



## **ANNUAL FINANCIAL REPORT 2019 / 2020**

### **VISION**

*"To provide high quality residential, corporate, tourism friendly and green environment"*

### **MISSION**

*"To improve the quality of life of the Ezulwini community through the provision of efficient services and infrastructure responsive to their needs"*

### **VALUES**

*Respect*

*Integrity*

*Timeous*

*Accountable*

*Transparent*

*"Discover Happiness"*

## STATEMENT BY THE COUNCIL CHAIRPERSON



The year 2019 / 2020 has been a great year for Ezulwini Town. This was the third year in Office for the current Council whose term is running from 2017 – 2022. Whilst I am going to state that the Council has worked really hard to ensure that the ratepayers, business community, residents and the day time population of Ezulwini get to “Discover Happiness”, and effective and efficient service delivery at all times, it is also good that the energy, zeal and professionalism exuded by the Council is unmatched.

As a silent but much needed vote of confidence, it is good to note that the same amount of work put in by the Council is mirrored by the investment injected by the private developers into the town. Since the years around 2010, (now a decade ago) the town has carried the suffix “- the fastest developing town” which is an expression that has been taken to greater heights in the 2019 / 2020 financial year. Not only has more multi-million development projects been commissioned in Ezulwini in the year under review, but some of the ongoing projects were completed. Whilst there is a narrative that has been created over the past years that the town was gradually losing its identity as a tourist town due to the construction of office parks and shopping centers, I am happy that sooner than we could have expected, the wisdom of the Council to allow these developments to augment our spatial tourism space, has paid dividends in creating numerous job opportunities, and further completed the town as a sustainable micro – investment address where a number of supporting services are coming into the space to make the Ezulwini ecosystem self-sustainable and complete.

In the year under review, we also commissioned the process of preparing our 30-year integrated development plan. Our intention was to plan for the future we would like to achieve, as opposed to merely accepting the future that would be given to us by circumstances which we would not have a control of. We were humbled by all the stakeholders who came through to have their views heard and help us to shape the vision we all envisage. This being a long-term plan means the process was but the beginning and we will still need the participation of all our stakeholders as we progress with this journey. This is to mean, whilst a lot of ground has been covered, there is still a lot of work that awaits.

May I further highlight that never in the history of the municipality have we experienced the exodus of senior staff the way we did in the year under review. We however wish to thank every professional who has shared their skills with us and laid the foundation for our current operational systems and policies. As a result of their hard work, we are proud to have attracted and currently have a qualified, professional and hard-working executive management team that is supported by our equally hard-working staff members. Over the years we also note how the Management continuously creates professional growth opportunities for the staff. It is also encouraging to note that we further continuously forge harmonious industrial relations within the organization.

As we close off the year, we cannot neglect to mention what looks set to disrupt the entire world economies whereat our regional, national and local economies will not be spared – the COVID-19 pandemic. We would like to encourage our ratepayers, residents and business community to take all precautions to stay safe at all times and only travel when there is a need to do so, so that we can minimize the spread of the disease.

Last, but not by no means the least, I would like to take this opportunity to thank our parent Ministry, the Ministry of Housing and Urban Development for the support they have given us over the term under review. We are confident that with the ministry’s support we are going to continue to achieve even more.

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**Councillor Bongile Mbingo**  
Mayor / Council Chairperson

## STATEMENT BY THE TOWN CLERK / CEO



As a traditionally tourist and residential town that has metamorphosed to incorporate various agglomerated commercial activities over time, we are very pleased with the

growth we continue to attain over the years. We are cognizant of the concerns from the bona fide residents of Ezulwini pertaining to the perceived loss of the tourism feel of the town. Be that as it may, we are also alive to the need for the town to be more self-sustaining by way of attracting and having locally within reach all the required services. This cannot be attained if we do not allow other service providers, businesses, office parks, medical services facilities as well as shopping centres to be established in Ezulwini.

During the year under review, we have welcomed a number of new multi-million developments that did not only change the town's skyline, but also increased the net value of the town and assisted in the creation of employment and contributed to an improved GDP for the country. It is our belief that good corporate governance is the corner stone for improved performance. As a result, I am pleased to report that once again with all the challenges we faced as an institution, we have been able to attain a clean financial

audit. It is our belief that our constant accountable and transparent way of doing things will continue to help us to remain trusted by all our stakeholders.

Whilst towards the end of the reporting period our operations were interrupted by the novel corona virus, which disrupted all systems locally and internationally, we note that as an Office we had been progressive in our planning and already had introduced to the Board or Council our desire to separate the Tourism Sector and assign it a differentiated rate that would be different from the traditional Commercial Sector. Whilst we were not able to introduce the differentiated rate for the Tourism Sector, the COVID-19 pandemic has amplified the need to re-look into the proposal and its implementation. It is however pleasing to note that the decision of the Board to diversify the economic activity in the town by encouraging the establishment of other activities of traditionally non-tourism feel has covered the town from being the hardest hit town by the COVID-19 pandemic, which could have easily been the case had the Board only allowed tourism developments to be established in the town. We look forward to the future short – medium to long term developments with reviewed hope even in the face of the COVID-19 pandemic era.

I would like to take this opportunity to thank the Ministry of Housing and Urban Development, the Board, the Management and the Staff, our ratepayers for the hard work, the business community, service providers, the residents, tourists as well as the day-time visitors to the town for the continued support in ensuring that Ezulwini remains the fastest growing town over the years.

**“Whilst we were not able to introduce the differentiated rate for the tourism sector, the covid-19 pandemic has amplified the need to re-look into the proposal and its implementation”**

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**Vusumutiwendvodza M. Matsebula**  
Town Clerk / Chief Executive Officer

## COUNCILLORS / BOARD MEMBERS



### **Councillor Bongile Mbingo – Council Chairperson**

Cllr. Mbingo is an elected member of Council representing the Ward 3 and the Council Chairperson. Cllr Mbingo is a holder of a MSc in Leadership and Change Management from Leeds Metropolitan in the United Kingdom among other qualifications. She has worked for several public and private organizations as an employee and as a board member.



### **Councillor Dr. Edmund Mazibuko – Deputy Chairperson of the Finance**

Cllr. Mazibuko is an elected member of Council representing Ward 1. Dr Mazibuko is a holder of a Doctor of Philosophy from Edith Cowan University in Australia, a Master in Education from the University of Wales in the United Kingdom, a Bachelor of Education from the University of Swaziland as well as a Diploma in Education also from the University of Swaziland.



### **Councillor Miliswa Mamba-Mtshali – Council Member**

Cllr. Mamba-Mtshali was appointed as Councillor by the Hon. Minister of Housing and Urban Development as a representative of Ward 2. She holds a BCom Information Systems and Marketing, BCom Honours in Business Economics and an HDip in Computer Auditing from the University of the Witwatersrand. Also qualified in Compliance Management (UCT) and Business Entrepreneurship from the University of Wisconsin Stout.



### **Councillor Darron Raw – Finance Chairperson**

Cllr. Raw was appointed as a Councillor by the Hon. Minister of Housing and Urban Development as a representative of Ward 6. He is a holder of a B-Com Degree in Accounting from the University of KwaZulu Natal in South Africa, a certificate in Hypnosis Practitioner-Level from NLP World, NLP certified Practitioner from NLP World. Cllr Raw is the Director of Swazi Trails (Tourism).



### **Councillor Michael Vincent – Council Member**

Cllr. Vincent is an elected member of Council representing Ward 5. Cllr Vincent is a Holder of a MRICS from the Royal Institution of Chartered surveyors in London, a Diploma in FM from the College of Estate Management. He has served as the Treasurer at SAAWA Committee and a Procurement Reform at the Ministry of Finance, SWSC and RSSC. He is self employed as a Quantity Surveyor at Murdoch Green Partnership (Pty) Ltd.



### **Councillor Sandile H. Dlamini – Council Member**

Cllr. Dlamini was appointed as Councillor by the Hon. Minister of Housing and Urban Development currently serving as a Finance Committee member. He was admitted as a Chartered Accountant in Eswatini in 2004. He holds an ACCA from the UK obtained in 2012. In 2014 he achieved a Certification in Risk Management Assurance. He is an admitted Professional Internal Auditor by the Institute of Internal Auditors in South Africa.

## EXECUTIVE MANAGEMENT



**MR. VUSI MATSEBULA**  
***Town Clerk / CEO***

Mr. Matsebula has been working as an Executive Manager in Local Government for the past 14 years. He holds a Masters in Business Leadership (MBL) from the University of South Africa, a Master of Science (MSc) Degree in Environmental Resource Management from the University of Swaziland as well as Public Management from the Georgia State University.



**MS. ZWAKELE DLAMINI**  
***Town Planner***

Ms. Zwakele Viwe Dlamini, holds a Master's Degree in Town and Regional Planning obtained from the University of Pretoria in 2017. This follows an Honours Degree in Town and Regional Planning obtained from the same institution and a Postgraduate Certificate in Disaster Risk Management from the University of South Africa.



**MR. PHIWAYINKHOSI DLAMINI – Town Engineer**

Mr Phiwayinkhosi Dlamini Joined Ezulwini Municipality in 2019 and holds a BTech in Civil Engineering (Transportation) obtained from the University of Johannesburg. He also holds a national Diploma in Civil Engineering obtained from Mangosuthu University of Technology.



**MRS. NTOMBIZODWA VILAKATI – Town Treasurer**

Mrs. Ntombizodwa Patience Vilakati joined the Municipality in 2019 and holds a Masters of Business Administration (MBA) and Bachelor of Commerce Degree. Her responsibility is to drive the Council's financial strategy.



**MR. ZAKHELE GAMEDZE – Corporate Services Manager**

Mr. Zakhele Gamedze joined the Municipality on July 2018 and holds a Master of Human Resource Management, Master of Business Administration (MBA), Bachelor of Humanities and a Post Graduate Certificate in Education (PGCE).



**MS. XOLILE MAPHANGA – Public Health & Environment Manager**

Ms. Xolile Maphanga joined the Municipality in August 2019 and holds a Master of Science (MSc) Degree in Environmental Resources Engineering, a Bachelor of Science in Environmental Health Sciences and an Advanced Certificate in Project Management.



## 1.0 Introduction

The Council provides services to residents, business community, tourists and the public at large. These services include waste management, infrastructure management, land use management, rates collection and provision of social services and HIV prevention. The services are provided by various department within the Council which are:

- 1.1 Administration
- 1.2 Public Health and Environment
- 1.3 Town Planning
- 1.4 Works and Engineering
- 1.5 AMICAALL
- 1.6 Corporate Services
- 1.7 Treasury

## 2.0 Public Health and Environment Department Report

The Public Health and Environment Department presents the following report for the Financial Year of 2019/2020.

### 2.1 Inspections for Health Clearance Certificates

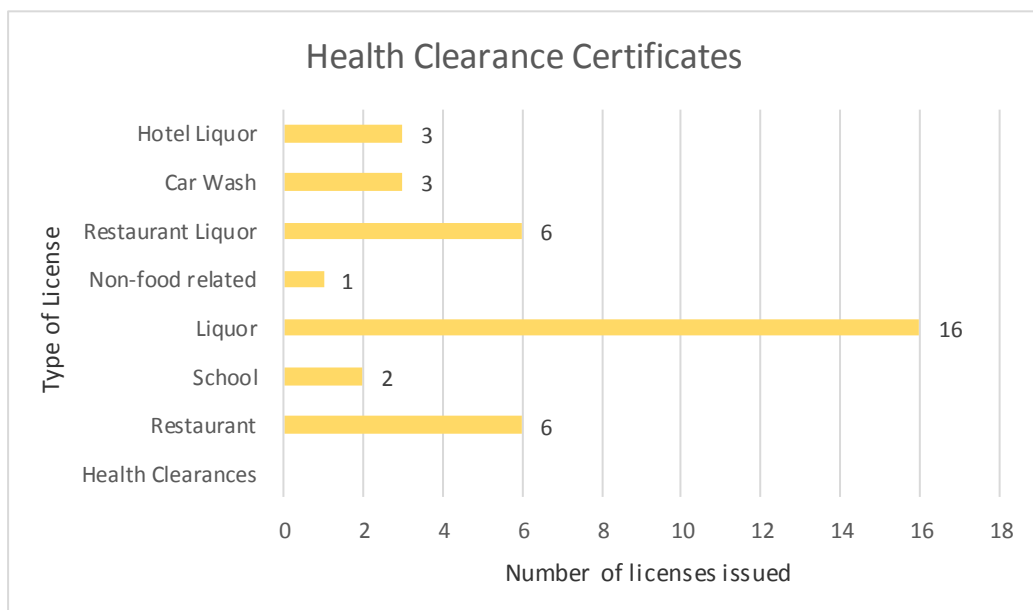
The Office received thirty-seven (37) applications for Health Clearance Certificates for the renewal of licenses of the year under review.

**Table 1: Health Clearance Applications for the FY 2019/2020**

Name of Business	Licence	Location	Status
1. Tasty Deck (Pty) Ltd	Restaurant	Roki Centre	Granted
2. Tops Ezulwini	Liquor Store	Corner Plaza	Granted
3. OK Liquor Store	Liquor Store	Valley View	Granted
4. Mugg and Bean	Restaurant	Galleria	Granted
5. Mugg and Bean	Liquor	Galleria	Granted
6. Jackalberry (Pty) Ltd	Liquor Wholesalers	Mantenga	Granted
7. Jackalberry (Pty) Ltd	Breweries	Mantenga	Granted
8. Woolworths	Liquor	The Gables	Granted
9. Elite Car Wash	Car wash	Woodlands	Granted
10. Lidwala Lodge	Liquor	Roki Centre	Granted
11. Damicha Lodge	Liquor	Goje Township	Granted
12. Shoprite Supermarket	Liquor	Galleria	Granted
13. Shoprite Liquor	Liquor	Galleria	Granted
14. Adegga Restaurant	Restaurant Liquor	Galleria	Granted
15. The Vine Restaurant	Restaurant Liquor	Bethel Court	Granted
16. Ezulwini Sun Hotel	Restaurant Liquor	Ezulwini Sun	Granted
17. Lugogo Sun Hotel	Restaurant Liquor	Lugogo Sun	Granted
18. Galitos Restaurant	Restaurant Liquor	Corner Plaza	Granted
19. Pick n Pay	Liquor	Gables	Granted
20. Wine Boutique	Liquor	Mantenga	Granted
21. Mantenga Lodge	Liquor	Mantenga	Granted
22. Chill & Grill	Restaurant	The Gables	Granted
23. Lojaf Pick n Pay	Liquor	The Crescent	Granted
24. Royal Villas Hotel	Hotel Liquor	Nshakabili Rd	Granted
25. Jimmy's Wine and Malt	Liquor	kaMchoza	Granted

26. Jimmy's Bar	Liquor	KaMchoza	Granted
27. Edladleni Restaurant	Restaurant Liquor	Mnyamatsini	Granted
28. Happy Valley Hotel	Hotel Liquor	Along MR103	Granted
29. Ezulwini Sun Hotel	Hotel Liquor	Ezulwini	Granted
30. Casino Licks	Restaurant Liquor	Royal Swazi Spa	Granted
31. Yuan Investments	Liquor	Royal Swazi Spa	Granted
32. Bimbos	Restaurant	Gables	Granted
33. First National Bank	Non-food related	Gables	Granted
34. Zanash Café	Restaurant	MTN Golf Park	Granted
35. Lingiwe Pre-school	School	Farm 50	Granted
36. Sheba's Rock Spur	Liquor	The Gables	Granted
37. Driving School	Driving School	Macondza	Granted

### Summary of Health Clearances for the FY 2019/2020



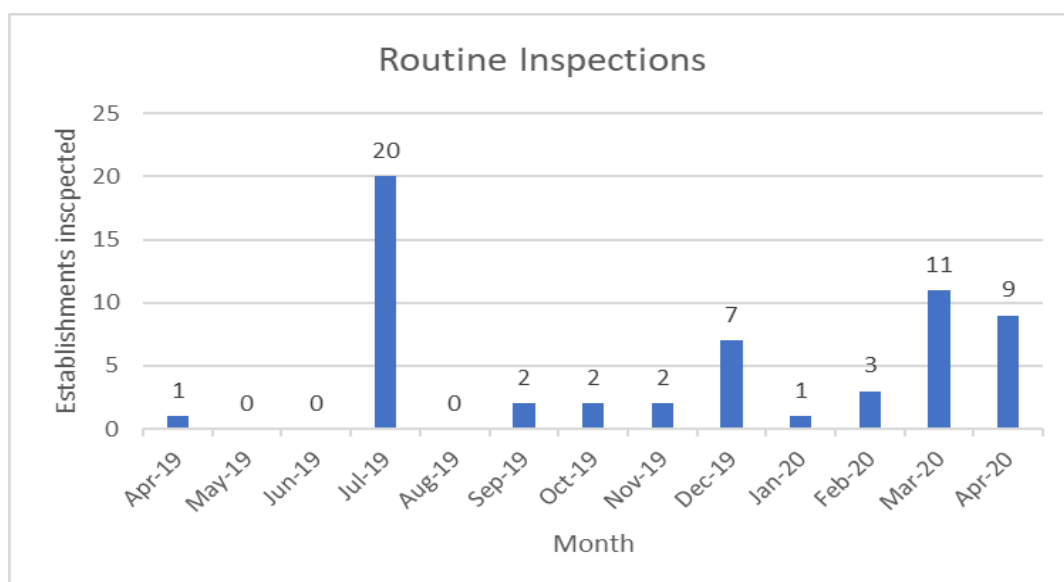
**Figure 1:** Health Clearance certificates issued during the FY 2019/2020

The Office issued more liquor licenses in November, due to that liquor licenses for the various establishments were nearing expiration date in December 2019 and hence they required renewal.

#### 2.1.2 Routine Inspections

The Office conducted a total of fifty-eight (58) routine inspections for the year.

## Summary of Routine Inspections for the FY 2019/2020

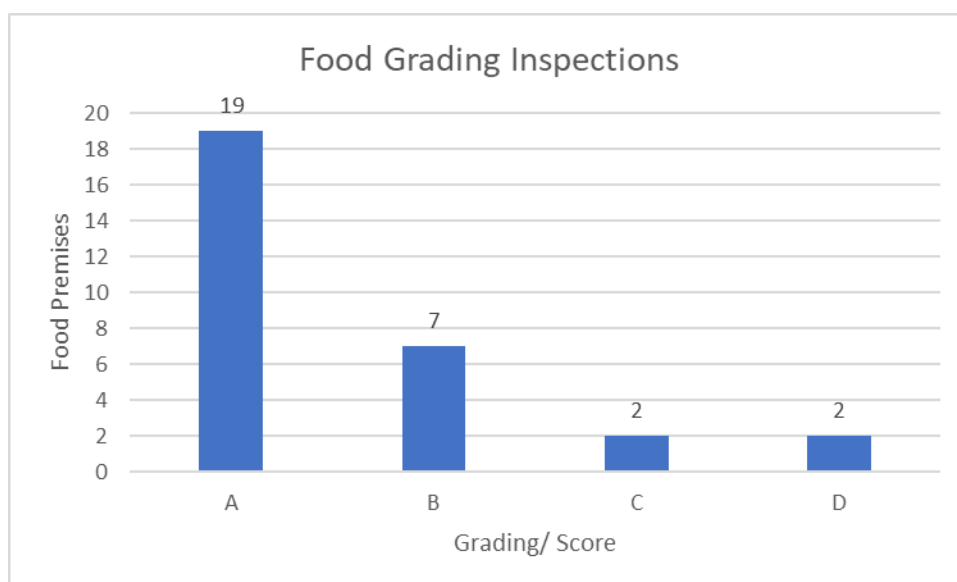


**Figure 2:** Routine Inspections conducted during the FY 2019/2020

The Office conducted more routine inspections during the month July 2019 because of the annual food grading activity that is normally scheduled during the period of the year.

### 2.1.3 Food Outlet Grading

A total of thirty (30) outlets were graded for the year under review. More than 60% of food outlets in Ezulwini obtained **A grade** (90% and above) which implies that most of the food premises were found to exceed regulatory food hygiene requirements and displayed superior standard of cleanliness, hygiene and food-handling practices.



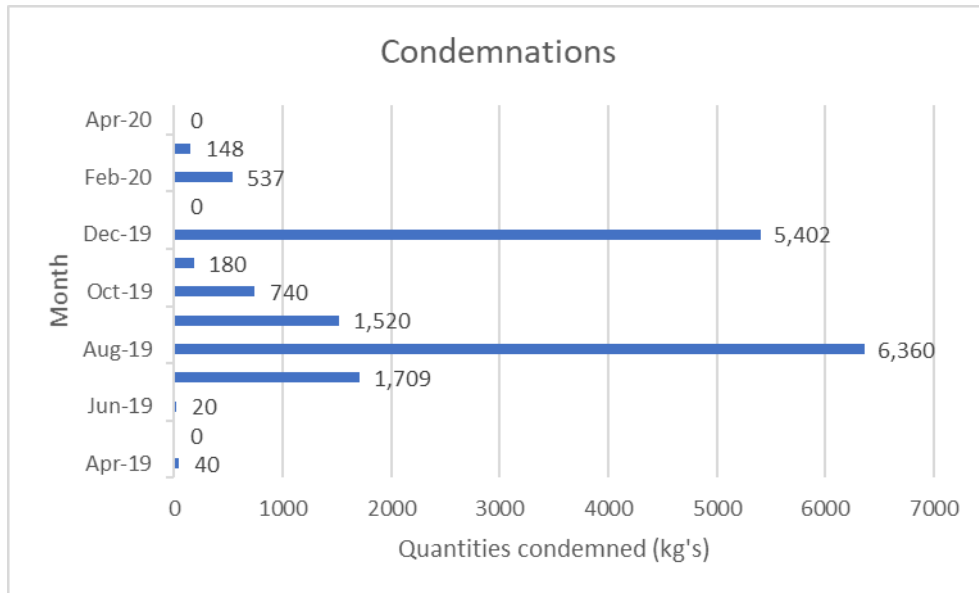
**Figure 3:** Food grading inspections conducted during FY 2019/2020



#### 2.1.4 Condemnations

During routine inspections of food establishments and food outlet grading, the Office condemned a total 166,56 kilograms (**16.7 Tons**) expired food items guided by the Public Health Food Hygiene Regulations of 1973 Part V, sections 40 and 41. Figure 3 below shows the summary of condemned food items for the FY 2019/2020.

**Summary of condemned food items for the FY 2019/2020.**



**Figure 4: Condemned food items during the FY 2019/2020**

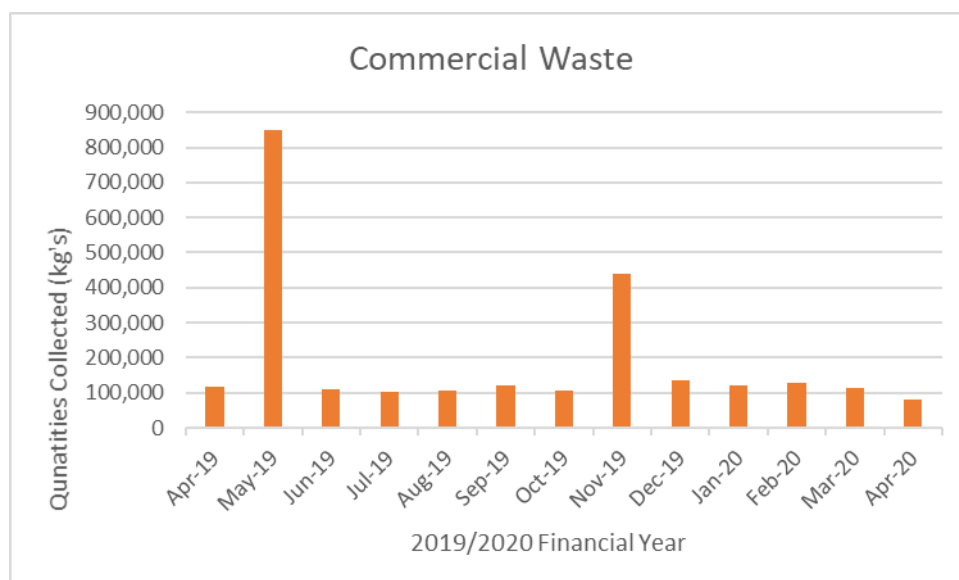
The volumes of wastes condemned were significantly higher in August 2019 due to the food grading activity that was conducted in July 2019. The Office condemned more food items for the month of December 2019 due to the increased food inspections and liquor license inspections that were conducted.

## 2.2 ENVIRONMENTAL MANAGEMENT

### 2.2.1 Waste Management

The Department manages all waste generated in Ezulwini area. The waste is collected and disposed at the Matsapha Landfill whereupon each truck load is weighed. The major sources of municipal solid waste are generated from residential and commercial sectors. Figures 3, 4 and 5 below illustrate the quantities generated by each sector.

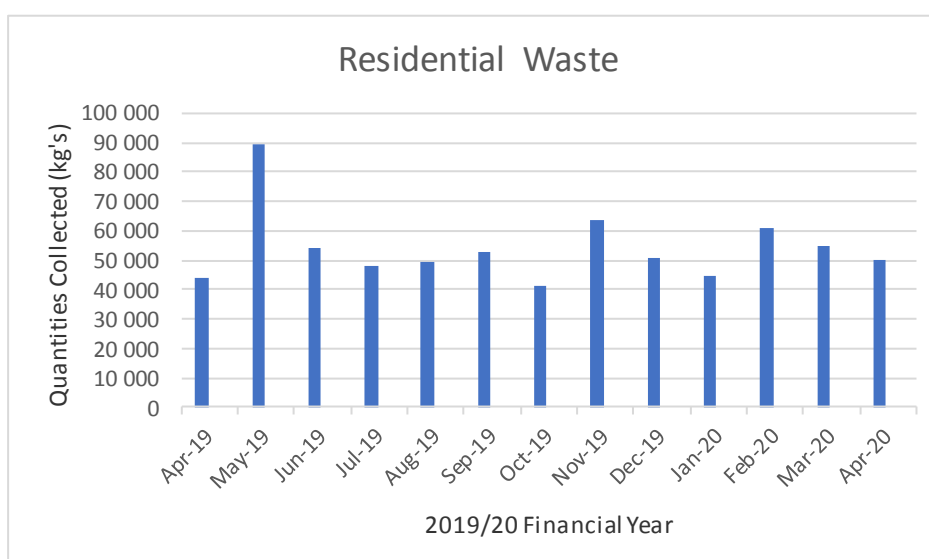
### 2.2.2 Commercial Waste



**Figure 5:** Commercial waste collected during the FY 2019/2020

There was an increase in commercial waste for the month of December as opposed to November and October months, due to the festive season which generally results in increased quantities of packaging waste. In addition, the items from the various establishments require high replenishment volumes due to a higher level of expenditures from customers during this time of the year. The opening of the Crescent Mall on the 28<sup>th</sup> November 2019 also added to the volumes of waste for the month.

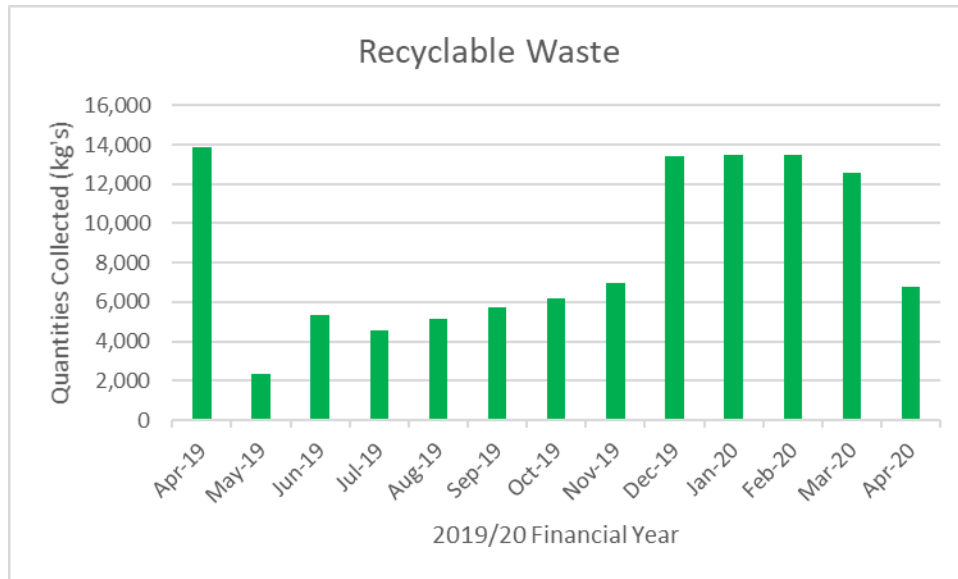
### 2.2.3 Residential Waste



**Figure 6:** Residential waste collected during the FY 2019/2020

Residential waste, compared to all forms of waste, decreased for the month of December as opposed to November. This was due to that there were no illegal dumps cleared for the month. It was also due to holiday season some residents travel to various destinations hence a decrease in the volumes of waste.

## 2.2.4 Recycling



**Figure 7:** *Recyclable materials collected during the FY 2019/2020.*

Recyclable materials increased for the period more especially for the month of December 2019. Mainly the increase was contributed by commercial establishments recycling cardboard and office paper in high volumes due to the festive season. The collection of recycled materials in the newly established shopping centre Crescent Mall, also added to the high volumes of recycled materials.

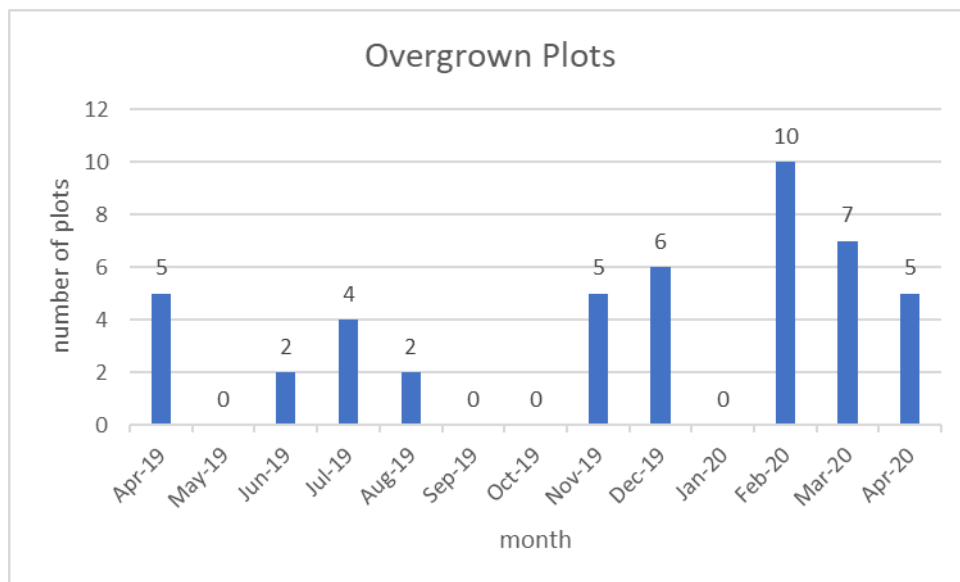
### 2.2.5 Medical Waste

There was a total of **38 kilograms** of medical waste collected for the year under review, mainly from Clicks Pharmacy.

### 2.2.6 Overgrown properties

Overgrown plots pose danger to neighbours and the town at large, in that compared to a well maintained clear open space they encourage criminal activities, illegal dumping and they become a harbour for snakes amongst other venomous animals. It is on this basis that the Office conducted a survey of all vacant plots and identified the owners of the properties. This will further minimise the costs of maintaining overgrown plots for the owners. The owners were further engaged telephonically to clear the plots. In addition, letters instructing property owners to clear their properties have been prepared and the exercise is still ongoing.

A total number of twenty-six (26) properties with overgrown plots were cleared by the Office during the year under review as summarised in the figure below.



**Figure 8:** *Properties with overgrown vegetation cleared by the Office for the FY 2019/2020*

### 2.2.7 Construction Site Monitoring

The Office through its IEE/ CMP has been monitoring the construction project for Mantenga Phase II Part C roads for the year under review. The SHEQ elements were reviewed includes waste management, availability of potable water, air quality control and post construction survey reports.

### 3.0 TOWN PLANNING REPORT

Over the 2019/20 financial year, the following were highlights in the Town Planning Department:

#### 3.1 LAND-USE MANAGEMENT

##### 3.1.1 Summary of Land-use Application (per type: 2019/20)

The Department processed the following land use applications during the 2019/2020 Financial Year.

**Table 2:** The table provides information on land use applications received per ward, processed and finalized during the 2019/20 financial year.

Type of Application	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Total
Special Consent Applications			2				2
Home Offices Application				6			6
Rezoning applications	-	-	-	1	-	-	1
Subdivisions			3	2	-	2	7
Human Settlements	-	-	-	-	-	-	-
Variations						1	1
<b>Total</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>9</b>	<b>-</b>	<b>2</b>	<b>17</b>

The table above is indicative of areas of increasing activity within the town. Home Office Applications were common amongst the established townships of Ward 4, while Special Consent applications for guest houses and a boutique hotel were in Ward 3. In Ward 6 the main land use applications were to subdivide the large portions of land which are still prevalent in that ward. Worth noting is that it is not all applications received that are presented to Council, applications submitted without pertinent information or lack sufficient motivation are not presented. Only complete applications are presented and those with merit are approved by Council.

#### 3.2 SPECIAL PROGRAMMES FOR THE YEAR

##### 3.2.1 Progress on Local Economic Development Strategy

The Ezulwini Municipality in collaboration with the Commonwealth Local Government Forum (CLGF) is in the process of formulating a comprehensive Local Economic Development (LED) strategy to help in improving the local economy. After submitting the draft strategy and working on and addressing the received comments from CLGF, the final draft was submitted to the Forum on 20 March 2020.

##### 3.2.2 Signing of a Memorandum of Understanding with Junior Achievements

The Ezulwini Municipality signed a Memorandum of Understanding (MoU) with Junior Achievement Eswatini. This was part of the Youth Economic Empowerment under the LED programme. The principal focus at the participating was to offer entrepreneurial skills to in-schools youth in four schools within and outside the Municipal boundaries. The MoU was signed with the intent to carry out activities, which included the provision of entrepreneurship education to the youth through training, mentorship and resource mobilisation, financial literacy and job shadowing. The aim was to improve the social and economic success of the in-school youth. Some of the activities were not carried out due to the COVID-19 pandemic as schools were closed.



**Figure 9:** Ezulwini Municipality Staff and Junior Achievement staff after the signing of the MoU.

### 3.2.3 Training of Ezulwini Handcraft Vendors

The Ezulwini Municipality in collaboration with a locally based art gallery, Yebo Art Gallery, conducted training for eight (8) handcraft vendors from the different markets within Ezulwini.

The problem identified was that despite Ezulwini being a tourism-oriented town, which provides opportunities for handcrafters to sell wares to visiting tourists looking for unique memorabilia, there is heavy reliance on buying products from neighbouring countries and vendors generally sell the same products.

The main objectives of the training included increasing the skill capacity of the eight (8) handcraft vendors to help them develop products which are 100% designed and handmade in Eswatini. These would be more original and creative to boost visitor appeal and diversity of market products which is what tourists are looking for.

The training workshop started well and trainers had five (5) empowering sessions before training stop due to COVID-19. Which saw the gallery and workshop closing and gatherings in a large group in a small space became restricted.



**Figure 10:** Handcrafters doing some art work during the training at Yebo Art Gallery.



**Figure 11:** Handcrafters doing some practical exercises during the training.



### **3.2.4 GIS TRAINING**

The Town Planning Department facilitated three (3) days, off-site training for ten (10) members of senior and middle management on Geographic Information System (GIS).

The programme was an introduction to GIS with a focus on QGIS the free/ open source GIS software. The training programme highlighted how GIS may be used by various departments in the Municipality to improve for their functions. The training also covered how to capture data using GPS applications downloadable onto smart phones, and how to use these to prepare and present different maps to convey information.

The training was provided by Computronics Services (Pty) Ltd, the service provider for GIS Services for the period 2019-2021.

### **3.2.5 STREET NUMBERING PROJECT**

The Ezulwini Municipality successfully embarked on a street numbering exercise. This is the system of giving a unique number to each property on a street. This exercise was in response to a need for an efficient means of locating, referencing and authenticating properties within the town. Computronics Systems (PTY) LTD was awarded with the tender to provide GIS Services to the Municipality.

Activities that were carried out with the assistance of Computronics Systems (PTY) LTD included:

- 3.2.5.1 Digitizing and mapping of street numbering points and road centrelines.
- 3.2.5.2 Using the conventions of the South African National Standards (SANS1883) a total of 1102 properties were assigned street numbers.
- 3.2.5.3 Street numbering points were mapped for all existing and future properties within the Municipality.
- 3.2.5.4 Once all this data was verified it was forwarded to Google to upload onto their navigation platforms, in January 2020.
- 3.2.5.5 Google has processed and uploaded the data, residents and visitors are now able to locate their properties and or destinations of interest with ease.

Notices informing property owners of the project and how they could utilise the service were sent. To ensure that all property owners were informed about the project these notices were sent together with the annual billing statements.

For the success of the street numbering project there needed to be street name signs on all the mapped streets. The Municipality then procured and erected street signs to replace signs that were either damaged or missing on the mapped streets, ensuring clear visibility of the street names.

### **3.2.6 PUBLIC OPEN SPACES**

The Ezulwini Municipality continued to maintain public open spaces and ensured that they do not pose a threat or become a nuisance to local neighboring properties.

All over grown public open spaces were maintained during the 2019/20 financial year. The Municipality employed casual labourers to ensure the upkeep of the spaces. Table 2 below is a summary of state of public open spaces in 2019/20.

**Table 3:** *Public open spaces cleared maintained during reporting period.*

Public Open Space		Status
1.	Lot 37 Mountainview Township	Cleared
2.	Lot 38 Mountainview Township	Cleared
3.	Lot 45 Goje Township	Cleared
4.	Lot 1 Thembelisha Township	- Not over-grown
5.	Mukela	- Not overgrown
6.	Lot 31 Ekuthuleni Township	Cleared
7.	132 Mantenga Township	Green belt
8.	130/EM, 128/EM, 131/EM, 129/EM	Green belt
9.	38/Spintex	Not over grown
10.	10/35/Natex	Not over grown
11.	280 of 50	Not over grown
12.	Lot 12 Mahlanguanisa	Cleared

## 4.0 WORKS AND ENGINEERING DEPARTMENT REPORT

The Works and Engineering Department is responsible for the Infrastructure Development and Maintenance function of the Local Authority. The following report details the activities of the Department in the 2019/20 Financial Year.

### 4.1 Infrastructure Maintenance

The Department is responsible for the maintenance of all Council infrastructures in the urban area. It is under this function that the department cleaned stormwater drains, replaced damaged road signs, rehabilitated raised pedestrian walkways and maintained potholes for the various roads within the urban area.

The Department, in its efforts to keep the town clean, further did grass cutting on the entire town's road reserves.

#### 4.1.1 Brush Cutting

*Table 4: Road reserve vegetation management*

Period	No. of Areas	Coverage (sq. m)
Quarter 1	15.00	69 443 m <sup>2</sup>
Quarter 2	2.00	19,864 m <sup>2</sup>
Quarter 3	14.00	50 911 m <sup>2</sup>
Quarter 4	18.00	112 904 m <sup>2</sup>
Total	49.00	253 122 m <sup>2</sup>

#### 4.1.2 Patching Potholes and Re-Grading/Shaping

*Table 5: Pothole management*

Period	No. of Roads
Quarter 1	8.00
Quarter 2	5.00
Quarter 3	2.00
Quarter 4	7.00
Total	22.00

#### 4.1.3 Cleaning of Stormwater Drains and Walkways

*Table 6: List of cleaned drains and walkways*

Period	Type	No. of Roads	Length
Quarter 1	Drains	5.00	2 946m
	Walkways	5.00	3 040m
Quarter 2	Drains	11.00	9 008m
	Walkways	6.00	4 105m
Quarter 3	Drains	13.00	5 188m
	Walkways	3.00	2 800m
Quarter 4	Drains	2.00	762m
	Walkways	3.00	1 466m
Total		48.00	29 315m

#### 4.1.4 Assistance of Town Planning Department

The department further assisted the Town Planning department with the mandate of maintaining public open spaces. The department was able to assist with bush clearing for the various open spaces within the municipality.

#### 4.1.5 Public open spaces

*Table 7: Public open spaces vegetation management*

Period	No. of Sites	Coverage (sq. m)
Quarter 1	4.00	15 966 m <sup>2</sup>
Quarter 2	0.00	0 m <sup>2</sup>
Quarter 3	2.00	17 810 m <sup>2</sup>
Quarter 4	1.00	11 602 m <sup>2</sup>
Total	7.00	45 378m <sup>2</sup>

Other plots that were attended to also include the Municipal Offices, Nyonyane Social Centre, Parliament, Lobamba Inkhundla and Youth Centre, as well as the Ezulwini Umphakatsi.

#### 4.1.6 Infrastructure Development Monitoring

This function sought to ensure that all developments undertaken by property developers within the Urban Area complied with the Building Act as well as Building Codes and Regulations. Applications were submitted to the Municipality for scrutinizing and forwarded to the Ministry of Housing and Urban Development for further scrutiny and recommendations. For approved building applications, site inspections were carried out to ensure adherence to the regulations and the approval.

#### 4.1.7 Infrastructure Developments

During the year under review the Department received a total of 44 building applications for both residential and commercial developments. Investments from private infrastructure development in the 2019/20 financial year totalled an amount of **E 289 534 184.13** (Two hundred and eighty-nine million, five hundred and thirty-four thousand, one hundred and eighty-four Emalangen, thirteen cents). Below is the number of applications received by building classification;

**Approved Building Applications Statistics for the Year 2019/20**

**Table 8:** Building applications received for the year under review

PERIOD		RESIDENTIAL		COMMERCIAL		TOTAL
		NEW	ADD	NEW	ADD	
		Value No.	Value No.	Value No.	Value No.	
QUARTER ONE	APRIL	1 990 000.00 2	300 000.00 1	0.00 0	0.00 0	2 290 000.00 3
	MAY	12 670 500.00 4	1 000 000.00 1	9 500 000.00 1	0.00 0	23 170 500.00 6
	JUNE	3 990 000.00 1	0.00 0	0.00 0	0.00 0	3 990 000.00 1
QUARTER TWO	JULY	1 825 000.00 1	443 500.00 2	1 075 000.00 1	0.00 0	3 343 500.00 4
	AUGUST	7 018 700.00 4	1 465 000.00 3	0.00 0	0.00 0	8 483 700.00 7
	SEPTEMBER	8 700 000.00 3	0.00 0	0.00 0	0.00 0	8 700 000.00 3
QUARTER THREE	OCTOBER	0.00 0	0.00 0	0.00 0	0.00 0	0.00 0
	NOVEMBER	5 712 200.00 5	6 274 500.00 4	0.00 0	0.00 0	11 986 700.00 9
	DECEMBER	3 017 500.00 2	160 000.00 1	198 352 914.13 1	0.00 0	201 503 414.13 4
QUARTER FOUR	JANUARY	2 420 000.00 1	2 615 000.00 1	0.00 0	17 263 000.00 1	22 298 000.00 3
	FEBRUARY	740 000.00 1	608 370.00 2	0.00 0	0.00 0	1 348 370.00 3
	MARCH	2 420 000.00 1	0.00 0	0.00 0	0.00 0	2 420 000.00 1
TOTAL		50 503 900.00 25	12 866 370.00 15	208 927 914.13 3	17 263 000.00 1	289 534 184.13 44

## 4.2 Major Commercial Developments

An application for the building of the Eswatini Communications Commission (ESCCOM) and the extension of Medisun Clinic represented the only major commercial developments for the year under review. These projects had not commenced during the time of compiling this report. Other applications for the ongoing major commercial developments were received in previous financial years.

These major ongoing projects are:

### 4.2.1 International Convention Centre & Five Star Hotel (ICCFISH)

Construction of the International Convention Centre (ICC) and the Five Star Hotel (FISH) is still ongoing. The ICC is expected to be complete before the FISH. The project's completion dates were revised from the initially set dates due to lack of funding for the project. This has led to building works to come to a halt and a clear completion date could not be ascertained.

The developer commenced the construction of a stormwater management system and civil works on the property and on the MR103. The upgrade of the MR103 is almost complete as the North and South traffic circles have been paved and minor works such as kerbing and channelling are ongoing and road markings are to commence soon.

### 4.2.2 Ezulwini Referral Private Hospital

Construction of Ezulwini Referral Private Hospital commenced as Stefanutti Stocks were awarded the main contract for the construction of the 89-bed hospital which is envisaged to be completed by April 2021. Information gathered from the project team is that the project is progressing well and major milestones have been reached in time so far and it looks like the project will be completed in time. Major concrete works for the building have been completed, and blockwork, electrical work and other minor ancillary works have also been progressing well.

#### ***Pictures showing progress made on the project - Ezulwini Referral Private Hospital***



***Figure 12: Scaffolding***



***Figure 13: Vehicle ramp complete***





**Figure 14:** Eastern side



**Figure 15:** Complete blockwork



**Figure 16:** Southern side



**Figure 17:** Pedestrian ramp

## 4.3 Civil Works and Construction Projects

### 4.3.1 Upgrading of Roads

#### 4.3.1.1 Mantenga Phase II & Ligugu Roads

The Municipality engaged Pots Construction (Pty) Ltd for the upgrading of the above referred roads. The project was funded through the Local Authority's own funds. The project duration was 6 months starting from the 25<sup>th</sup> March to the 25<sup>th</sup> September 2019 and valued at E 8 455 656.89 (Eight million four hundred and fifty-five thousand six hundred and fifty-six Emalangeni sixty-nine cents).

The scope of works included:

- 4.3.1.1. New road layer works
- 4.3.1.2. Asphalt surfacing
- 4.3.1.3. Stormwater drainage
- 4.3.1.4. Concrete walkways
- 4.3.1.5. Road markings and signage

Due to a shortage in the supply of bitumen, the project would not be finished on time. The Contractor failed to get the supply of asphalt from their Subcontractor AG Thomas on time. Because of that delay, Practical Completion Certificate was only granted to the Contractor on the 07<sup>th</sup> November 2019 and the project handover date was 29<sup>th</sup> November 2019.

Pictures showing the progress made on the project;



*i*

**Figure 18:** Initial surface finish



**Figure 19:** Njunju St before





**Figure 20:** Njunju St after



**Figure 21:** Ligugu St before



**Figure 22:** Potholes on old road



**Figure 23:** Ligugu St after



**Figure 24:** Completed road markings

#### 4.3.2 Special Capital Improvement Projects (CIP)

The Municipality engaged various contractors for the construction and/or improvement of infrastructure in the urban area. Below is a list of these projects and their location;

**Table 9:** Special Capital Improvements projects

Location	Type of Work	Cost
Mdoni Township	Stormwater Drainage System	E99 990.00
Mpumalanga Road	Road Rehabilitation	E173 365.37
Mpumalanga Road	Speed Humps	E108 100.00
Dr Steven's Road	Stormwater Drain Construction	E198 276.96
<b>Total</b>		<b>E579 732.33</b>

## 5.0 AMICAALL REPORT

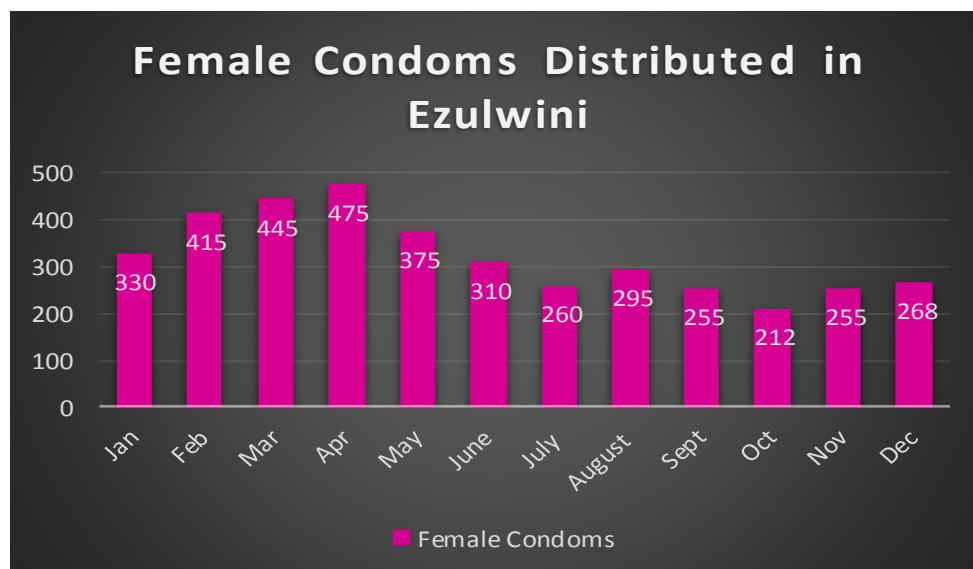
The Alliance of Mayors Initiative for Community Action on AIDS at the Local Level (AMICAALL) Office as the main stream that works on social and health issues including HIV/AIDS within the Ezulwini community, would like to present to you the following report on social and health promotion activities for the financial year ended in March 2020.

### 5.1 INTRODUCTION

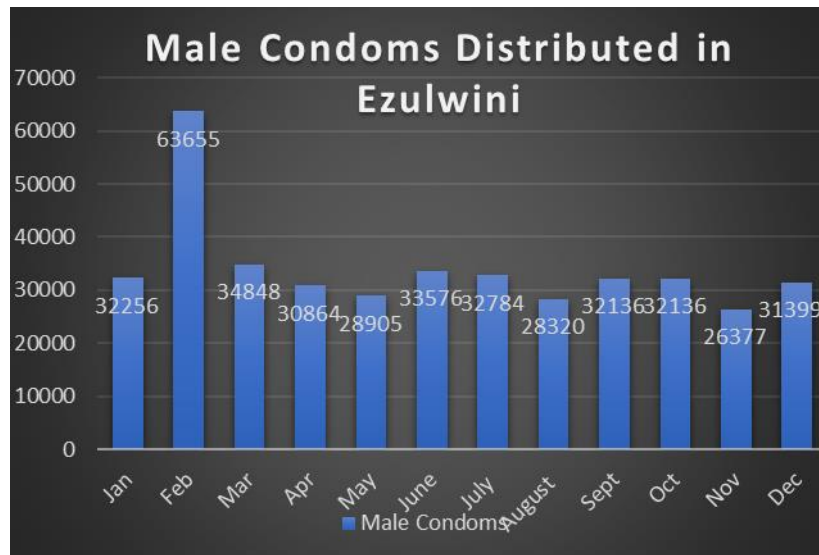
AMICAALL is a unit of Ezulwini Municipality that focuses on implementation and monitoring of health and social programs including the HIV/AIDS. AMICAALL works in a public /private partnership with all the local governments in Eswatini and seeks to address the impact of HIV and other social and health ills experienced in the local urban communities.

### 5.2 CONDOM AND INFORMATION, EDUCATION AND COMMUNICATION (IEC) MATERIAL DISTRIBUTION

The two diagrams below (Figure 25 and Figure 26) illustrate the number of condoms distributed in the AMICAALL program in the 2019/2020 financial year. An increase in the number of male condoms distributed (as shown in Figure 2) was seen in the month of February 2020 and was attributed to a campaign conducted in conjunction with the Royal Eswatini Police Service. The police service disseminated information on the Sexual Offences and Domestic Violence Act of 2018 to sensitize Ezulwini residents, visitors and motorists. Male and female condoms were distributed since the month of February was known as the month of promoting love.



**Figure 25. Number of Female Condoms Distributed**



**Figure 26. Number of Male Condoms Distributed**

### 5.3 PROMOTING SEXUAL AND REPRODUCTION HEALTH RIGHTS (SRHR)

Sexual and Reproductive Health is a human right, essential to human development. People have the right to make their own choices and decisions based on sound information. Women and young people face huge social and economic barriers to Sexual and Reproductive Health and having SRHR programs in place could save and improve lives, slow the spread of HIV/AIDS and encourage gender equality. Ezulwini Municipality collaborated with Ezulwini Super Spar, Gender Links Eswatini and other stakeholders in promoting the Menstrual Health Campaign, where over a hundred of people came through and part took in the Mayor's Walk from The Gables to Corner Plaza Shopping Complex.



**Figure 27**



**Figure 28**

**Figure 27 and 28: Young people participating in the Mayor's Walk 2019**





**Figure 29**



**Figure 30**

**Figure 29 & 30:** Mayor Bongile Mbingo and Cllr Mazibuko partaking in the Mayor's Walk 2019 and the Mayor delivered her speech on Sexual and Reproductive Health Rights.

The Mayor's Walk was supported by Ezulwini Super Spar, Mugg n Bean, KFC, SWSC, Gender Links, Helping Hand Foundation, individuals and many other individuals who dedicated their time to the campaign, where young girls and boys who attended the campaign were given packs of sanitary pads, toothpaste and bath soaps. This was also aimed at promoting change of attitude towards menstruation in order to free girls and young women from shame.

#### **5.4 COMMUNITY ENGAGEMENT**

##### **5.4.1 Dialogues**

The office normally organizes to engage the people of Ezulwini in sessions where they educate each other on a particular topic. Dialogues were conducted with schools, market and with businesses. A total of seven (7) dialogues were conducted in the 2019/2020 financial year, where 335 young children, youth and elders were reached in sessions that covered topics such as Sexual Offences and Domestic Violence, criminal offences, financial health, behavior changes and abstinence, sexually transmitted infections, Sexual Reproductive Health including HIV/AIDS, crime prevention and the road safety awareness, herbal health, human trafficking and child protection.

##### **5.4.2 Civic Education**

The world has been fighting a new virus called "Novel Corona Virus/COVID-19" which is said to be a new strand from the large human coronavirus family (CoV) that was first discovered in 1965. It is worth noting that since the announcement by Eswatini Government to close schools, Social Centres could not be reached with COVID-19 information.

The pandemic has posed a lot of negative effect to the world at large, effects caused by the virus such as hunger in the community forced Social Centres to resume operations and the centres have faced an escalating number of the beneficiaries. Impact mitigation strategies were employed to counter the effects of the virus such as sensitization and donation of food parcels. Food parcels donated by companies and individuals were distributed with sanitary products for example; sanitizers and masks.



## 5.5 YOUTH PROGRAM

The Ezulwini Youth Program mobilized in school youth to participate in Health Club weekly activities designed to promote health in adolescents. Youth dialogues were conducted to mobilize both in-school and out-of-school youth for healthy behaviors in the prevention of Sexual Transmitted Infections (STIs) including HIV/AIDS and prevention of early sexual debut Drugs and Alcohol Abuse and unwanted early pregnancies. This was done in collaboration with the Ministry of Health's Sexual and Reproductive Health Unit.

The office also coordinated a life orientation program where Ezulwini based students from local schools that have life orientation as a subject attach with the AMICAALL Office to assist in the social centres as part of community service. In order to gain life experience, the pupils assist in Social Centre daily activities i.e. cooking food in an open fire using a three-legged pot, serving decent meals, cleaning of the classrooms and playing with children, assisted in painting the Nyonyane Social Centre and donated food parcels which was a good gesture greatly appreciated by the children.

The Municipality partnered with companies and other stakeholders to mobilize funds for sponsoring children with school fees, one of the beneficiaries received sponsorship from Stefanutti Stocks to benefit the student through to tertiary education.



**Figure 31**



**Figure 32**

**Figure 31 & 32:** Health Club session at Ezulwini Community High School conducted by the Youth Mentor Ms. Welile Hlatshwayo and PMTCT Volunteer Mrs. Fikile Moura.

## 5.6 IMPLEMENTATION OF HIV/AIDS PROGRAMS AND SUPPORT FOR VOLUNTEERS.

Social Protection Programs in place in Ezulwini Municipality such as Home-Based Care, Social Centre program and Prevention of Mother to Child HIV Transmission are supported by Caregivers who are not incentivized. The municipality plays a huge role in ensuring that the care workers generate income for the upkeep of their families through provision of capital and transport for Gucula Simo (Change the Tide) project which is an income generation project. The Volunteers were in the 2019/20 financial year treated to appreciation vouchers and an excursion to local attraction sites for inspiration purposes.



**Figure 33:** *Volunteers' visit to Eswatini Candles*



**Figure 34**



**Figure 35**

**Figures 34 and 35:** *Volunteers group photo with The Municipal AIDS Program Manager and Volunteers visit*

## 5.7 SUPPORT FOR ORPHANED AND VULNERABLE CHILDREN (OVCs)

Ezulwini Municipality continued to support Orphaned and Vulnerable Children (OVC) in Social Centres namely: Nyonyane, Mvutjini, Somnjalo and Bhelina as part of the Town's Corporate Social Responsibility. Such an amazing work was conducted in collaboration with various stakeholders like MTN Eswatini who donated corrugated iron and timber to Nyonyane social Centre for rehabilitating the roof of the building which was leaking. The place was not a conducive environment for the learners hence the need for rehabilitation of the roof and wall. The project to rehabilitate the Social Centre structure also saw the participation of Ezulwini young people as part of community service.

The Municipality also ensured that children assessed at least two meals in the Social Centre and partnered with organizations and individuals to mobilize resources such as food parcels.





**Figure 36**



**Figure 37**

**Figures 36 and 37.** A Social Centre structure under renovation in Nyonyane and Ezulwini youth supporting the project.

The Local Authority donated eighty-three (83) pairs of school shoes to destitute children attending school at Ezulwini Catholic and Ezulwini Community Primary Schools respectively. The AMICAALL Office and teachers collectively identified and did a background check to verify the vulnerability status of each beneficiary.



**Figure 38**



**Figure 39**

**Figure 38:** The Mayor Mrs. Bongile B. Mbingo addressing pupils at Ezulwini Catholic Primary.

**Figure 39:** The Town Clerk / CEO Vusi Matsebula assisting one of the beneficiaries with shoe fitting during the Donation of school shoes which took place in Ezulwini Catholic and Ezulwini Community Primary Schools.

## 5.8 EZULWINI MUNICIPAL STAFF WELLENES

Employee wellness has been recognized as a cornerstone for effectiveness in organizations and companies. It has been found that employees who are happy and healthy usually have higher productivity level compared to those who are not, this is normally due to how the employer behaves towards his/her employees. Wellness programs do not just increase productivity but also lead to increased engagement, employee morale, and retention as well as reduced health risks. The Ezulwini Municipality ensured participation in social activities

and sporting activities that involved other municipalities, named as ESIGA (Eswatini Inter-municipal Games Association) and SAIMSA (Southern Africa Inter-Municipal Sports Association) games.

Educational sessions with municipal staff on diverse topics were held with the municipal employees. Other activities introduced were weekly morning devotions to improve the spirituality of staff members.



**Figure 40**



**Figure 41**

**Figures 40 and 41:** Ezulwini Municipal employees in jovial mood as they receive Bronze award and Ezulwini Municipality staff preparing for display during ESIGA games

## **6.0 CORPORATE SERVICES REPORT**

The Corporate Services Department would like to present the following report which provides an overview of the Human Resource developments with regards to talent sourcing, workforce planning, human resource policies, Training and Development, employee relations, benefits and compensation during the year 2019/20.

### **6.1 RESOURCING AND TALENT PLANNING**

#### **6.1.1 Talent Sourcing**

##### **6.1.1.1 New Hires**

There were four (4) Managers who joined the Municipality in the year, namely, Town Treasurer, Accountant, Town Engineer and Public Health and Environmental Manager.

##### **6.1.1.2 Casuals**

The Office would like to highlight that there were fourteen (14) interns engaged for all the departments in the Office (AMICAALL (1), Corporate Services (2), Treasury (2), Public Health & Environment (4) Works & Engineering (2) Town Planning (3). The Casuals were engaged on six (6) months to bring in their expertise and experience where the Office lacked the skills, such as GIS, Local Economic Development, Rates Collection, procurement etc.

##### **6.1.1.3 Interns**

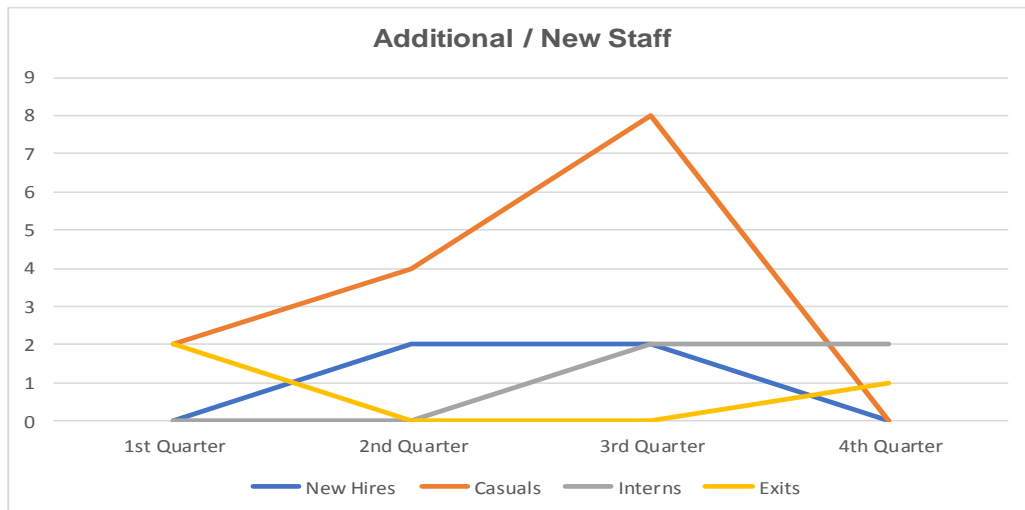
The Office continued to provide internship opportunities for students from Higher Learning Institutions. There were four (4) interns engaged in the year, two (2) were engaged in the Public Health and Environmental department and two (2) from the Corporate Services department under the Information technology (IT) Section. The students were from the University of Eswatini and Limkokwing University respectively.

##### **6.1.1.4 Acting positions**

The Office would like to highlight that there were two (2) staff members appointed into acting roles in the period under review, namely Acting Town Treasurer and Acting Public Health & Environmental Officer following the exit of the substantive holders of the positions. Both Officers were acting for a period of two (2) months.

##### **6.1.1.5 Staff resignation**

There were four (4) staff members that resigned in the year. Most of the employees exited the Municipality for greener pastures, whilst one left for medical reasons. Amongst the four (4) resignations, were the following positions, Town Treasurer, Town Engineer, Accountant and one General Labourer.



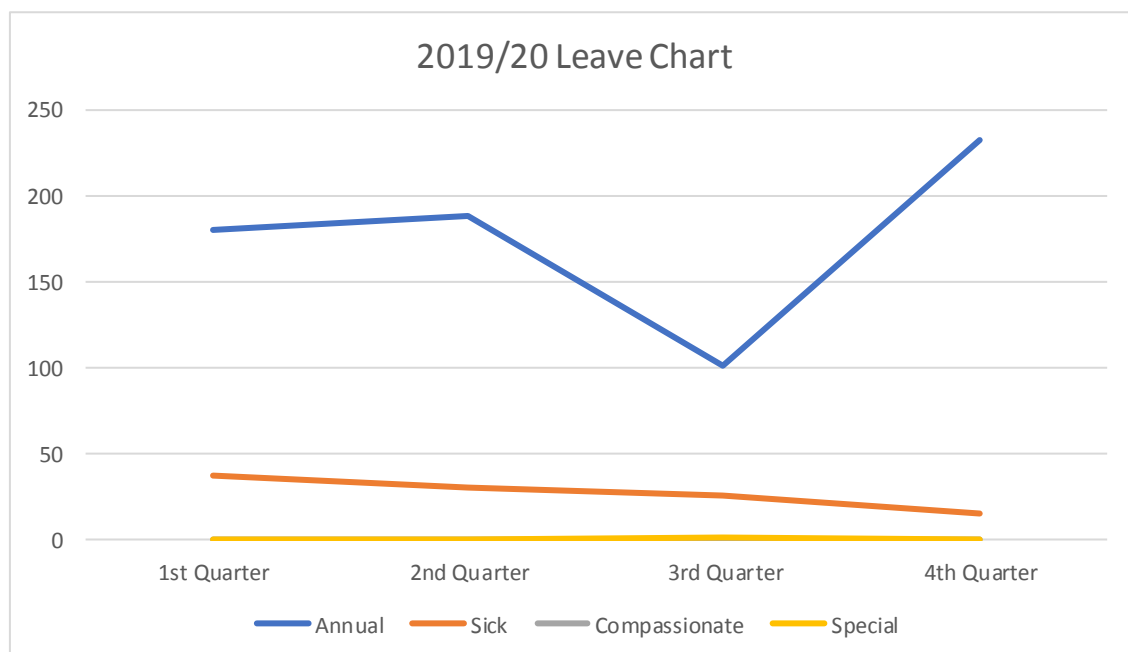
**Figure 42: Additional / New Staff**

### 6.1.2 Human Resource System / Customer Relationship Management System

The office would like a Human Resource System was introduced to automate most of the HR Functions such as leave, Training, Performance Management, etc. The system did not only save costs and time, but enhanced the overall operations of the Office. Furthermore, a Customer Relationship Management System was installed and set up in the year under review. This was an attempt by the Office to respond timeously to Ratepayers' needs.

## 6.2 WORKFORCE PLANNING

### 6.2.1 Absence Management



**Figure 43: 2019/20 Leave Chart.**



The above table shows a high increase in the number of annual leave days taken in the fourth quarter to assist in prevention of the Coronavirus. Staff was encouraged during the period to proceed on forced leave to minimise numbers in Office as a precautionary measure to reduce the spread of the pandemic.

## **6.2.2 Training / Workshops**

The Office continued to strengthen its internal career mobility activities to drive greater career development and retention of employees. The focus was on communicating and informing employees, creating greater visibility of opportunities.

**6.2.2.1** The Town Clerk received an invitation to attend the Energy Policy training course offered by the Japan International Cooperation Agency (JICA) through the Ministry of Economic Planning and Development. JICA is a governmental agency that coordinates Official Development Assistance for the government of Japan. It is chartered with assisting economic and social growth in developing countries and the promotion of international cooperation. The Town Clerk left the country on the 30<sup>th</sup> June 2019 and returned on the 03<sup>rd</sup> August 2019. This was a fully sponsored programme.

**6.2.2.2** The Public Health and Environmental Manager also attended a JICA programme on Bio Mass Utilization Technology in Japan. She left for Japan on the 04<sup>th</sup> January 2020 and returned on the 10<sup>th</sup> February 2020. This was a fully sponsored programme.

**6.2.2.3** The Management team attended an ISO 9001/2015 training organised by Eswatini Standards Authority. The training was meant to equip the staff members with the skills of implementing a Quality Management System within the Municipality.

**6.2.2.4** The Town clerk and Town Planner attended the Tourism Indaba which was held at Inkosi Albert Luthuli Convention Centre (Durban ICC), Durban Exhibition. KwaZulu-Natal - South Africa from 02<sup>nd</sup> – 04<sup>th</sup> May 2019.

**6.2.2.5** The Office continued to capacitate Managers to leave effectively lead their various teams. On the 6<sup>th</sup> November 2019, the Management team attended the Global Leadership Summit at Emafini hosted by Challenge Ministries annually. This has improved leadership, consequently improve performance across the Local Government.

**6.2.2.6** The Corporate Services Manager attended an Annual IPM Conference held at Sun City South Africa on the 20<sup>th</sup> to 23<sup>rd</sup> October 2019. This was an annual event for Human Resource Practitioners learn new and practical ways of delivering HRM (Human Resource Management) and explored the latest trends in the industry.

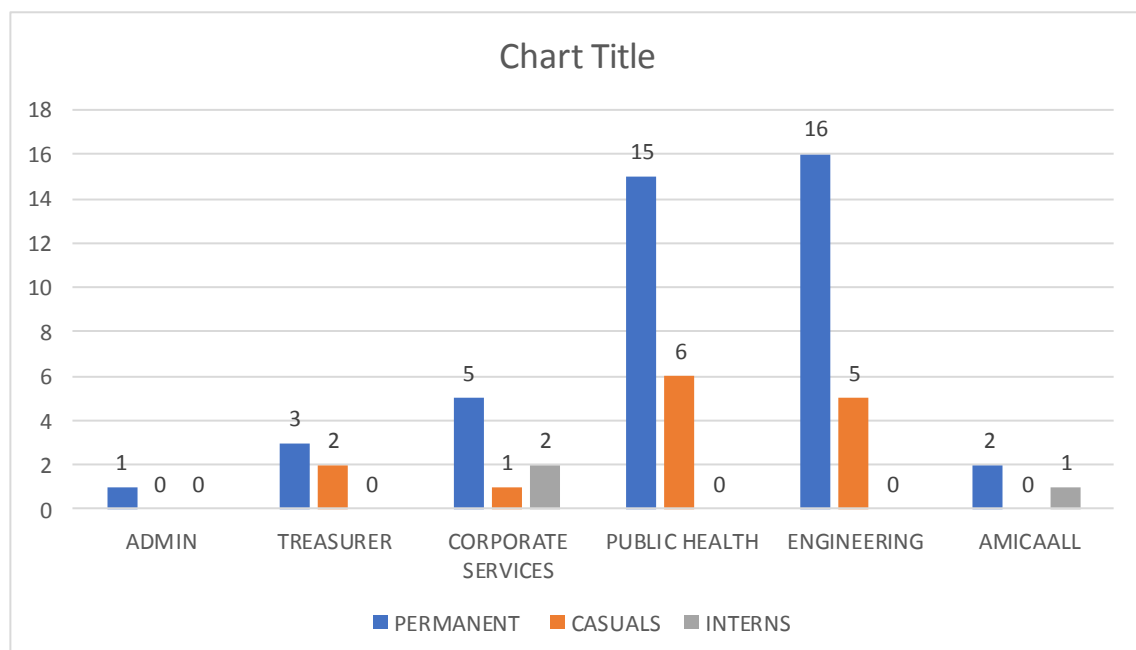
**6.2.2.7** The Entity Tender Board and the Evaluation Committee team attended training on procurement organised by Eswatini Public Procurement Regulatory Agency (ESPPRA) in partnership with the UUniversity of Eswatini (UNESWA) on the 11<sup>th</sup> – 13<sup>th</sup> of March 2020 at Sibane Hotel. The training was meant to capacitate team's understanding of the procurement processes and compliance as expected by the Regulatory body.

### 6.3 Human Resource Policies

The Office would like to highlight that during the 2019/20 Financial year, a process of formalising Human Resource Policies and Procedures was undertaken. The process began having consultative meeting with members of the Union, Staff and Management. Subsequently, the policies were submitted to Council for consideration and approval.

### 6.4 Head count

**FIGURE 44: EZULWINI MUNICIPALITY HEAD COUNT AS AT END OF 31<sup>st</sup> MARCH 2020**



The figure above shows an increase in the number of Casuals engaged in the Public Health and Environmental and Works and Engineering department. The Office functions in a lean and compact structure, whereas from time to time, there was need for certain skills and expertise which was not available within the existing talent, such GIS, Local Economic Development, Procurement and many more. Furthermore, during the rainy season, the vegetation growth with the town called for recruitment of additional labourers to assist with brushcutting, cleaning drainages, filling potholes and other duties.

### 6.5 Performance Management and Job Descriptions

The Office would like to highlight during the year under review, a formal Performance Management System was introduced and implemented across the Municipality. Members of staff and Management were trained on the Balanced Scorecard. Subsequently, performance objectives were agreed and performance contracts signed between Managers and their teams. The only challenge was staff members who refused to sign performance contracts.

However, those staff members were brought to book and eventually signed their performance contracts.

## **6.6 EMPLOYEE RELATIONS**

### **6.6.1 Union negotiations**

#### **6.6.1.1 Salary Review**

The Office would like to highlight that the Salary Review and the Cost of Living Adjustment was implemented in the year under review. The implementation of the salary review affected the non-unionised staff. There was a disagreement between Management and Union on the final report of the Salary Review. The source of disagreement were job descriptions which the Union argued that employees were not consulted and that affected the job evaluation and grading. Management had documented proof that the entire workforce was consulted on job descriptions by the Consultant working on behalf of Management. The Conciliation was not successful at CMAC and a certificate of Unresolved Dispute was issued.

#### **6.6.1.2 Discipline**

Discipline has continued to be a major challenge in the year. The Office had acted timely to correct the improper behaviour. The employees who showed improper conduct and violated the Human Resource Policy and Procedures were invited to disciplinary hearings, whilst others were given straight written warnings. The Office will work hard in the future to improve the standard of discipline across the Municipality. There were three disciplinary hearings and all of them reached the appeal stage.