designer clothing stalls.

Date of the Flea Market

The event was held as follows:

Date : 3 December 2021
Venue : In front of Siege Museum

Logistics

The following logistics were provided in-house to the exhibitors:

- Tables and Chairs
- Gazebos
- Sound System

Financial Implications

No financial implications were incurred.

Challenges

No challenges were experienced during the Flea Market Day. All Covid-19 safety precautions were adhered to.

Portfolio of Evidence

Attendance Register (Attached), Poster (Attached) Photo Gallery (Attached)

• Holiday Programme

The Museums, Tourism, Arts and Culture annually hosts the Holiday Programmes whereby various communities, schools and institutions within the Alfred Duma Local Municipality are visited and different programmes relating to arts, culture, tourism and literacy are presented.

Since the year 2010, the aim of these programme has been simply to promote as well as educate about the importance of arts, culture, tourism and heritage and the programme also aims to inspire hope and confidence in the ability of our communities of working together in addressing everyday challenges that the children living with disabilities face and also acknowledge the fact that all human rights should be equally enjoyed by all people irrespective of their race, gender, religion, education and disability.

Implementation of the 2021 Annual Holiday Programme

Morester Children's Home (Carbineer Road) was the identified institution that was part of the 2021 holiday programme

A programme was put together whereby 133 children, from the said institution, were participants. The programme was as follows: An onsite visit to Morester Children's Home whereby children engaged in various activities such as

netball, soccer, puzzles, chess, as well as indigenous games. Tokens of appreciations were then handed to all participants of the programme.

Management of Morester Children's Home highly appreciated the idea of the programme and conveyed their sincere gratitude to the section for bringing such a programme to their children.

Date of the event

The programme was held as follows:

Date of event : 9 December 2021
Venue : Morester Children's Home (Carbineer Road)
Time : 09h00 – 14h00

Logistics

The following was provided in-house:

Tables and Chairs (Morester)
Sound system (Alfred Duma Local Municipality)
Various board games (Alfred Duma Local Municipality)

Challenges

No challenges were experienced during the programme

Portfolio of Evidence

Photo Gallery (attached), Attendance Registers (attached)

• Time Travel

Time Travel is a fun way to learn about the past. It is an event whereby stories from past are revisited (e.g., the meeting of the farmers (amaHlubi/Amazizi) and the hunter-gathers (Abathwa/San) in the 1800's). The aim of this programme is to make use of the opportunity to learn how we as different people can live and work together to build a progressive South Africa, noting the Arts and Culture objective which is "Social Cohesion and Nation Building".

Implementation of the Time Travel

The Museums, Tourism, Arts and Culture section in partnership with the Provincial Department of Arts and Culture (Museum Services) hosted the Time Travel at the Indoor Sports Complex. During the Time Travel event different community members from various wards of the Alfred Duma Local Municipality were invited to participate in the event, these included; Senior Citizens; Youth and People living with disabilities.

The theme of the event was "Human Rights, Women Rights" and the Time Travel was to go back to 1995 in addressing the violence against women and children through the scrutiny of the 1996 Constitution of the Republic of South Africa. This was a two-hour event and all Covid-19 safety precautions were adhered to.

Date of the event

The event was held as follows:

Date : Friday, 10 December 2021
Venue : Indoor Sports Complex at 10h00

Logistics

The following logistics were provided in-house:

- Sound system
- Tables and Chairs

Financial Implications

No financial implications were incurred by the municipality but refreshments were provided to the participants and all costs were funded by the Department of Arts and Culture.

Portfolio of Evidence

Photo Gallery (Attached) Attendance Registers and Invitation from Department of Arts and Culture (Attached)

- **Indigenous Music Competition**

The Alfred Duma Local Municipality hosted the Annual Heritage Festival in partnership with the Department of Arts and Culture whereby different performing groups were invited to compete for prize money.

Implementation of the competition

The competition aimed at celebrating and promoting heritage in the town, to remember and enhance the knowledge of our roots, customs, beliefs and cultural traditions. Another purpose of the competition was to promote and encourage social cohesion through traditional music. This was a community driven competition that consisted of a programme of music and dance. The competition comprised of Maskandi, Indlamu and Isicathamiya genres.

Date of the event

The competition was held as follows:

Date : Tuesday, 21 December 2021
Venue : Somshoek Community Hall
Time : 10h00

Logistics

Sound System (Department of Arts and Culture)
Tables and Chairs (Alfred Duma Local Municipality)

Challenges

No challenges were experienced during the competition.

Portfolio of Evidence

Photo Gallery (Attached), Attendance Registers (Attached)

QUARTER 3 – JANUARY TO MARCH 2022

The third quarter consisted of the following events:

1. Flea Market Day 4 February 2022
2. Outreach Programme 16 February 2022
 17 February 2022
 18 February 2022
 22 February 2022
 24 February 2022
 28 February 2022
 04 March 2022
 17 March 2022

• Flea Market Day

During the Flea Market Day, cooperatives, informal traders, young entrepreneurs from the entire Alfred Duma Local Municipality were invited to exhibit and sell their products/goods to the community at large.

These products among others include; Poultry, Fruits and Vegetables, Arts and Crafts, Health and Beauty Products, fast foods, clothing, linen and home décor etc.

The main aim of this Flea Market Day was to promote local emerging businesses as well as provide a platform for them to showcase their talents and skills in a form of an exhibition whilst also generating income in that process.

The Flea Market Day is hosted on a monthly basis.

Date of the Flea Market Day

The Flea Market Day was held as follows:

Date : 4 February 2022
Venue : In front of Siege Museum

Logistics

The following logistics were provided in-house to the exhibitors:

- Tables and chairs
- Gazebos
- Sound System

Financial Implications

No financial implications were incurred.

Challenges

No challenges were experienced during the Flea Market.

Portfolio of Evidence

Attendance Register (Attached) Photo Gallery (Attached)

- **Outreach Programme**

The Museums, Tourism, Arts and Culture section visited various schools within the Alfred Duma Local Municipality and a presentation based on Tourism and Heritage month was delivered to the learners. There were also traditional performances presented by school learners. A question and answer session were then conducted and tokens of appreciation were handed to selected learners. Schools visited were:

| | |
|------------------------------|--------------------|
| Incinjana Secondary School | - 16 February 2022 |
| Sicelokuhle Secondary School | - 17 February 2022 |
| Sizakahle Secondary School | - 18 February 2022 |
| Bhevu Secondary School | - 22 February 2022 |
| Sinenhlanhla Primary School | - 24 February 2022 |
| Windsor Secondary School | - 28 February 2022 |
| Embizeni High School | - 04 March 2022 |
| Inkunzi Primary School | - 17 March 2022 |

The educators conveyed sincere gratitude to the section for visiting their schools.

Challenges

No challenges were experienced during the outreach programme.

Financial Implications

No financial implications were incurred by the Alfred Duma Local Municipality.

Portfolio of Evidence

Attendance Registers (Attached), Photo Gallery (Attached)

QUARTER 4 – APRIL TO JUNE 2022

The fourth quarter consisted of the following events:

1. Flea Market Day : 01 April 2022
2. Outreach Programmes : 21 April 2022
22 April 2022
17 May 2022
18 May 2022
19 May 2022

| | |
|------------------------------------|-----------------|
| | 02 June 2022 |
| | 03 June 2022 |
| | 07 June 2022 |
| | 09 June 2022 |
| 3. Concert in the Park | : 22 April 2022 |
| 4. Africa Day Celebration | : 27 May 2022 |
| 5. Battlefields Festival Re-Launch | : 24 June 2022 |

- **Flea Market Day**

During the Flea Market Day, cooperatives, informal traders, young entrepreneurs from the entire Alfred Duma Local Municipality were invited to exhibit and sell their products/goods to the community at large.

These products among others include; Poultry, Fruits and Vegetables, Arts and Crafts, Health and Beauty Products, fast foods, clothing, linen and home décor etc.

The main aim of this Flea Market Day was to promote local emerging businesses as well as provide a platform for them to showcase their talents and skills in a form of an exhibition whilst also generating income in that process. The Flea Market Day is hosted on a monthly basis.

Dates of the Flea Market Day

The Flea Market Day was held as follows:

| | |
|-------|----------------------------|
| Date | : Friday, 1 April 2022 |
| Venue | : In front of Siege Museum |

Logistics

The following logistics were provided in-house to the exhibitors:

- Tables and chairs
- Gazebos
- Sound System

Financial Implications

No financial implications were incurred.

Challenges

No challenges were experienced during the Flea Market.

Portfolio of Evidence

Attendance Register: **Attached**, Photo Gallery: **Attached**

- **Outreach Programme**

The Museums, Tourism, Arts and Culture section visited various schools within the Alfred Duma Local Municipality and a presentation based on Tourism and Heritage month was delivered to the learners. There were also traditional performances presented by school learners. A question and answer session were then conducted and tokens of appreciation were handed to selected learners. Schools visited were:

- ✓ Makhoyane Primary School – 21 April 2022
- ✓ Van Reenen Primary School – 22 April 2022
- ✓ Blue Bank Primary School – 22 April 2022
- ✓ Limehill High School – 17 May 2022
- ✓ Madilika Primary School – 18 May 2022
- ✓ Amahhuku Primary School – 18 May 2022
- ✓ Watershed Primary School – 19 May 2022
- ✓ Indakane High School – 02 June 2022
- ✓ Colenso Primary School – 03 June 2022
- ✓ Mabhumane Primary School – 07 June 2022
- ✓ Jononoskop Primary School – 09 June 2022

The educators conveyed sincere gratitude to the section for visiting their schools.

Challenges

No challenges were experienced during the outreach programme.

Financial Implications

No financial implications were incurred by the Alfred Duma Local Municipality.

Portfolio of Evidence

Attendance Registers (Attached), Photo Gallery (Attached)

• Concert in the Park

The purpose of the concert in the park is to promote local artists in all genres of music and dance within the Alfred Duma Local Municipality and surrounding areas.

On 22 April 2022, the Museums, Tourism, Arts and Culture section hosted the Concert in the park. The event was held in front of the Siege Museum whereby local performed and showcased their talents & skills. Community members came in huge numbers to support the local artists and the event at large.

The following genres were performed on the day: Hip Hop, Poetry, Maskandi, Reggae, Kwaito and Dance. The event started at 09h00 and ended at 16h00.

Logistics

The following was provided in-house during the concert:

- Sound System
- Gazebos
- Camera
- Tables and Chairs

Challenges

No challenges were encountered during the event.

Financial Implications

No financial implications were incurred during the event.

Portfolio of Evidence

Attendance Register: **Attached**; Poster: **Attached**; Photo gallery: **Attached**

- **Africa Day Celebration**

On 27 May 2022, the Museums Tourism, Arts and Culture in collaboration with Library Section visited Steadville Library to celebrate Africa Day and a presentation (*Theme – Africa Month*) was delivered to participants from various institutions who were invited to be part of the event.

Different types of artefacts (material that is kept in the museum) were also displayed on the day and participants had an opportunity to view and also ask questions pertaining to each artefact that was exhibited.

Challenges

No challenges were experienced during the programme.

Portfolio of Evidence

Attendance Register (attached) and Photo Gallery (attached)

- **Battlefields Festival Re-Launch**

The Battlefields Festival aims to increase awareness of Ladysmith's rich historical and cultural heritage and its other tourism attractions, thereby growing visitor numbers, ultimately resulting in a stronger economy.

The Battlefields of Northern KZN is world famous but previously disadvantaged groups often misunderstood the events that shaped them. The objective is to expose the community, tourists and investors to the heritage, culture and tradition of the area.

The festival is based on similar festivals around the country, including the Ficksburg Cherry Festival, Knysna's Oyster Festival, Macufe Mangaung Festival and Grahamstown Arts Festival.

Implementation of the Battlefields Festival Re-Launch

Through Intergovernmental Relations, the Alfred Duma Local Municipality hosted the Battlefields Festival Re-Launch, in partnership with stakeholders such as the Department of Sports, Arts and Culture, uThukela District Municipality and uThukela Economic Development Agency.

The event was held on Friday, 24 June 2022 in front of the Ladysmith Town Hall. A formal programme was held in front of the Town Hall whereby guest speakers delivered messages of support and a key note address was delivered by the Honourable Mayor of the Alfred Duma Local Municipality. Traditional performances were staged in between the programme.

The following were activities which were also part of the re-launch:

Multicultural Exhibition and Traditional Cuisine

The event was hosted in partnership with the Department of Sport, Arts and Culture (Uthukela District)

Multicultural Exhibition

Local crafters were given a platform to showcase, exhibit and sell their products, which included bead work, jewellery, traditional attires and knitted clothing. Each exhibitor was provided with one table and two chairs.

Traditional Cuisine

The Traditional Cuisine took place just after the formal mayoral programme. Ten (10) participants were identified from members of the community of Emnambithi/Ladysmith area. The guests were invited to taste different traditional food which was on display.

The Traditional Cuisine exhibitors were dressed in various clothing representing their different cultures and were also given a platform to provide a brief presentation, to the mayoral guests, on the background of their culture as well as the traditional food which was being tasted. The following ethnic groups were represented in the cuisine:

- AmaZulu
- AmaVenda
- Coloureds
- Indian
- Congolese
- Afrikaner
- AbeSotho
- Zambian

Both these events were received with great enthusiasm by the invited mayoral guests as well as the community at large.

The Career Exhibition

The Career Exhibition was also staged in front of the Siege Museum and was a perfect platform, especially for the youth who are eager to pursue their careers. The exhibition consisted of; Department of Labour, SEDA, Standard Bank, Boston College, NYDA.

Guided Tour

A formal guided tour was held for all mayoral guests and sites visited were; Platrand/Wagon Hill and The Ladysmith Siege Museum.

Logistics

The following logistics were provided in-house:

- Transport for guided tour (Public Safety & Community and Social Service)
- Tables and Chairs (DPHS, Community and Social Services)
- Gazebos (DPHS, Community and Social Services)
- Banners (DPHS, Mayoral Office)

Challenges

No challenges were experienced during the event.

Financial Implications

Due to unavailability of budget, the re-launch success was reliant on sponsorships from the following partners:

- Free accommodation was provided by: Donga La Boutique Hotel, Trenchgula Game Lodge, Oyengweni Guest Lodge, Ndaba Guest Lodge and Crown Hotel
- Décor for main event was donated by Mazandla Trading and Events
- Sound was donated by Maxode Trading and Projects
- Guided Tour by Snaye Tours
- The provision of lunch to guests by the Mayoral Office.

Portfolio of Evidence

Attendance Register: Attached, Poster: Attached, Photo Gallery: Attached

On-going unit activities within the Section

The following are day to day activities which were conducted during the 2021/2022 financial year:

Museum/Heritage/Archives

- Collecting and storing of local newspapers at the museum archives
- Binding and storing of newspapers
- Ensure proper lighting of displays in the museum
- Provide guided tours to school groups and community at large
- Collection of historical and relevant information from newspaper clippings
- Provide necessary assistance to researchers
- Scanning/ photographing of historical items e.g. artefacts, documents, photographs etc.
- Liaise and setting up of meetings with external heritage bodies, e.g. Amafa, Provincial Museum Service, Ladysmith Siege Museum Trust etc.
- Ensuring specialised preservation of historical items, e.g. ensuring that there is an appropriate temperature for storing of paper, leather, wooden items and other artefacts

- Perform minor maintenance within the museum (in respect of museum displays)

Tourism

- Research, develop and implement tourism learnership and mentorship programmes to capacitate tourism graduate students.
- Provide monitoring and training to tourism ambassadors, graduates (Interns) and in-service training students
- Provide assistance to the Ladysmith Tourism Association with the promotion and marketing of its members and the registration of tourism businesses (registered tourism businesses) and also support the association with the mobilization of membership.
- Liaise with external tourism stakeholders e.g. Provincial Tourism Authority, District Municipalities, other Local Municipalities, accommodation establishments, tour guides etc.
- Personally, travel to and represent Ladysmith in a refined manner at exhibitions, workshops and conferences
- Attend meetings as and when required
- Obtain brochures of tourism business which are registered with the Ladysmith Tourism Association as well as brochures of other major tourism attractions within close proximity to Ladysmith e.g., Midlands Meander, Drakensberg Experience for distribution at the Tourist Information Office.
- Distribute brochures about tourism products in Emnambithi/Ladysmith to other tourism stakeholders e.g. other information offices in South Africa, via mail or couriers.
- Market the town as a preferred tourist destination
- Dealing with various enquiries (Telephone, emails and direct walk-ins)
- Ensure that the Tourist Information Office is well stocked with brochures

Administration

- Prepare comprehensive reports/items to Section Heads, MCM, DPHS Portfolio Committee, EXCO and Council.
- Create and manage leave records for staff in the Museum, Tourism, Arts and Culture section and submission of leave records to the relevant section.
- Monitor and provide assistance to staff by filling of leave forms to ensure that correct procedures are followed.
- Filling of procurements for the section and liaising with Supply Chain Unit with regarding same and also conduct briefing of suppliers.
- Maintaining Museum financial records of provincial museum subsidy and preparation of monthly financial reports to Department of Arts and Culture (Museum Services).
- Compile and submit operational budget reports to management for the section.
- Banking and compiling of reports of Museum entrance fees
- Verify and/or amend correspondence and reports to ensure correctness
- Coordinate internal and external stakeholders committee meeting, including provision of secretariat duties to the committees (recording of minutes and reports).
- Compiling of short and long-term plans of the section for Municipal Turn Around Strategy
- Preparation of internal and external correspondence e.g., letters and invitations
- Compiling and submitting monthly reports
- Submission of quarter reports as per requirements of the SDBIP
- Verify and/or amend correspondence and reports to ensure correctness and proper procedures are being followed.
- Compile and motivate annual capital and operational budget during Adjustments Budget period for the section.
- Maintain budget and make virements where necessary
- Attend meetings as and when required

VISITOR STATISTICS

The following is a breakdown of visitors/ tourists received for the 2021/2022 financial year:

| Month | Domestic | | International | |
|----------------|--------------|----------|---------------|----------|
| | Adults | Children | Adults | Children |
| July 2021 | - | - | - | - |
| August 2021 | 5 | - | - | - |
| September 2021 | 39 | 50 | 2 | - |
| October 2021 | 35 | 10 | 7 | - |
| November 2021 | 30 | 1 | 6 | - |
| December 2021 | 20 | 6 | - | - |
| January 2022 | 21 | 7 | 4 | - |
| February 2022 | 26 | 1 | - | - |
| March 2022 | 33 | 3 | 21 | - |
| April 2022 | 23 | 10 | 36 | 3 |
| May 2022 | 14 | 22 | 9 | 1 |
| June 2022 | 34 | 79 | 3 | - |
| Sub Total | 280 | 189 | 88 | 4 |
| Overall Total | 561 Visitors | | | |

CHALLENGES EXPERIENCED

An annual target of 21 events was set as per Service Delivery Budget Implementation Plan for the 2021/2022 financial year. A total of 34 events were held for 2021/2022.

PORTFOLIO OF EVIDENCE

Attached as Annexure A, pages 1-10 is the portfolio of evidence of events/ programmes for the Museums, Tourism, Arts and Culture section.

In conclusion, while these interventions were in the form of emergency handouts, the LED & Tourism Unit will continue in providing sustainable programmes aimed to inculcate the culture of Self-Help and self-Reliance

3.3 TECHNICAL AND INFRASTRUCTURAL SERVICES DEPARTMENT

3.3.1 Road transport

The road network in Alfred Duma Local Municipality comprises 908.63km of gravel roads and 305.360km of permanently surfaced roads. Block paving are 13.31km and 2.7km of unclassified roads.

Addressing the backlog in gravel roads remains a major focus area. For the next financial year, Alfred Duma Local Municipality has taken a strategic decision to increase the spending on infrastructure maintenance.

The Municipality has prepared Five (5) year maintenance plans for the Road Infrastructure and approximately R350 Million is required.

The Gravel Road Maintenance Plan involves working one month per annum in each of the municipal wards to address backlogs and maintain existing gravel roads. Roads are constructed in-house making use of Council's plant and equipment's. Disruptions to the programme are encountered due to equipment aging and skills shortage however annual targets are always met.

During 2021/2022 the programme was not completed due to the floods where the section had to deviate from programme and attend to roads that were damaged and these backlogs were carried over to 2022/2023 financial year,

In terms of tarred roads, potholes are patched, base failures are repaired preventive maintenance is undertaken in terms of chip and spray, slurry seal and overlays.

STORMWATER

The storm water drainage network in urban areas in the Alfred Duma municipal area comprises a piped system and open drainage channels. The drainage system is in a fair condition with some instances of poor conditions. There are still some areas where there are no formal drainage networks and this causes flooding during summer.

The upgrading of roads however contributes to the addressing of this backlog as storm water drainage is installed together with the construction of roads.

Storm water systems are maintained using high pressure jetting and there is a programme in place for cleaning of drains, addressing damaged catch pits, repairing kerbs and channels etc.

The misuse of the storm water system remains a matter of concern. Blockages that cause flooding regularly occur due to alien matter entering drainage pipes. Maintaining and cleaning the system is an ever-increasing expense and effort.

3.3.2 Spending against capital budget

Capital expenditures relates mainly to construction projects that will have value lasting over many years. Capital expenditure is funded from grants, borrowings and cash surpluses.

The table below indicates the capital expenditure against the total budget.

| Description | Original Budget | Actual |
|--|-----------------|-----------------|
| Construction of 4km of Gravel Roads in Roosboom Ward 11 | R 3 500 000.00 | R 3 477 329.30 |
| Construction of 1km Surfaced Roads in Ezakheni Ward 5 | R 7 000 000.00 | R 6 831 825.94 |
| Construction of 1km surfaced Roads in Matiwane Ward 23 | R 7 000 000.00 | R 7 119 793.29 |
| Construction of 0.6 km Surfaced Roads in Driefontein Ward 17 | R 5 500 000.00 | R 5 140 128.90 |
| Construction of 1km surfaced Roads in Acaciavale in Ward 20 | R 7 000 000.00 | R 6 533 588.00 |
| Construction of Tarred Roads in Ward 21 | R 7 000 000.00 | R 6 788 346.41 |
| Construction 2.5km of KwaMnangeni Gravel Roads Phase 3 | R 3 200 000.00 | R 2 968 910.38 |
| Construction of Emathendeni Sportsfield Phase 2 in Ward 29 | R 1 161 000.00 | R 1 322 313.70 |
| Installation of Fencing at the existing Landfill site in Ward 20 | R 4 000 000.00 | R 4 005 450.00 |
| Construction of Civil Works within Indoor High-Performance Centre Phase 3 in Ward 13 | R 36 400 000.00 | R 37 711 744,88 |
| Construction of Ekuvukeni Sportsfield Phase 2 in Ward 33 | R 2 000 000.00 | R 1 992 676.01 |
| Rehabilitation of 700m of Forbes Street | R 6 500 000.00 | R 5 789 790.90 |
| Rehabilitation of 950m of Rangoon Roads | R 3 000 000.00 | R 3 047 492.25 |
| Rehabilitation of 280m of River Bank Road | R 3 000 000.00 | R 2 700 000.00 |
| Construction of 1 Borehole- Indaka Satellite office in Ward 33 | R 671 219.00 | R 448 950.00 |

3.3.4 ELECTRICITY SERVICES

The number of consumers receiving 50kwh of free basic electricity is 13 313

The Municipality has implemented Schedule 5B Electrification projects in the following areas:

Wards 7 (Zwelisha & Machibini) and **71 connections** electrified. The budget amount is **R3 690 000.00** which was funded by DMRE. **Achieved.** Ward 6 & 8 was not done due to insufficient budget

Wards 11 (Phase 2 & Hubungu), 13 (Ekuphumuleni), & 26 (Bluebank & St Josephs) and **250 connections** electrified. The budget amount is **R4 500 000.00** which was funded by DMRE. **Achieved.** Ward 25 was not done due to insufficient budget.

Ward 34 (Tholeni) & 36 (Douglas Extension) and **120 connections** electrified. The budget amount is **R3 690 000.00** which was funded by DMRE. **Achieved.** Ward 24 & 32 was not done due to insufficient budget.

Ward 23 (Matiwane) and **100 connections** electrified. The budget amount is **R5 220 000.00** which was funded by DMRE. **Achieved.** Ward 4, 14 & 24 was not done due to insufficient budget.

Public Lighting Projects were implemented in Ward 3 & 4 and **08 High Mast Lights** were installed. The budget amount is **R2 500 000.00**. **Achieved.**

Public Lighting Projects were implemented in Ward 11 and **08 High Mast Lights** were installed. The budget amount is **R2 000 000.00**. **Achieved.**

Public Lighting Projects were implemented in Ward 16 and **07 High Mast Lights** were connected. The budget amount is **R 2 000 000.00**. **Achieved.**

3.4 PUBLIC SAFETY AND EMERGENCY SERVICES DEPARTMENT

3.4.1. TRAFFIC AND LAW ENFORCEMENT SERVICES

(a) Introduction

Road safety programs assist motorists and pedestrians to act proactively and to change negative behaviour towards road safety. The aim is to reduce the risk of accidents through visibility of officers and the Road Safety Educational programs.

(b) Traffic Policing and By-law Enforcement

| Category | | Previous Year Actual Number (20/21) | Current Year Actual (21/22) |
|--|--------------|-------------------------------------|-----------------------------|
| Number of law-enforcement officers in the field on an average day (Traffic and By-Law Enforcement) | | 32 | 36 |
| Number of law enforcement officers on duty on an average day | | 32 | 36 |
| Number of road traffic accidents during the year (Ladysmith, Steadville and Ezakheni Areas) | Ladysmith | 1058 | 1071 |
| | Steadville | 53 | 32 |
| | Ezakheni | 244 | 289 |
| | Driefontein | 20 | 6 |
| | R103 | 50 | 112 |
| | N3 | 74 | 85 |
| | N11 | 53 | 78 |
| | Indaka | 0 | 0 |
| | Total | 1552 | 1673 |

(c) Traffic Policing and By-law Enforcement Policy Objectives

| Performance Objectives | Key Performance Indicator | Target | Actual | Comments |
|---|--|----------------|----------------|--|
| Compliance Indicators | | | | |
| Provide an effective traffic and law enforcement service | Number of vehicle check points held per annum | 600 | 2836 | Target Achieved for Vehicle Check points to enable law enforcement and increase safety as well as prevent loss of life. |
| | Number of by-law operations held | Ongoing | Ongoing | Awareness operations were held to in respect of educating the community regarding by-laws and their responsibilities in respect of compliance. |
| | Number of Planned roadblocks held per annum | 12 | 21 | Joint Road Blocks were conducted on specific dates with the following statistics obtained in total during these events: <ul style="list-style-type: none"> • Written Notices Issued: 779 • Warrants of Arrest Executed: 87 • Drunken Driving Arrests: 0 |
| Ensure proper monitoring of the Client Service Charter | % of motor registration and licensing cases handled within a required time-frame | 100% | 100% | This section consists of testing of candidates for learners and drivers Licenses to determine their proficiency and issuing of law enforcement and is subject to the supply vs. demand concept of the community. |
| Report to council regularly | Monthly report submitted? | Yes | Yes | Monthly reports are submitted |

The following key performance indicators are measured on quarterly basis. Key performance Indicators are the following:

The safety of all road users is of great importance to the Alfred Duma Local Municipal Department Public Safety and Emergency Services and therefore all efforts are made to ensure the safe and free flow of traffic in and around Alfred Duma Local Municipality. Regular high visibility patrols are conducted. Point duty by traffic officers are conducted at certain problematic locations in the mornings.

- **Foot patrols:** Officers engage in both routine (as specified by the operational law enforcement plan) and random foot patrols. This has greatly assisted in regard to management and deterrence of illegal trading, parking violations, and other offences.
- **Roadblocks:** Due to high visibility and alcohol law enforcement during planned roadblocks in conjunction with other role players (e.g.: SAPS, RTI) Traffic Law Enforcement has managed to achieve a marked decrease in motor vehicle accidents during festive periods. Officers. Joint parties carry out targeted enforcement in terms of problematic traffic issues and warrant checks are carried out for all drivers stopped during the course of roadblocks. The visibility of Officers serves as an extreme deterrent to motorists who are likely to drink and drive. In this manner the Department Public Safety and Emergency Services has effectively utilized roadblocks as a tool to prevent loss of life and promote road safety.
- **By-law enforcement:** By-Law officers respond to complaints from the public in regard to health hazards, illegal dumping, stray animals, noise disturbances and other matters. These officers then educate the offenders and make efforts to rectify the source of the problem. By-Law officers liaise with other municipal sections in cases where their assistance is required to resolve an issue and follow up until the resolution of the matter. By-Law officers held operations in respect of educating the community regarding by-laws and their responsibilities in respect of compliance therewith.

- **Vehicle check points (VCP):** Officers utilized vehicle check points to target specific offences (e.g.: not wearing seatbelts, talking on a cellular phone whilst driving) as well as to check for the roadworthiness of vehicles. When officers address these traffic violations it urges motorists to refrain from committing the same offence in future. This resulted in more motorists using their seatbelts, refraining from using a cellular phone whilst driving and ensuring that their vehicles were in good working condition. In turn, this prevents the loss of life due to driver negligence and ensures road safety.
- **Driving and learners' licenses:** Officers ensure that they always check for the validity of the driver's licence in order to assess if the driver is authorized to drive the vehicle that they are operating. These checks guarantee a decrease in motorists who are likely to operate a vehicle without a valid licence. This is vital, as unlicensed drivers are more likely to pose a hazard to themselves and other road users. The dedicated licence checks by officers therefore contributes to road safety and prevents loss of life on the road.

A total of **8 334** notices were issued by officers during the 2021/2022 period broken down as follows:

| TYPE OF NOTICE | NUMBER OF NOTICES |
|----------------|-------------------|
| Section 56 | 6 999 |
| NIP | 1 335 |
| TOTAL | 8 334 |

The following is a breakdown of the additional Traffic Related Duties that were carried out during the 2021/2022 Financial Year:

| Type of Duty | 2020/2021 Financial Year | 2021/2022 Financial Year |
|---|-----------------------------|-----------------------------|
| Vehicle Check Points (VCPs) Road Blocks Conducted | 2836 | 2371 |
| Planned Roadblock with SAPS and RTI Conducted | 46 | 21 |
| Drunken Driving Arrests Made | 3 | 1 |
| Warrants of Arrest Executed | 641 | 1005 |
| Income Accrued from Warrants of Arrest Executed | R 1 230 260.00 | R 1 037 800.00 |

COVID-19 PANDEMIC EFFECTS

Joint Stakeholder Road Blocks were held with SAPS and RTI in the course of performing COVID-19 related and Traffic Law Enforcement duties.

It should be noted that overall traffic, roadblocks and vehicle checks decreased in direct correlation to Lockdown Phases in an effort to maintain safety wherever possible.

(d) Employees: Law Enforcement Officers

| Salary Level (Task Grades) | Permanent Posts | | Short Terms Contract Posts | Current Employees | | Vacancies | |
|-------------------------------|-----------------|---------|-------------------------------|-------------------|---------|-----------|---------|
| | By-Law | Traffic | By-Law Enforcement | By-Law | Traffic | By-Law | Traffic |
| 05 - 10 | 4 | 21 | 7 | 3 | 21 | 1 | 0 |
| 11 - 14 | 1 | 4 | 0 | 0 | 4 | 1 | 0 |
| 15 - 18 | 0 | 1 | 0 | 0 | 1 | 0 | 0 |
| Total | 5 | 26 | 7 | 3 | 26 | 2 | 0 |

3.4.2. LICENSING

The Licensing Section is divided mainly into two sub-sections which deal mainly with the following issues:

MLB – Motor Licensing Bureau:

For the 2020/2021 Financial Year a total of **37 184** (100%) of all vehicle transaction applications were received and processed by 30 June 2022.

DLTC – Driving Licence Testing Centre:

- Application of Learner's, Driving Licence's and PRDP
- Testing Learner's and Driving Licences
- Issue of Lerner's and Driving Licences
- Renewal of Driving licences

For the 2020/2021 Financial Year a total of **2 333** (100%) licences were issued to all successful applicants tested for learner's licences by 30 June 2022.

For the 2020/2021 Financial Year a total of **793** (100%) licences were issued to all successful applicants tested for driving licences by 30 June 2022.

It must be noted that the Licensing Office is mainly a demand driven service delivery section that seeks to facilitate effective Provincial Motor Transport and Traffic Law Administration services in order to ensure compliance with the National Road Traffic Act 93/96

COVID-19 PANDEMIC EFFECTS

It should be noted that the Licensing Office was required to operate in accordance with DOT COVID-19 related Regulations. This has resulted in a severe drop in the amount of Licensing Transactions performed as well as income accrued in this regard.

3.4.3. FIREFIGHTING SERVICES

(a) Introduction

Alfred Duma Local Municipality has a Fire Fighting Service consisting of **five (5)** full time fire officers, **three (3)** contract fire officers and **Twenty (20)** working on fire-trained staff. The top service delivery priorities for the year under review were:

- Preventing the outbreak or spread of fires
- The saving of lives and property
- To react rapidly with the available resources to extinguish reported fires.
- To compile and follow a Control Burning Plan by creating and monitoring a controlled fire in areas where, should a fire occur, it will spread quickly or poses a fire hazard so that future risk will be mitigated
- To conduct Fire Prevention Inspections at business premises to reduce risk and ensure fire safety
- To conduct inspections of tanks, vehicles and premises storing flammable gasses and/or liquids within the municipal jurisdiction in order to mitigate risk and ensure fire safety.

During the year under review, the Alfred Duma Fire Service reacted to **two hundred and one (201)** fire and incidents within the Alfred Duma Local Municipal Jurisdiction during average turnout time especially within urban areas.

The service delivery within the rural areas is still challenging.

| Category | Previous Year Actual Number (20/21) | Actual Number (20/22) |
|------------------------------------|-------------------------------------|-----------------------|
| Total fires attended in the year | 240 | 201 |
| Average turnout time - rural areas | 30 Minutes | 30 Minutes |
| Average turnout time - urban areas | 15 Minutes | 15 Minutes |

| INCIDENT TYPE | 21/22 TO DATE |
|----------------------------|---------------|
| Formal Structural Fires | 708 |
| Veld / Forest Fires | 39 |
| Disaster Related Incidents | 22 |
| Other Incident / Rubble | 31 |
| Motor Vehicle on Fire | 31 |
| TOTAL CALLS | 201 |

The following is a breakdown of the Fire Related Service Duties carried out during the 2020/2021 Financial Year:

| DESCRIPTION | 21/22 TO DATE |
|------------------------------------|---------------|
| Fire Prevention Inspections | 357 |
| Building plans | 193 |
| Business Licenses | 64 |
| Fireworks Permits | 5 |
| Certificate of Registration | 64 |
| Fire Hydrants Inspected | 370 |
| After hours electricity complaints | 4050 |

COVID-19 PANDEMIC EFFECTS

Fire Inspections and Business Licences were conducted in accordance with COVID-19 Regulations as different businesses were permitted to open.

(b) Fire Service Policy Objectives

| Performance Objectives | Key Performance Indicator | Target | Actual | Comments |
|---|---------------------------|--------|--------|---|
| Compliance Indicators | | | | |
| Communicate Disaster Management Plan with relevant role-players | Number meetings held | 1 | 1 | Disaster Management Plan was perused and reviewed for adoption by the Alfred Duma Local Municipal Council |

| Performance Objectives | Key Performance Indicator | Target | Actual | Comments |
|---|---|----------------------------|---|--|
| Compilation and annual review of the Disaster Management Plan | Compilation completed by 30 th June 2022 | 30 th June 2022 | Submitted to Council for approval and adoption as per meeting held in June 2022 | Plan will be reviewed and workshopped with relevant parties The following Plans were adopted accordingly: a) Disaster Management Plan b) Winter Season Contingency Plan c) Summer Season Contingency Plan d) Disaster Management Sector Plan. |
| Disaster Management Sector Plan | Compilation completed by 30 th June 2022 | 30 th June 2022 | Submitted to IDP and then to COGTA | Plan will be reviewed and workshopped accordingly |
| Provide a quality firefighting service | Monthly inspection of vehicles and equipment done? | Yes | Yes | This is done on a bi-weekly basis as well as during random inspections. |
| | Number of vehicles not operational for more than 5 days during the month | 0 | 0 | This is checked on a bi-weekly basis as well as during random inspections. |
| | Complaints not sufficiently addressed within 5 days regarding firefighting services | 0 | 0 | All complaints were sufficiently addressed within 5 days. |

(c) Employees: Fire Services

| Salary Level (Task Grades) | Permanent Posts | Short Term Contract Posts | Employees | Vacancies |
|----------------------------|-----------------|---------------------------|-----------|-----------|
| 05 - 10 | 4 | 3 | 4 | |
| 11 - 14 | 4 | | 2 | 2 |
| 15 - 18 | | | | |
| Total | 8 | 3 | 6 | 2 |

3.4.4. Fleet management

The Fleet Section currently comprises of Assistant Manager: Fleet, one Administrative Clerk, one Superintendent, four mechanics, one qualified wheel alignment technician and one motor mechanic assistant that are responsible for approximately two hundred and eighty nine (289) Council vehicles which are subdivided into the following categories with only the listed Staff Strength appointed to affect internal repairs and maintenance to these vehicles, along with assessing repair requirements for outsourcing and subsequent routing for outsourcing:

| TYPE OF COUNCIL OWNED VEHICLE | TOTAL AMOUNT OF VEHICLES |
|-------------------------------|--------------------------|
| Light Motor Vehicles | 156 |
| Heavy Motor Vehicles | 97 |
| Plant | 36 |
| Total Fleet | 289 |

This shortage of manpower creates a challenge in terms of the turnaround time for the repairs of vehicles. Long turnaround times affect service delivery. Supply Chain delays are also a contributing factor in the increased turnaround time. Driver abuse results in the increased frequency that vehicles visit the workshop. Vehicle abuse is reported to the Municipal Manager for disciplinary action. Service level agreements are in place for the repairs and maintenance to Council's fleet.

The following repairs were carried out to Council vehicles during the 2021/2022 Financial Year:

| Type of vehicle | Outsourced | Repaired at Mechanical Workshop |
|---|------------|---------------------------------|
| Number of light vehicles received and attended to | 71 | 271 |
| Number of heavy vehicles received and attended to | 70 | 219 |
| Number of heavy plants received and attended to | 42 | 87 |

COVID-19 PANDEMIC EFFECTS

Staff have been working in accordance with COVID-19 Regulations and the overall productivity of this section has decreased due to the reduced availability of staff, equipment and spares.

3.5 COMMUNITY & SOCIAL SERVICES DEPARTMENT

3.5.1 PARKS, RECREATIONAL AREAS, SWIMMING POOLS AND CEMETERIES

(a) Introduction

Alfred Duma Local Municipality operates and maintains 16 sports facilities and 7 public swimming pools. These facilities cater for a variety of sporting codes including soccer, netball, tennis and volleyball. Vandalism of facilities is an area of concern and constant supervision is required as a mitigation measure. Unfortunately, full time supervision cannot be provided at all facilities due to the operational cost implications. The cost of the operation and maintenance of sport facilities remains challenge as sport facilities in rural areas do not generate enough income to cover the operation and maintenance expenditure.

The Municipality operates and maintains 5 cemeteries. The services provided include the timely and correct preparation of graves for use, maintaining a register of graves and the maintenance of cemeteries to an acceptable level of tidiness.

The Municipality maintains public open spaces from all Municipal wards and entrance gardens.

(b) Parks and Recreational Areas and Swimming Pools Policy Objectives

| Performance Objectives | Key Performance Indicator | Target | Actual | Comments |
|---|--|--------|--------|--|
| Compliance Indicators | | | | |
| To preserve and protect the natural environment and bio-diversity. | Number of trees planted through promotion of greening programme by 30 June 2022 | 80 | 450 | The Municipality was afforded more trees through the partnership between Department of Agriculture, Fisheries & Forestry for the greening programme. |
| Plan and budget for the provision of new and the maintenance of existing facilities | Maintenance and provision of existing recreational parks maintained in terms of maintenance plan | 8 | 8 | |
| Ensure availability of | Maintenance and provision of existing swimming pool maintained in terms of | 7 | 7 | |

| | | | | |
|---|---|----|----|---|
| swimming pools through proper maintenance | maintenance plan | | | |
| Development of new gym facilities, maintenance and provision of existing facilities | Maintenance and provision of existing gym facilities | 4 | 4 | Colenso indoor gym, Ezakheni A section Klip bank Park and Acacia outdoor gym. |
| Development of new sport fields and maintenance and Provision of existing facilities | Maintenance and provision of existing ground sport facilities | 16 | 14 | D section ground totally vandalised and indoor sport ground is under renovation |
| Plan and budget for the provision and the maintenance of existing cemetery | Maintenance and provision of existing cemeteries and burial services in terms of maintenance plan | 5 | 5 | |

(c) Financial Performance: Parks and Recreational Areas and Swimming Pools

| Operational Expenditure Type | Original Budget | Adjustment Budget | Actual |
|------------------------------|-----------------|-------------------|--------------|
| Trees | R 13992.00 | 0.00 | R 10173.04 |
| Parks and Gardens | R 6 748.00 | 0.00 | R 3 195.00 |
| Swimming Pools | R 278,000.00 | 0.00 | R 278,715.20 |
| Sporting facilities | R 91,996.00 | R 13,000.00 | R 84,555.62 |
| Cemeteries | R129 000.00 | R 22,000.00 | R 125,888.70 |

(a) Comment on the performance of sport, parks and recreational areas and swimming pools overall

The section is battling vandalism in most facilities, shortage of staff & funds for maintenance.

3.5.2. Community facilities and halls

(a) Introduction

The Department of Community Services is responsible for the administration of the Municipality's property portfolio, such as community halls.

(b) Community Facilities and Halls Policy Objectives

| Performance Objectives | Key Performance Indicator | Target | Actual | Comments |
|---|--|--------|--------|--|
| Compliance Indicators | | | | |
| Adequately maintain facility Infrastructure | Number of community halls maintained | 59 | 59 | The non-payment of insurance claims hinders the progress of renovating the vandalised facilities |
| Provision of caretaker ship in all municipal halls | Number of halls with caretaker ship services | 10 | 06 | To be included on the new organogram and no budget available for employment of caretakers. |

(c) Financial Performance: Community Facilities and Halls

| Operational Expenditure Type | Original Budget | Adjustment Budget | Actual |
|----------------------------------|-----------------|-------------------|-----------|
| Community Halls Buildings | 59,004.00 | +20 000.00 | 72,729.61 |

(d) Comment on the performance of Town and community halls overall

- Challenge with vandalism at the at the community facilities
- Caretakers and general workers are rotated as when required for cleaning and transporting of tables and chairs.
- Provision of transport at the Halls is a major challenge, in transporting workers for maintenance purposes.
- The section aims in attracting private business sectors to operate at the Multipurpose Centre.

3.5.3 Functionality and sustainability of community service centres**(a) Introduction**

- The Department of Community Services is responsible for the administration of the Municipality's property portfolio, such as Thusong centres
- The Alfred Duma Local Municipality has 5 (five) Community Services Centres (CSC) in the St Chads, Roosboom, Watersmeet, Ekuvukeni and Driefontein areas. Large number of people from these previously under-served communities use to visit these facilities to access government and other related services. However, most government departments have stopped rendering the services in these CSC except the department of Health.

(b) Financial Performance: Community Services Centres (CSC)

| Operational Expenditure Type | Original Budget | Adjustment Budget | Actual |
|---------------------------------|-----------------|-------------------|------------|
| Materials & supplies | 113,292.00 | NIL | 110,286.50 |

(c) Comment on the performance of Community Service Centres overall

- Challenge with vandalism at the at the community facilities
- The section aims to provide access to Government services (e.g.: Home Affairs) to the surrounding community and to promote the social economic opportunities at the Thusong Centres.
- The section aims in attracting private business sectors to operate in both the Thusong and Multipurpose Centre.
- The challenge is that all Thusong Centres are now not connected to the ITC connectivity.
- The non-availability of the security in Roosboom and St Chads CSC is one of the major challenges.

3.5.4. Libraries**(a) Libraries Objectives**

Alfred Duma Municipality has Seven (7) libraries within the jurisdiction of the area. All libraries, i.e. those located in the area, Agra-Crescent, Colenso, Steadville, Ezakheni, Ekuvukeni, Somshoek and Main Library operate from Monday to Saturday. One modular library has been completed and it is functional at Somshoek. The location of the mini libraries at the Watersmeet, St Chads and Driefontein CSC is one of the municipality's successful project. The municipality is now in a process to set up a mini library in Roosboom CSC in 2022/23 financial year.

| Performance Objectives | Key Performance Indicator | Target | Actual | Comments |
|--|---|--------|--------|---|
| Compliance Indicators | | | | |
| Protect library material through consumer training | Number of annual consumer training programmes/Library orientation | | 233 | Programmes are based on library events calendar, demand from school, invitation from institutions |
| Improving Membership | Number of new memberships | | 580 | |
| | Number of school visits conducted | | 35 | Based on request and awareness calendar |

(c) Financial Performance: Library Services

| Operational Expenditure Type | Original Budget | Adjustment Budget | Actual |
|------------------------------|-----------------|-------------------|------------|
| Capital | 550 000 | +140 000 | 688,542.43 |
| Repairs & maintenance | 300 000 | -109 000 | 134,343.72 |

3.5.5. Refuse removal

Solid waste is a local municipal function. Refuse removal service is provided in all urban areas in Alfred Duma municipality and part of rural areas (Ekuvukeni, Waaihoek and Uitvaal) Three trucks have been procured and 10 refuse containers for Ekuvukeni.

(a) Households Access to Refuse Removals

| | |
|--|--------------|
| Number of Households with Access to Refuse Removals | 25949 |
|--|--------------|

(b) Refuse Removal Objectives

The strategic objective of the refuse removal is to provide an efficient, effective and economic service.

| Performance Objectives | Key Performance Indicator | Target | Actual | Comments |
|------------------------------------|--|--------|--------|----------|
| General KPIs | | | | |
| Access to refuse removals | To ensure that all households have access to a basic refuse removal service. | 25949 | 25949 | NIL |
| Management of Landfill Site | | | | |
| Clearing of illegal dumping | To ensure that clearance of illegal dumping is done consistently to all wards. | 280 | 280 | NIL |

(c) Financial Performance: Refuse Removal

| Operational Expenditure Type | Original Budget | Adjustment Budget | Actual |
|------------------------------|-----------------|-------------------|-------------|
| Employees | R 14165283.00 | NIL | R 544363.01 |
| Repairs and Maintenance | R 49512.00 | NIL | R 20180.80 |

(d) Capital Expenditure: Refuse Removals

| Project | Original Budget | Adjustment Budget | Actual Spent | Total Project Budget |
|---|-----------------|-------------------|--------------|----------------------|
| Equipment: Refuse Removal | R 6811908.00 | R 300 000 | R 6803141.65 | R 6841908.00 |
| Equipment: Refuse bins, traps, skips | R 51044.00 | NIL | R 3700.00 | R 51044.00 |

3.6 2021/2022 SDBIP

Attached.

Chapter 4: Organizational Development Performance**4A INTRODUCTION TO THE MUNICIPAL WORKFORCE****4.1 Employee totals, turnover and vacancies**

Employee totals **915**–, Turnover – **1390** and Vacancies - **475**

4B. Managing the municipal workforce**4.2 Policies:**

Acting Allowance Policy.

Batho Pele Principles.

Code of Conduct

Code of Ethics

Customer Care Policy

Dress Code Policy

Overtime Policy

Placement of Staff Policy

Practical Experiential and Training Policy

Standby Allowance Policy

Capacity Building Policy for Employees

Promotion Recruitment and Selection Policy

Sexual Harassment Policy

Attendance and Punctuality Policy

Leave Management Policy for Senior Managers

Employment Equity Policy

Strike Management Policy

Disciplinary Policy and Procedure

Job Evaluation Policy

Medical Aid Policy

Job Creation Policy

Termination of Contract Policy

Scarce Skills Policy

Employment Equity Plan.

Human Resource Strategy

Employee Health and Wellness Policy

Leave Policy for Municipal Employees

Occupational Health and Safety Policy

4.3 Injuries, Sickness & Suspensions

DETAILS ON DISCIPLINARY HEARING

THERE WERE 51 DISCIPLINARY HEARINGS CONCLUDED ON JULY 2021 TO JUNE 2022 FINANCIAL YEAR AND 9 SUSPENSIONS EFFECTED FROM JULY 2021 TO JUNE 2022 FINANCIAL YEAR

THERE WERE DISCIPLINARY HEARINGS CONCLUDED ON FINANCIAL YEAR AND ONLY 01 SUSPENSION EFFECTED

| DEPARTMENT | SECTION | IOD | SICK LEAVE | COMMENTS |
|--|---------------------------------------|-----|------------|---|
| Municipal Manager's office | Office of the Mayor | 01 | 03 | One Injury on duty case in this financial year. |
| Budget and Treasury | Budget and Internal Control | 01 | 16 | One Injury on duty case in this financial year. |
| Corporate Services | Human Resources | 01 | 05 | Three injuries on duty cases in this financial year. |
| | Administration and Records Management | 02 | 10 | |
| Development Planning and Human Settlement | Nil | Nil | Nil | No Injury on duty cases this financial year |
| Community and Social Services | Cleansing and Solid Waste | 15 | 290 | High rate of injuries because sections have lots of hazards. To conduct incident investigation to pick up trends of the accidents and incidents. Amend Risk Assessments as per new corrective measures and lessons learn from accidents and incidents. Conduct |
| | Parks and Gardens | 11 | 98 | |

| | | | | |
|---|---------------------------------|----|-----|--|
| | | | | Job Analysis and Job Observations. Conduct Induction for new employees, awareness and refresher training for old employees. Continuous inspections and tool box talks are high priority in these sections. |
| Public Safety and Emergency Services | Emergency Services | 01 | 40 | Traffic officers have high risk jobs, as much as there is no high numbers of accidents or incidents. Induction, refresher training and awareness, needs to form part of parade to discuss safety issues. |
| | Traffic and Licensing | 02 | 07 | |
| Technical and Infrastructural Services | Electrical Engineering Services | 09 | 72 | High rate of injuries because sections have lots of hazards. To conduct incident investigation to pick up trends of the accidents and incidents. Amend Risk Assessments as per new corrective measures and lessons learn from accidents and incidents. Conduct Job Analysis and Job Observations. Conduct Induction for new employees, awareness and refresher training for old employees. Continuous inspections and tool box talks are high priority in these sections |
| | Maintenance Services | 09 | 129 | |

Management to ensure compliance with Occupational Health and Safety Act No 85 of 1993 in all departments:

- Review and update on Risk Assessment for all departments
- Training of Senior Management on Legal Liability, Occupational Health and Safety Act no 85 of 1993 with regulations and Compensation for Occupational Injuries and Disease Act 1993
- Training of Management representatives, Supervisors, team leaders and Health and Safety Committee on Occupational Health and Safety Act no 85 of 1993 with regulations and Compensation for Occupational Injuries and Disease Act 1993, Incident Investigation, Hazard Identification and Risk Assessment is high priority for all incidents and accidents to assist reduce Injuries on duty
- Strong communication channel on departments to report to Occupational Health and Safety Office immediately all incidents and accidents as they occur and case management.
- Occupational Health and Safety Office and departments to providing more support for all Injured employees.
- Provision of correct Personal Protective Equipment and training on the correct use of Personal Protective Clothing.

4.4 Performance Rewards

Performance bonuses are only paid to the deserving section 54/56 managers who were assessed by the Performance Evaluation Committee established by Council.

The following Managers are subjected to performance evaluations:

| MUNICIPAL MANAGER AND EXECUTIVE DIRECTORS |
|--|
| Municipal Manager |
| Executive Director: Corporate Services |
| Executive Director: Community Services |
| Executive Director: Development Planning and Human Settlements |
| Executive Director: Finance (CFO) |
| Executive Director: Technical and Infrastructural Services |
| Executive Director: Public Safety and Emergency Services |

4C Capacitating the municipal workforce

4.5 Skills Development & Training

Skills development enhances the capability of employees to improve the Workforce efficiencies in the employee's specific sphere of influence, productivity in the workplace and the quality of life of workers, their prospects of work and their mobility. It enhances Career Development.

Onsite Training Programmes Conducted for the 2021/2022 Financial Year

Asset Management Training

Tree Felling

Fleet Management

Peer Learning

Occupational Health and Safety

Purpose of Skills Development in Alfred Duma Local Municipality

14 Bursaries were allocated to Municipal Officials

Chapter 5: Financial Performance

5A Statement of Financial Performance

5.1 Statements on Financial Performance

5.2 Grants

| GRANT | BUDGET | SPENT |
|--|----------------------|---------------------|
| Finance Management Grant (FMG) | R 1 950 000 | |
| Expanded Public Works Programme (EPWP) | R 4 142 988 | |
| Equitable Share (LES) | R 258 163 000 | |
| Infrastructure Skills Development Grant (ISDG) | R 3 500 000 | |
| LGSETA Grant | R 531 121 | |
| Museum Subsidy | R 225 000 | |
| Provincialisation of Libraries | R 5 610 000 | |
| Recapitalisation of Libraries (Cyber Cadet) | R 1 701 000 | |
| Housing Accreditation Subsidy | R 2 296 004 | R 1 036 000 |
| Other (Indaka Eradication) | | R 671 219 |
| Integrated National Electrification Programme (INEP) | R 17 100 000 | |
| Depart of Sports and Recreation Grant | R 20 000 000 | |
| Municipal Disaster Relief Grant (MDRG) | R 31 937 393 | |
| Municipal Infrastructure Grant (MIG) | R 70 161 000 | |
| Department of Human Settlements | | R 43 056 820 |
| TOTAL | R 417 317 530 | R 44 764 039 |

5.3 ASSET MANAGEMENT

Details on asset management and key elements of asset management policy

The Asset Management Section falls under the Budget and Treasury Department who are responsible for financial reporting for all assets that belong to Council. The Assets Section has had its challenges from the inception of GRAP as the reporting standards to a fully-fledged Asset Management Unit within the Municipality. Councils Audit opinion has reviled a significant change noting that all asset queries have been resolved. The Asset Section no longer uses the services of consultants for financial reporting, which has contributed largely to the minimizing of spending on consulting fees. We have reviewed and amended the organogram in an attempt to ensure that we have enough resources in terms capacity and human resources. Two (2) Senior Accountants have been appointed as well as an Assets Accountant to ensure a smooth transition from dependence on consultants on our plan to minimize or reduce such spending and this has been achieved. The outcomes of the previous three (3) financial years audit are indicative of progress made in the Asset's Management Unit of the Municipality and in the financial

year under review we have planned to have no material adjustments which may fall under matters of emphasis on the report. Asset Management according to the MFMA is the responsibility of the Accounting Officer which is then further delegated to departmental HODs. This is a clear indication that Asset Management needs the co-operation of many stakeholders as there is not a single person appointed by Council that is not affected by Asset Management whether directly or indirectly.

The Asset Management Unit has the responsibility to manage assets acquisition as per the SCM Regulations. We have further generated a procedure manual and reviewed it in the current financial year to try and increased internal controls to manage the movement of assets within council which are mostly not adhered to. We are further responsible for generating controls to ensure the safeguarding of assets but still every year we experience theft, losses and vandalism of Councils assets where all departmental Heads need to play their oversight roles. Disposal Management is also one of the key areas that we are focused on, to ensure that all necessary processes are adhered to as per the requirement of Section 14 of the MFMA. The Asset Management Section works closely with the Internal Audit Section and has implemented an Asset Steering Committee with representation from all departments to increase efficiency in information flow, as well as to deal with roles and responsibilities of departments and the Budget and Treasury department as the consolidation and reporting of all work done by departments lies with the Budget and Treasury department. Repairs and Maintenance of Councils Assets are also largely affected by the outcomes of the asset verification and final asset registers even though there isn't sufficient budget to carry out our Maintenance plans.

This financial year the Infrastructure and Technical Services Department has further appointed a service provider to recalculate our provision to rehabilitate the landfill sites and to Net Present Value it which was successfully achieved.

The Department: Development Planning & Human Settlements has further appointed a Heritage Assets Specialist to review conditions, impairment as well as conservation of Councils Heritage Assets which was also successfully achieved.

A lot of work has been done, and we have noted a lot of improvement in this regard but a lot of work still needs to be done collectively to ensure that the municipality receives positive audit outcomes.

Details on three largest assets acquired during the financial year.

In the current financial year, we have noted the following projects to be amongst the top three (3) in terms of costs:

| PROJECT DISCRIPTION | BUDGET | ACTUALS |
|--|---------------|----------------|
| CONSTRUCTION OF SURFACED ROADS IN MATIWANE WARD 23 | R 7 000 000 | R 6 036 888.20 |
| CONSTRUCTION OF SURFACED ROADS IN EZAKHENI WARD 5 | R 7 000 000 | R 5 940 718.21 |
| CONSTRUCTION OF SURFACED ROADS IN WARD 20-ACACIAVALE | R 7 000 000 | R 5 846 910.21 |

These projects have a large impact to our communities as they make life simpler, safer and civilized as those are some of our objectives to improve the lives of our constituents.

NB. The projects we have listed above are just the 3 largest in terms of submission, we have not received any documents from the Department Infrastructure and Basic Services.

5.4 Financial Ratios

Current Ratio: 1 433 346 773.77 / 633 441 021.93

= 2:26

Acid Test Ratio: (1 433 346 773.77 -159 900 293.41) / 633 441 021.93

= 2:01

5B Spending against Capital Budget

5.5 Capital expenditure

| PROJECT | BUDGET | ACTUALS |
|--|--------------|-----------------|
| INSTALLATION OF EIGHT (08) HIGH MAST LIGHTS IN WARD 11 - ROOSBOOM | R 2 500 000 | R 1 753 049.50 |
| CONSTRUCTION OF GRAVEL ROADS IN WARD 11 – PHASE 1, 2 &3 | R 3 500 000 | R 3 023 764.61 |
| INSTALLATION OF EIGHT (08) HIGH MAST LIGHTS IN EZAKHENI WARD 3&4 | R 2 500 000 | R 2 176 642.00 |
| CONSTRUCTION OF SURFACED ROADS IN EZAKHENI WARD 5 | R 7 000 000 | R 5 940 718.21 |
| CONSTRUCTION OF SURFACED ROADS IN MATIWANE WARD 23 | R 7 000 000 | R 6 036 888.20 |
| CONSTRUCTION OF EMATHENDENI SPORTS FIELD – PHASE 2 | R 1 161 000 | R 1 149 838.00 |
| INSTALLATION OF EIGHT (08) HIGH MAST LIGHTS IN WATERSMEET – WARD 16 | R 2 200 000 | R 1 829 160.00 |
| CONSTRUCTION OF SURFACED ROADS IN WARD 17 - DRIENFONTEIN | R 5 500 000 | R 4 469 677.30 |
| CONSTRUCTION OF SURFACED ROADS IN WARD 20 - ACACIAVALE | R 7 000 000 | R 5 846 910.21 |
| TARRED ROADS IN WARD 21 - STEADVILLE | R 7 000 000 | R 5 821 962.80 |
| ESTABLISHMENT OF NEW LANDFILL SITE AND REHABILITATION OF EXISTING | R 4 000 000 | R 3 483 000.00 |
| CONSTRUCTION OF CIVIL WORKS WITHIN THE INDOOR FACILITY PHASE 3 (MIG/COUNCIL) | R 16 400 000 | R 12 593 651.98 |
| INDOOR HIGH-PERFORMANCE FITNESS CENTRE WARD 13 (SIG) | R 20 000 000 | R 18 998 174.99 |
| CONSTRUCTION OF KWAMNANGENI GRAVEL ROAD IN WARD 31 – PHASE 3 | R 3 200 000 | R 2 581 661.20 |
| CONSTRUCTION OF EKUVUKENI SPORTFIELD – PHASE 2 | R 2 000 000 | R 1 710 730.25 |
| FURNITURE AND EQUIPMENT (GRANTS/COUNCIL) | R 3 196 308 | R 2 553 811.63 |
| REFURBISHMENTS ELECTRICAL | R 2 000 000 | R 64 240.00 |
| MUNICIPAL FLEET | R 25 600 000 | R 12 161 532.50 |
| 20MVA TRANSFORMER UPGRADE AT NEWCASTLE ROAD SUBSTATION | R 3 000 000 | R 2 729 190.00 |
| REFUSE CONTAINERS INDAKA | R 200 000 | R 192 000.00 |
| VALUATION ROLL MANAGEMENT SYSTEM | R 250 000 | R 197 153.07 |

| | | | |
|---|---------------|---------------------|---------------------------|
| BOREHOLE – INDAKA SATELITE OFFICE | | R 671 219 | R 394 167.39 |
| REHABILITATION OF FORBES STREET | | R 6 500 000 | R 5 034 600.78 |
| REHABILITATION OF RANGOON ROAD | | R 3 000 000 | R 2 649 993.26 |
| REHABILITATION OF RIVER BANK ROAD | | R 3 000 000 | R 2 347 826.09 |
| EKUVUKENI SPORTFIELD IN WARD 33 – PHASE 1 | | R 450 000 | R 0 |
| UITVAAL COMMUNITY HALL IN WARD 35 | | R 150 000 | R 112 720.00 |
| SMALL PLANT - ENGINEERING | | R 600 000 | R 100 645.74 |
| LAPTOPS | | R 2 400 000 | R 1 047 043.50 |
| TOTAL BUDGET | | R141 978 527 | R107 000 753.21 |
| ROLLED OVER PROJECTS | BUDGET | AMOUNT SPENT | ROLLED OVER AMOUNT |
| NONE | N/A | N/A | N/A |

5.6 Source of finance

The municipality's grant funding amounted to 74% of the capital budget and 26% of the total budgeted revenue of the municipality. The municipality has 2 loans with an outstanding balance of R 4 118 886 at the end of the financial year.

5.7 Capital Spending on 5 largest projects

| PROJECT DISCRPTION | BUDGET | ACTUALS |
|--|---------------------|---------------------|
| 1. INDOOR HIGH-PERFORMANCE FITNESS CENTRE WARD 13 (SIG) | R 20 000 000 | R 18 998 175 |
| 2. CONSTRUCTION OF CIVIL WORKS WITHIN THE INDOOR FACILITY PHASE 3 (MIG/ COUNCIL) | R 16 400 000 | R 12 593 652 |
| 3. CONSTRUCTION OF SURFACED ROADS IN MATIWANE WARD 23 | R 7 000 000 | R 6 036 888 |
| 4. CONSTRUCTION OF SURFACED ROADS IN EZAKHENI WARD 5 | R 7 000 000 | R 5 940 718 |
| 5. CONSTRUCTION OF SURFACED ROADS IN WARD 20 - ACACIAVALE | R 7 000 000 | R 5 846 910 |
| TOTAL | R 57 400 000 | R 49 416 343 |

5.8 Basic Service and Infrastructure Backlogs

5C Cash flow Management & Investment

5.9 Cash Flow

5.10 Borrowing & Investments

The municipality has 2 loans with an outstanding balance of R 4 143 431.00 at the end of the financial year. The loan with ABSA bank is at the fixed interest rate of 9.1% with a balance of R2 149 870.45 outstanding at the end of the financial year and is in respect of the Tsakane Electrification project. The loan with DBSA is at the fixed interest rate of 5% with a balance of R 1 993 561.32 outstanding at the end of the financial year and is in respect of the former Indaka local municipality office buildings.

5.11 Public Private Partnerships

5D Other Financial Matters

5.12 GRAP Compliance

Chapter 6: Auditor General's Findings

6.1 Auditor General Report (Previous Year) (Attached)

6.2 Remedial Action Taken (Previous Year) (Attached)

6.3 Auditor General Report (Current Year) (Attached)

6.4 Remedial Action Taken (Current Year) (Attached)

Volume II: AFS

ANNUAL FINANCIAL STATEMENTS

7.1 Summary of Results by CFO

7.2 Financial Statements (Attached)