



2019/2020

**ANNUAL REPORT
FOR
ILEMBE DISTRICT MUNICIPALITY
1 JULY 2019 – 30 JUNE 2020**

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1.1 OVERVIEW BY HIS WORSHIP THE MAYOR

It is a great honour for me to present the Annual Report of the iLembe District Municipality for the year ending on 30 June 2020.

The purpose of the annual report is to provide a record of the activities of the Council during the financial year, provide a report on performance against the budget of the iLembe Council for the financial year reported on as well as to promote accountability to the local community for the decisions made throughout the year by the Municipality. It is thus aimed at providing all citizens and stakeholders who have an interest in the iLembe District Municipality an insight into the workings of this organisation.

Following the strategic planning session of the iLembe District Municipality for the 2016 – 2021 period which was held between the 24th and the 27th of October 2016, where relevant stakeholders deliberated on ways to overcome the prevailing challenges and chart a path for developing and growing the District over the next five years and beyond, a shared vision i.e. Vision 2030 was set taking into account national and provincial priorities as well as the development visions of the constituent local municipalities.

“BY 2030 ILEMBE DISTRICT MUNICIPALITY WILL BE A SUSTAINABLE PEOPLE CENTRED ECONOMIC HUB PROVIDING EXCELLENT SERVICES AND QUALITY OF LIFE”.

In presenting this Annual Report, the municipality is proud to set out our performance highlights and financial management. The report is published in terms of the requirements of the Municipal Finance Management Act No. 56 of 2003 which requires municipalities to report on all aspects of performance, providing a true, honest and accurate account of the goals set by Council and our successes, including any hindrances towards achieving these goals.

Our five-year strategic plan is aligned to the national KPAs and PGDs and our organisation scorecard as indicated above continues to be organised according to the five prescribed national Key Performance Areas which are:

- Municipal Transformation And Institutional Development
- Local Economic Development And Planning
- Basic Service Delivery
- Financial Viability And Management
- Good Governance And Public Participation

We are proud to acknowledge the collective effort of our leadership, employees, service delivery partners and all citizens who contributed to transforming the municipality into a cohesive institution that is able to deliver on its core mandate.

iLembe is still continuing to embark on vigorous implementation of the Back to Basics (B2B) approach which was launched by the former State President in 2014. This was done in an effort to recognise and adequately reward good performance and ensure sufficient consequences for under-performance. Our municipality has maintained its status of functional in its implementation of the B2B approach. This indicates that there is good political stability, governance, service delivery, financial management, institutional management and community satisfaction in the District. iLembe District Municipality's overall performance was good with 79% of our targets being met, with 21% not being met by the end of June 2020.

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

During 2019/20 financial year, the vacancy rate was originally at 14,4% but as council we took a decision that our Human Resources Unit must embark on a process of prioritizing posts in order to ensure alignment with the budget affordability, and in line with our austerity measures.

LOCAL ECONOMIC DEVELOPMENT AND PLANNING

Enterprise iLembe continues to improve co-ordination of Local Economic Development in the District including the upscaling of agriculture, capitalising on tourism potential, increasing manufacturing output and ensuring job creation.

iLembe District is committed to creating an enabling environment that will see the growth and emancipation of the local emerging entities owned by black people. During this period, we are also reporting on the Enterprise iLembe (EI) having introduced SMME support strategies to assist local SMMEs who are in great need of support structure and awareness about the available options for them in order to enable growth of their businesses. Through its LED function, EI remains responsible for the support and incubation of the emerging entities through allocating work using our own procurement systems. This will take our objectives a step further towards the realization of economic empowerment of our previously disadvantaged individuals.

BASIC SERVICE DELIVERY

In terms of the targets that were set for 2019/20 financial year , as iLembe District we had some challenges relating to original targets that were set for water connections, with good progress made in terms of the households that were targeted for sanitation connections. In terms of the water connections, the original target was 3 767 households and it was adjusted to not applicable during 2019/2020 financial year, due to the Service Delivery and Budget Implementation Plan adjustment. Some of the projects that were affected include the following:

- Southern Regional Bulk water scheme, where the project only started in November 2019 since there were challenges with land acquisition. It is for this reason that 1000 household connections could not be done;
- Ozwathini/Nondabula Water Supply, where 1420 household connections removed, as there will be no further connections done as the project is completed;
- Ndulinde Water Supply Scheme (Mandeni Ward 6 and 11) - Phase 1, 2C and 4C, where repairs and remedial works on 1347 household connections was not done. A signing of Cessionary agreement is being concluded, with the contractor gathering some contractual documents to ensure speedy implementation of the project.

However, as a municipality we proud that in terms of the targeted households for sanitation, since a total number of 2446 of households were targeted, with 2363

households connected (which is 97% achievement) in terms of the households that were targeted. Overall, a lot of our communities (especially in our rural municipalities of Maphumulo, Ndwedwe and Mandeni), continue to benefit immensely in our water and sanitation programmes.

We recognise the challenges that are being experienced with regard to the provision of water and sanitation, and are therefore working tirelessly towards implementing measures to improve our performance. In terms of the 2019/2020 Performance Rating for Service Providers, there has been stability in terms of performance since the performance rating for Umngeni Water, Gledhow Sugar and Sembcorp Siza Water is at an acceptable level (good), during the period under review.

FINANCIAL VIABILITY AND MANAGEMENT

iLembe District Municipality and its entity, Enterprise iLembe both obtained unqualified audit report opinion for 2019/2020 financial year. The average number of days taken for trade creditors to be paid is at 60 days when compared to the target of 30 days. The cash flow position of the municipality continues to be constrained given the persisted poor collection rate particularly from historical debt. The monitoring of revenue collection was at 53% against the target of 65%. One of the contributing factors in this regard was the National Lock (due to the COVID 19 pandemic), since most of our communities could not service the municipal debt.

Management and Council are working vigorously to turn the situation around by means of strengthening the credit control and collection measures, implementing stringent cash flow monitoring, including revamping and re-enforcing control measures at the Stores Department, and these are some of the measures that are implemented.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Community Services remains one of our core functions as the district, and through this function we have been able to get involved in activities that are entirely community based and are directed towards creating awareness to improve the lives of our communities through education campaigns and celebratory events in

collaboration with communities, sector departments, non-governmental organisations, and relevant stakeholders.

Public Participation remains an important pillar of our democracy. As stipulated in the legislative framework governing local government, the municipality has undertaken various initiatives to ensure an informed and active citizenry. A total number of twenty seven (27) planned public participation meetings were held, with 100% of meetings requested also conducted during the process.

The achievements and resourceful service delivery programmes presented in this annual report are all due to the hard work and dedication by iLembe District Municipality, particularly, Councillors and employees.

It is also important to mention that in response to the Covid 19 pandemic, systems are in place to ensure that we adapt with the new normal and this has resulted in the development of the Post Covid 19 Recovery Plan which has been submitted to all relevant provincial and national stakeholders. Our District has also been commended for having fully functional Covid 19 IGR Structures, with the District Command Council co-chaired by myself and the MEC Champion (Hon. P.N Nkonyeni), and also fully supported by another astute political champion at a National Level, Honourable Deputy Minister Of Finance, D. Masondo. This arrangement also augers well for the effective implementation of the District Development Model (DDM) to ensure that there is an integrated, district based service delivery approach that will fast track service delivery to our local communities (One District, One Plan and One Budget).

I would like to extend my gratitude to the Municipal Manager and the entire team of officials who are central in the execution of our vision and we commit ourselves to continue reaching greater heights as we move forward.

His Worship the Mayor

Cllr S.S. Gumede

Date: 31 October 2020

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His Worship the Mayor

Cllr S.S. Gumede

Date: 31 October 2020

1.2 FOREWORD BY THE MUNICIPAL MANAGER

The Annual Report for the 2019/2020 financial year has been compiled in accordance with Section 46 of the Local Government Municipal Systems Act, No. 32 of 2000 (as amended), Section 127 (2) of the Local Government Municipal Finance Management Act, No. 56 of 2003, as well as accompanying circulars, templates and guidelines. In particular, MFMA Circular No. 63, issued in September 2012, added guidance to the preparation of this annual report, requiring all municipalities to report within the established framework and for such reports to be submitted to the Auditor General at the same time as the Annual Financial Statements in August each year.

This report records the performance and progress made by the iLembe District Municipality in fulfilling its strategic objectives contained in the Integrated Development Plan (IDP), Institutional Scorecard and Service Delivery and Budget Implementation Plan (SDBIP) approved by Council for the year under review. The 2019/2020 financial year saw us enjoy a string of successes from an administrative perspective. We are also required to report on the performance of the municipality's entity, which is iLembe Enterprise for which we have total ownership.

The Municipality also continues to align its reporting processes and has ensured there is consistency from the first phase of planning i.e. development of Integrated Development Plan (IDP) to when we report on our final performance for the year in the Annual Report. The Municipality has also taken strides in ensuring that it enhanced its reporting structures further with regards to performance management and this has seen the Municipality improve on achievement of its set targets on its Service Delivery Budget Implementation Plan.

iLembe District Municipality has the following relationship with the following entities:

- A wholly owned entity with net assets of R20 million – iLembe Management Development Enterprise (Pty) Ltd;

- R30 million long-term loan with ABSA Bank bearing an interest rate of 10.8% per annum, interest is paid quarterly and the loan was settled in full in May 2020;
- R39 million long-term loan with Development Bank of South Africa bearing interest rates between 9.02% and 11.04% per annum payable every six months with the last repayment due on 30 September 2025; and
- R27 million investment with ABSA, this investment had been ceded as security against the long term loan from ABSA and was utilized to extinguish the long term loan with ABSA Bank when it became due for settlement in May 2020.
- R 205 530 million Bulk Water purchases mainly from Umgeni Water.
- R 201 104 million contracted services for various service delivery functions.
- R132 537 million outstanding consumer debtors of which 87% is attributable to households.
- R331 834 million trade payables and accruals, the majority of which is attributable to infrastructure projects, vehicle leases and bulk water.

In the 2019/2020 financial year, the Ilembe District Municipality obtained an unqualified audit opinion from AGSA with emphasis of matter, that is, non-compliance with legislation. Collectively, we (councilors and officials) worked hard and performed at its best to maintain the clean audit.

As a district, we are faced with a number of challenges, relating to the non-payment of services. To date, we have not seen a significant improvement on the debt that is owed by residents on the services that we render to them. The municipality is also making sure that there are specific interventions that are also aimed at other sectors (such as Business, Sector Departments etc) to pay municipal debts, based on services that have been rendered.

Our relationship with the four local municipalities in the district has always been strong and with the Shared Services concept planning, we have been able to add capacity to our struggling local municipalities. This is also evident in the integration

of our IDP's and a concerted effort to align the service delivery mechanisms of the local municipalities with that of the district. The partnership that the municipality has with sector departments, civil society, business and other stakeholders has made us achieve our objectives.

DISTRICT FUNCTIONS AND POWERS

The following are the Powers and Functions that Section 156 of the Constitution (1996) of the Republic of South Africa accords to iLembe District Municipality:

DISTRICT POWERS & FUNCTIONS (CHAPTER 7, SECTION 156 OF CONSTITUTION)
1. IDP
2. Bulk Water
3. Bulk Sewerage Purification
4. Health Services
5. Tourism
6. Public Works relating to the above
7. Grants-receiving & distributing
8. Impose, Collect taxes & levies
9. Disaster Management
10. Accountability
11. Community participation
12. Financially & Environmentally sustainable service delivery
13. Equitable Access to Municipal Services
14. Local Development
15. Gender Equity
16. Safe and Healthy Environment
17. Performance Management Systems
18. Incremental Improvement
19. Responsible Financial Management

The 2019/2020 Annual Report is therefore aimed at presenting to Council, the community and other agencies the performance of the municipality in the above-mentioned powers and functions.

As an administration we might continue to hear about the shortcomings of our Municipality and we are determined to continue seeking means to address the serious concern areas of service delivery being our ageing infrastructure network and pit latrines that need dislodging to name a few. Even with such challenges the Municipality has continued to take the necessary strides of an organisation listening to the most critical voice that drives it, our community.

The effect of non-payment has a negative impact on the cash flow of the Municipality and negatively affects financial viability. Non-payment directly impacts the day to day operations of the municipality as we have limited revenue to fund operational expenditure and internally funded capital projects.

Average collection for the 2019/20 was 55% as compared to 65% during 2018/19. The target for cost coverage in terms of liquidity management was 30 days cash on hand for the financial year under review and the municipality reported 35 days actual cash on hand as at the end of 2019/20. The Municipality continues to implement financial recovery plan as well as the revenue enhancement strategy. Both these interventions have indeed contributed positively in the Municipality turning around what was assessed to be a severe financial distress 3 years ago to a situation where the Municipality's liquidity position has gained more stability.

Current Borrowings accounted for 2,1% of Current Liabilities and just less than 1,5% of the Total liabilities. Current Borrowings have decreased by 47.4% compared to the prior year due to redemption of loan capital amounts during 2019/20 as well as settling a R30 million loan with ABSA through an equivalent amount of investment that had been taken to secure this loan. Settlement of this loan has relieved Council of approximately R3,2mil worth of annual Finance Costs (in terms of liquidity) and these funds will therefore be redirected into other service delivery priorities.

With the wisdom and unwavering support of our political leadership, as management we were able to do all we could do to sail through the challenges. This includes amongst other things the door-to-door revenue enhancement campaigns (Thuma Mina Campaigns) we have held in most of our local municipalities. These campaigns seek to encourage local communities to pay for municipal services and plans are underway to ensure that these campaigns are conducted on an ongoing basis.

The challenges that have been experienced (based on the declaration of COVID 19 Pandemic as a Disaster on the 15th of March 2020), has resulted in a number of challenges for our District in terms of it's socio, environmental and economic impact. However, as a municipality we remain resilient towards ensuring that we cope with the "new normal", since scientists predict that this global scourge will be with us for years to come. We are also required to report on the performance of the municipality's entity, which is iLembe Enterprise for which we have total ownership.

As leadership and management we are content with the level of improvement in the manner in which we live up to the promise of delivering services to our people. Of course this is limited to the powers and functions that are allocated to the District Municipality as well as the limited financial and technical resources and other factors that have a bearing on our ability to deliver services to our people.

FINANCIAL PERFORMANCE

Financial Viability remains a priority amongst the organizational strategic imperatives. The financial year under review was not different from other financial years in terms of placing a dedicated focus on how the financial situation of the Municipality can be turned around from the historic turbulent position into a more stable one. As we are closely approaching the fourth year of implementing the financial turnaround strategy that was adopted by Council back December 2016, it is indeed encouraging to report remarkable achievement in certain critical areas though we are very mindful of those that remain a challenge. The case in point is the current COVID 19 pandemic which has resulted in significant drop in our revenue collection.

One of the key areas Council had set itself to prioritize implementing was the issue of budget control. It is pleasing that as we speak, the Municipality has constantly maintained fully cash funded budget over the past four financial years. While this control is in place, the Municipality has been able to manage its budget efficiently, resulting in 76% and 72% of budget spent in both operational and capital expenditure respectively. This trend in expenditure was mainly due to the National Lock down since there were no activities for a period of two (2) months. However, during 2020/2021 financial year, all IDP projects will be fast tracked, since the municipality also experienced cash flow challenges.

It is also pleasing that as of 30 June, iLembe District had 37 days in terms of cash on hand, against the target of 30 days. This is a significant improvement, since the issue of liquidity has remained one of the major challenges for the Municipality over years. We are projecting that this trend of improvement will continue into the upcoming financial years. Two areas that remain the greatest challenge for the Municipality is the debt collection rate and the inability to pay suppliers on time at certain times. On average, it took the Municipality 60 days to pay suppliers during 2019/20 financial year against a target of 30 days from date of receiving an invoice. In the same period, the Municipality's debt collection rate stood at 53% % against the set target of 65%. Since one of the contributing factors was the COVID-19 pandemic, the Management is working tirelessly to improve on these and other areas where we have not done well.

ILEMBE DISTRICT BEST PRACTICES (AND RECOGNITION THEREOF)

As a municipality, we continue to strive for excellence, having being recognised previously by KZN COGTA for producing credible IDP's. It is also important to mention that in light of the current COVID-19 pandemic, iLembe District was highly commended on how they changed the District from being the COVID-9 HotSpot into being the 5th affected district within KZN Province. In this regard, iLembe District was requested to share their mitigation interventions, as a best practice to be utilised by other Districts towards curbing the spread of the COVID-19 pandemic. Our District was also highly commended by KZN COGTA in developing the most responsive Post Lockdown Recovery Plan, and this was also shared as a best practice with other Districts.

In light of the current COVID-19 pandemic, the District had to find other most creative ways in engaging the members of the public (Public engagements) during April/May 2020, through utilisation both print and electronic media platforms. This was aimed at ensuring that we continue to engage our communities on their needs, including the approval of the budget during April/May 2020.

A number of these roadshows were attended by His Worship, the Mayor, Cllr Siduduzo Gumede, EXCO members, fellow councillors and myself as the Municipal Manager. All sectors, including Amakhosi, religious and business leaders, were also consulted during this critical process.

In line with the call by the State President of our country, we have continued to conduct a number of Thuma Mina Campaigns in our communities, and that have been hailed as a huge success. As iLembe District Municipality, we encourage all of our residents and ratepayers from our beautiful district to pay for services, whilst continuing to be the agents of change for the betterment of all communities.

TOP FIVE (5) STRATEGIC RISKS FACING THE MUNICIPALITY DURING 2019/2020 FINANCIAL YEAR

It is important to mention that to ensure the long-term sustainability of the municipality, as a collective, we need to deal with the top five risks that have been identified. Below are the top 5 strategic risks that have been identified during the period under review:

- Business Support: Lack of communication with Stakeholders and communities;
- Technical Services: Delays in reviewing Siza Water Concession;
- Technical Services: Security of raw Water Sources;
- Strategy: Inappropriate Corporate Culture; and
- Service Delivery: Violent public protests.

There is a strong political and administrative will to deal with the above mentioned risks, as there a mitigation strategies that have been put in place and are being

closely monitored by our Enterprise Risk Management Unit working closely with the entire management team.

In conclusion, I would like to thank our political leadership, management team and all our employees for their hard work and continued commitment in ensuring that iLembe District Municipality deliver on its obligations and commitment to the people of South Africa. I look forward to another year in which we will continue to build on our achievements and work together to find innovative ways to overcome our challenges and ensure that we continue to serve our people as required by the Constitution.

Mr. NG Kumalo

Municipal Manager

Date: 31 October 2020

1.3 MUNICIPAL OVERVIEW

1.3.1 ILEMBE DISTRICT MUNICIPALITY PROFILE

The iLembe District Municipality (DC29) lies on the east coast of KwaZulu-Natal, between eThekweni Metro in the south and King Cetshwayo District in the North. To the west, iLembe is bordered by two Districts; uMgungundlovu and uMzinyathi. At 3 260km², this is the smallest of the 10 KZN District Municipalities with a total population of approximately 657,612 people (Statics SA Community Survey 2016). iLembe District is constituted by four Local Municipalities; Mandeni, KwaDukuza, Ndwedwe and Maphumulo. See map 1 for an Overview of the iLembe Region.

iLembe is located between two of Africa's busiest ports, Durban and Richards Bay, on the primary economic development corridor in the province, and is therefore well positioned not only to local, but also international markets, the King Shaka International Airport and the Dube Trade Port, just a few kilometres from the southern border of iLembe, have amplified what was already a prime investment destination. The District is made up of 45 Traditional Authorities (TA) areas where settlement is controlled by TA according to a traditional land tenure system. These TA areas cover approximately 63% of the total area of iLembe; where the Ingonyama Trust own the majority of the land within the municipality of Maphumulo, the lower reaches of Ndwedwe (69%) and coastal and inland reaches of Mandeni (49%).

The northern areas of Ndwedwe, the central corridor of Mandeni and KwaDukuza Municipality are the commercial farming hubs of the District. The commercial farming areas of KwaDukuza, Mandeni and Ndwedwe (31% of the iLembe District) are mainly under privately owned sugar cane. Areas of urbanisation in the District comprise of KwaDukuza, Mandeni, the Dolphin Coast and Nkwazi Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services to support the resident populations. Industrial development is concentrated in KwaDukuza, IsiThebe and Darnall, most notably the Gledhow and Darnall sugar milling operations at Stanger and the Sappi Paper mills at Mandeni.

Informal settlements with limited facilities or infrastructural services occur on the periphery of the developed areas and within the towns of iLembe. Village centres

such as Maphumulo and Ndwedwe in the west, Nyoni and Mbizimbelwa in the north, comprise of commercial and service development in the rural areas. They largely exist in association with a magistrate's court, clinic, pension pay point, health, education and welfare office or similar state service. Wholesale commercial activities have expanded and these villages have emerged as supply centres and transportation hubs to the remote rural areas of iLembe.

Despite its strategic location, iLembe faces numerous economic challenges such as the high levels of poverty in the rural inland areas, which contrasts with rapid development along its coastal regions. The District has been proactive in developing Enterprise iLembe, a broad based institution aimed at facilitating local economic development in response to its challenges of high rates of unemployment and correspondingly high levels of poverty.

1.3.1.1 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

According to Statistics South Africa, the population of the iLembe District Municipality is at 678 167 people. The District Municipality functions are indicated on the table below:

<i>District Powers & Functions (Chapter 7, Section 156 Of Constitution)</i>	<i>Currently performed</i>	
	<i>YES</i>	<i>NO</i>
1. Integrated Development Planning	✓	
2. Bulk Water	✓	
3. Bulk Electricity		✓
4. Bulk Sewerage Purification	✓	
5. Solid Waste Disposal		✓
6. District Roads		✓
7. Regulating Passenger Transport		✓

8.	<i>Airports Serving District</i>		✓
9.	<i>Health Services</i>	✓	
10.	<i>Fire Fighting</i>		✓
11.	<i>Control Fresh produce markets & abattoirs</i>		✓
12.	<i>Cemeteries & Crematoria</i>		✓
13.	<i>Tourism</i>	✓	
14.	<i>Public Works relating to the above</i>	✓	
15.	<i>Grants-receiving & distributing</i>	✓	
16.	<i>Impose, Collect taxes & levies</i>	✓	
17.	<i>Disaster Management</i>	✓	
18.	<i>Accountability</i>	✓	
19.	<i>Community participation</i>	✓	
20.	<i>Financially & Environmentally sustainable service delivery</i>	✓	
21.	<i>Equitable Access to Municipal Services</i>	✓	
22.	<i>Local Economic development</i>	✓	
23.	<i>Gender Equity</i>	✓	
24.	<i>Safe and Healthy Environment</i>	✓	
25.	<i>Performance Management Systems</i>	✓	
26.	<i>Incremental Improvement</i>	✓	
27.	<i>Air Quality Management</i>	✓	
28.	<i>Responsible Financial Management</i>	✓	

Table 1: District Municipality Powers And Functions

1.3.2 ILEMBE DISTRICT MUNICIPALITY'S 5 YEAR STRATEGIC PLAN ALIGNED TO THENATIONAL KPAS AND PGDS

Section 25 of the Municipal Systems Act states that each municipal Council must, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. Considering this, iLembe District embarked on a process to review and refine its plans in the context of changing needs and new developments.

iLembe Strategic Planning session took place on 24 - 27 October 2016, to reflect on the challenges, performance and progress of development initiatives of the previous term of office, consolidate implementation plans for projects, programmes and pave the way for crafting the new five year, 2017-2022 Integrated Development Plan (IDP) with the current Council.

The table below illustrates iLembe's 5 Year strategic objectives aligned to the 14 National outcomes, PGDS and iLembe's DGDP, as follows:

MUNICIPAL VISION

The current Council assumed office in August 2016 after the local government elections and opted to develop a new vision as follows:

"By 2030 iLembe District Municipality will be a sustainable people-centred economic hub providing excellent services and quality of life"

ILEMBE DISTRICT MUNICIPALITY'S 5 YEAR STRATEGIC PLAN ALIGNED TO THE NATIONAL KPAS AND PGDS				
KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
MTI01	4:Decent Employment	1:Inclusive Economic Growth	Effective Governance, Policy and Social Partnerships	To establish an efficient and productive administration
MTI02	Through Inclusive Economic Growth			To ensure a sustainable and healthy environment
MTI03	5: A Skilled And Capable			To provide and maintain an effective Document Management System

MTI04	<i>Workforce To Support An Inclusive Growth</i>	<i>2: Human Resource Development</i>		To ensure effective governance through regular Council meetings
MTI05				To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality
MTI06	<i>9: Responsive, Accountable, Effective And Efficient Local Government</i>			To provide an innovative, effective and efficient Information and Communication Technology service.

KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED) & PLANNING

IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
LED01	<i>4: Decent employment through inclusive economic growth</i>	<i>1: Inclusive economic growth</i>	A diverse and growing economy, promote social well-being	To improve co-ordination of LED in the District
LED02				To upscale Agriculture development in the district
LED03	<i>6: An efficient, competitive and responsive economic infrastructure network</i>	<i>3: Human & Community Development</i>		To capitalize on tourism potential of the District
LED04				To increase Manufacturing output within the district.
LED05		<i>5: Spatial Equity</i>		To ensure job creation
LED06		<i>6: Environmental Sustainability</i>		To create an ICT platform available to everyone
LED07	<i>7: Vibrant, equitable and sustainable rural communities and food security for all</i>			To facilitate co-ordinated planning and development

KPA 3: BASIC SERVICE DELIVERY

IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
BS01	<i>8: Sustainable human settlements and improved quality of household life</i>	<i>1: Inclusive economic growth</i>	Equity of access	To ensure access to potable water for domestic consumption and support local economic development
BS02		<i>4: Strategic Infrastructure</i>	A liveable region	To ensure access to basic sanitation for domestic purposes and support local economic development
BS03	<i>9: Responsive accountable, effective and efficient local government system</i>			Monitor Siza Water concession contract
BS04				Create job opportunities through Infrastructure Project

KPA 4: FINANCIAL VIABILITY & MANAGEMENT				
IDP REF.	NATIONAL OUTCOME	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
FV01	9: Responsive accountable, effective and efficient local government system	7: Governance and Policy	Effective governance, policy and social partnerships	To ensure sound revenue management
FV02				To ensure sound budgeting and compliance principles
FV03				To ensure sound expenditure management
FV04				To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework
FV05				To maintain a clean audit opinion
FV06				To ensure sound and effective asset management
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION				
IDP REF.	NATIONAL OUTCOMES	PGDS GOALS	ILEMBE DGDP PRIORITY	5 YEAR STRATEGIC OBJECTIVE
GP01	9: Responsive accountable, effective and efficient local government system	7: Governance and Policy	Promote social well-being, effective governance, policy and social partnerships & a liveable region	To strengthen partnership with various stakeholders through communicating municipal business
GP02		3: Human and Community Development		To promote accountability and deepen democracy through capacitating the community to participate and support municipal business.
GP03	12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship			To ensure prevention and mitigation against disasters
GP04				To improve the quality of life within the district
GP05				To preserve our History and heritage
GP06				Compliance and good Governance
GP07				To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations.
GP08				To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.
GP09				To improve the quality of life within the district
GP010				To ensure effective Organisational Performance Management

GP011				To ensure that the entity administration is governed by the sound and effective values and principles as outlined in the constitution of South Africa
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TABLE 2: STRATEGIC OBJECTIVES

1.3.3 GOVERNMENT PRIORITIES

(a) SUSTAINABLE DEVELOPMENT GOALS (SDG)

At an International level, the Sustainable Development Goals are one of the many United Nations initiatives that guide constituencies on what standards to strive for in terms of people's needs, the environment and other important factors. They serve as a successor to the Millenium Development Goals. They include 17 goals and 169 targets that capture the global aspirations for sustainable development. The municipality's IDP is to some extent aligned with these goals that were adopted in September 2015. The National Development Plan and the Provincial Growth and Development Strategy, to which the iLembe IDP is aligned, have devised interventions that respond to the 17 goals. The current Council has developed this five year IDP that include strategies on how the municipality will be contributing to each of the Sustainable Development Goals between 2017 and 2022. Chapters 3 and 6, contains strategies and projects that link to the SDGs as they appear in the figure below:

SUSTAINABLE DEVELOPMENT GOALS



FIGURE 1: SUSTAINABLE DEVELOPMENT GOALS

SDGS	IDM RESPONSE
SDG 1: End poverty in all its forms everywhere	• SMME Support programmes by Enterprise iLembe; and • Operation Sukuma Sakhe interventions.
SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Various agricultural projects implemented by Enterprise iLembe, including: • Small holdings farmer support; • National Schools Nutrition Programme; and • Hydroponic Tunnel projects.
SDG 3: Ensure healthy lives and promote wellbeing for all at all ages	• Projects and programmes from the department of health included in Chapter 8; and the municipality is implementing various sporting programmes aimed at youth, senior citizens and people with disabilities.

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	• Projects and programmes from the department of Education included in Chapter 8 of the IDP.; • Implementation of the municipality's Workplace Skills Plan; and • Implementation of the municipal Bursary Policy.
SDG 5: Achieve gender equality and empower all women and girls	The municipality is implementing various gender equality programmes to empower women, such as; • Implementation of the Municipal Equity Plan; • Take a Girl Child to Work Day initiative; • Teenage Pregnancy Awareness Campaigns; and • Women's Parliament.
SDG 6: Ensure availability and sustainable management of water and sanitation for all	The municipality is implementing various water infrastructure projects to ensure availability of water, these are included in Chapter 6 of the IDP.
SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all	• Eskom projects under Chapter 7 of the IDP.
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	• Enterprise iLembe programmes.
SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	The municipality is implementing various water infrastructure projects to ensure availability of water, these are included in Chapter 6 of the IDP.
SDG 10: Reduce inequality within and among countries	N/A

SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable	The municipality, through water and sanitation infrastructure projects is facilitating the establishment of sustainable human settlements.
SDG 12: Ensure sustainable consumption and production patterns	• The municipality is currently piloting a Recycling programme; and • Development of an Integrated Waste Management Plan.
SDG 13: Take urgent action to combat climate change and its impacts	The municipality will be developing a Climate Change Response Strategy.
SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	The two coastal Local Municipalities, KwaDukuza and Mandeni, have developed Coastal Management Plans.
SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	The municipality has concluded a Wetland assessment and the draft action plan is included as part of the municipal IDP.
SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	The municipality has various measures in place such as the: • Anti-Fraud and Corruption Policy and Strategy; • A functional external audit committee; • A functional risk management committee; etc.
SDG 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.	The municipality has partnered with various international organisations, including SECO (Switzerland) and ICLEI on economic development and environmental management programmes, respectively.

TABLE 3: ILEMBE'S RESPONSE TO SDG'S

(B) MEDIUM TERM STRATEGIC FRAMEWORK

MTSF OUTCOMES	IDM RESPONSE
1. Improve the quality of basic education	Department of Education
2. A long and healthy life for all South Africans	Projects and programmes from the department of health included in Chapter 8; and the municipality is implementing various sporting programmes aimed at youth, senior citizens and people with disabilities.
3. All people in South Africa are and feel safe	South African Police Service
4. Decent employment through inclusive economic growth	Department of Economic Development; Department of Trade and Industry; and Enterprise iLembe.
5. A skilled and capable workforce to support an inclusive growth	Projects and programmes from the department of Education included in Chapter 8 of the IDP.; Implementation of the municipality's Workplace Skills Plan; and Implementation of the municipal Bursary Policy.
6. An efficient, competitive and responsive economic infrastructure network	Projects and programmes by Eskom under Chapter 8 of the IDP.; and Water and Sanitation Projects by the municipality under Chapter 6 of the IDP.
7. Vibrant, equitable and sustainable rural communities with food security for all	Various agricultural projects implemented by Enterprise iLembe, including: Small holdings farmer support; National Schools Nutrition Programme; and Hydroponic Tunnel projects.

8. Sustainable human settlements and improved quality of household life	The municipality, through water and sanitation infrastructure projects is facilitating the establishment of sustainable human settlements.
9. A responsive and accountable, effective and efficient local government system	The Implementation plan contained in Chapter 6 of the IDP.
10. Environmental assets and natural resources that is well protected and continually enhanced	The Municipality has concluded the following Environmental plans: The Environmental Management Framework; Wetland Assessment Report; and Coastal Management Programmes (Mandeni and KwaDukuza).
11. Create a better South Africa and contribute to a better and safer Africa and World	All Government Departments.
12. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.	Governance projects included in Chapter 3 and 6 of the IDP.
13. Inclusive and responsive social system	Special projects that are included in Chapter 3 of the IDP.
14. Transforming and unifying the country	iLembe is implementing a number of programmes that foster social cohesion and nation-building, these include: SALGA Games; Golden Games; and Cultural Celebrations (uMkhosi weLembe, Eid, Diwali, etc.)

TABLE 4: ILEMBE'S RESPONSE TO THE 14 NATIONAL OUTCOMES

(c) BACK-TO-BASICS APPROACH

“SERVING OUR COMMUNITIES BETTER!!”

The Back to Basics programme outlines governments’ plan of action to ensure a focused and strengthened local government by getting the basics right and together with other spheres of government, providing basic services efficiently and effectively and in a caring manner. The main goal is to improve the functioning of municipalities to better serve communities by getting the basics right.

Government has enforced a back-to-basics approach for the country's 278 municipalities.

The back-to-basics approach want to sure that robots work, making sure that potholes are filled, water is delivered, refuse is collected, electricity is supplied, refuse and waste management takes place in the right kind of way. Systems to allow national and provincial governments to monitor the performance of municipalities and ensure they respond to crises quicker would be put in place.

These key performance areas for the Back-to-Basics Approach are premised on the five pillars as follows:



FIGURE 2: PILLARS OF BACK TO BASICS

The key performance indicators are assessed under each pillar on a quarterly basis. The programme is measured on an assessment that is main questions, scored and supplementary questions considered and the support plan that is implementation on progress. A 60/40 principle will be applied in terms of scoring. The final results will be categorised as functional, challenged and requiring intervention. The understanding of the categorisation is as follows:

(i) **Functional**

A good municipality with a score above 70%

- Political stability, functional structures and health admin interface.

- Responsive to service needs & infrastructure well maintained.
- Institutional continuity, clear policy, delegation frameworks in place.
- High collection rate, 7% on maintenance, CAPEX spent and clean audits.
- Community satisfaction, regular engagements and feedback.

(ii) **Challenges**

A municipality is at risk with a score between 51% to 69%:-

- Signs of political instability, excessive interference in admin or SCM.
- Slow responses to service failures, escalating utility losses or theft.
- Some critical positions not filled, some managers not qualified.
- Low collection rates, CAPEX not spent, declining audit opinions.
- Growing community protests, lack of feedback mechanisms.

(iii) **Requiring intervention**

A municipality with a score below 50%:-

- High degree of instability, fraud and corruption, committees don't meet
- Collapse in service delivery, outages, asset theft, and poor maintenance.
- Incompetent managers, many vacancies, no delegations.
- Chronic underspending, high debtors, no accountability, disclaimers
- Community dissatisfaction, high number of community protests.

It is against this background that the Ministry of Cooperative Governance and Traditional Affairs has pursued the ***Back to Basics Approach*** to address challenges faced by local government, strengthening municipalities, instilling a sense of urgency towards improving citizens' lives.

The table below illustrates the latest Back to Basics status for iLembe family of municipalities.

MUNICIPALITY	DCOG Sept 2014	IMPROVED / REGRESSED / UNCHANGED			
		KZN COGTA June 2015	KZN COGTA March 2016	KZN COGTA June 2016	KZN COGTA Sept 2016
iLembe DM	Functional	Functional	Challenged	Challenged	Functional
KwaDukuza LM	Functional	Challenged	Requiring Intervention	Challenged	Functional

Mandeni	Challenged	Challenge d	Requiring Intervention	Functional	Challenge d
Maphumulo	Functional	Challenge d	Requiring Intervention	Challenge d	Requiring Intervention
Ndwedwe	Challenged	Challenge d	Challenge d	Requiring Intervention	Requiring Intervention

TABLE 5: B2B STATUS FOR ILEMBE FAMILY OF MUNICIPALITIES

(d) RESPONDING TO IMPACTS OF CLIMATE CHANGE

As part of the implementation of the 2014 District Climate Change resolutions the District is implementing the following projects:

PROJECT NAME	PURPOSE	DURATION
Technological need assessment	Identify a list of technologies for the water (adaptation) and energy (mitigation) sector	January to December 2017
Local Action for Biodiversity (LAB): Wetlands South Africa	Identifcation of wetlands and management	2015 to 2017
South africa's low emission programme	Identify energy efficeincy opportunities within treatment plants and office buildings	2016 to 2020
Energy Efficiency programme	Implementing the energy efficiency programme within municipal facilities including buildings	2017/2018 financial year
Recycling programme	to promote recycling within the municipal offices	on-going

TABLE 6: PROGRAMMES RESPONDING TO CLIMATE CHANGE

(e) DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

iLembe DGDP provides a framework of ensuring the already adopted IDP vision is realized. This will be achieved through a series of goals, strategic objectives, and interventions. All of these will be ultimately linked to a set of apex and primary indicators to measure the level of DGDP implementation.

In 2013, Council adopted the iLembe Regional Spatial Development Plan (IRSDP), which essentially provided a blueprint for the District to become a “sustainable region” by 2050. It was therefore necessary that in developing the DGDP, the proposals contained in the IRSDP were considered. To this end, there is alignment between the five pillars contained in the IRSDP and the six goals of the DGDP as follows:

KZN PGDP GOAL	ILEMBE DISTRICT GOAL
Inclusive Economic Growth	A diverse and growing economy
Human resource development	Promote social well-being
Human and community development	
Strategic infrastructure	Provide equitable access
Spatial equity	A liveable region
Environmental sustainability	Living in harmony with nature
Governance and policy	Effective Governance, Policy and Social Partnerships

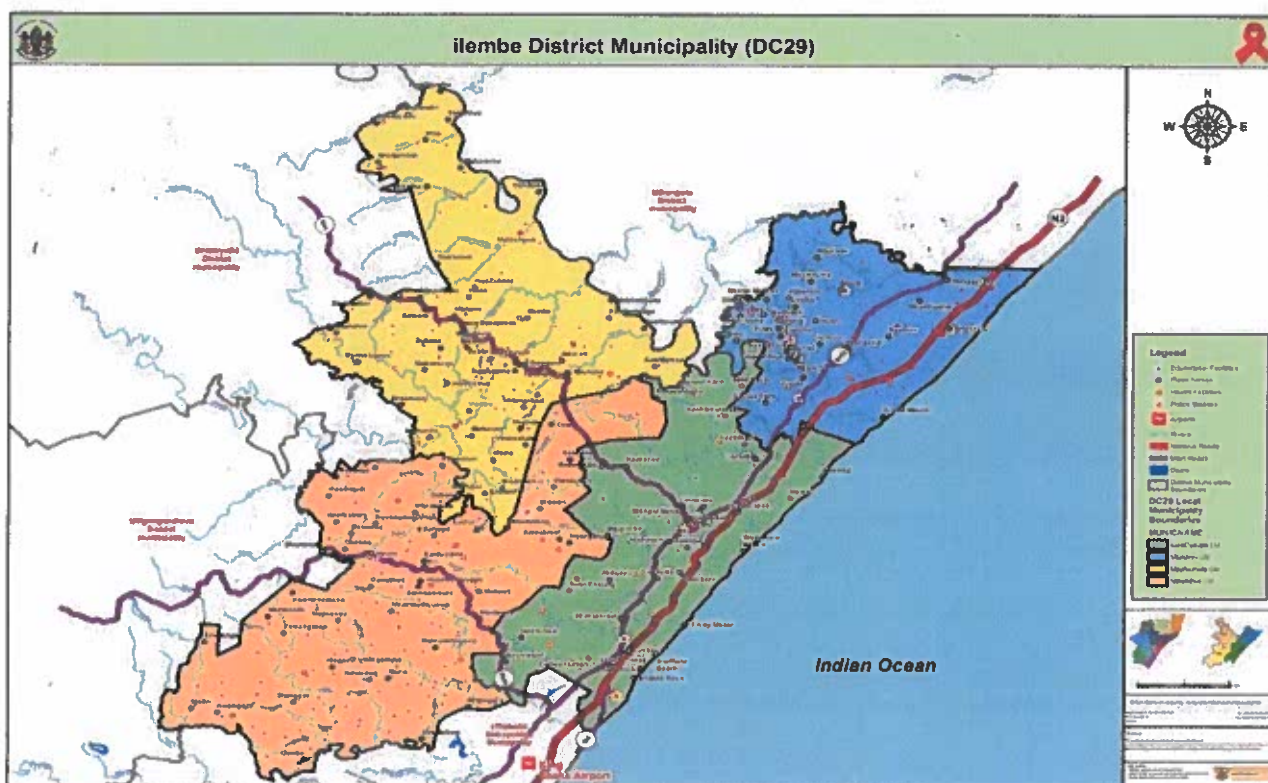
TABLE 7: DGDP OBJECTIVES

As evident from the table above, essentially the aim of the DGDP is to ensure synchronization between the District goals and objectives and Provincial goals and objectives. The District goals are an informant to the strategic interventions/projects proposed in the DGDP. These interventions are key to the municipality’s ability to achieve its vision.

In the process of compiling the DGDP, the iLembe family hosted the District Growth and Development Summit. This was a multi-sectorial engagement to devise strategies and projects that would encourage

economic growth in iLembe. The resolutions of the summit have been incorporated into the strategic objectives of the DGDP.

Due to the long-term nature of this plan (2030 vision aligned to PGDS) it was essential that the interventions were expressed with short, medium, and long-term horizons i.e. short term 2016-2020, Medium term 2021-2025, and Long term 2026-2030. A comprehensive copy of the DGDP is contained in the municipality website.



MAP 1: OVERVIEW OF THE ILEMBE REGION

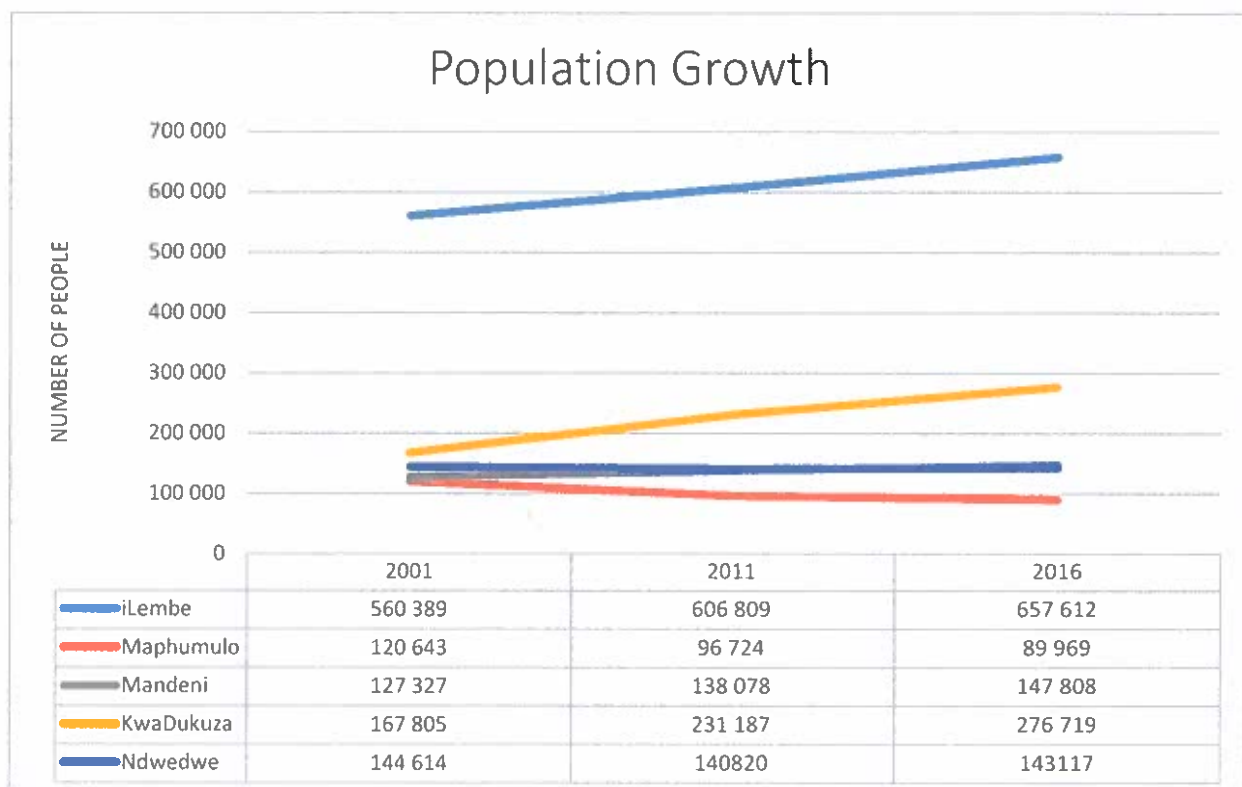
(f) DEMOGRAPHIC CHARACTERISTICS

The Statistics SA Census data for 2001 and 2011 and the results of the 2016 Community Survey have been used for the demographic and the economic information in this section.

(i) POPULATION AND HOUSEHOLD PROFILES

The recent Community Survey (2016) results show that the population in iLembe District has grown to 657,612 people and has been growing at 1.7%

per annum from 2011 to 2016, this is shown in the graph and tables below. In contrast to the previous comparison of 2001 and 2011 results, where both rural municipalities of the district (Maphumulo and Ndwedwe) were seen to have a decrease in population, Ndwedwe is now experiencing an increase but Maphumulo remains on a downward trajectory as portrayed below. Table 3 further depicts how the rate of population growth has increased per annum in three of the four local municipalities of iLembe, the overall growth rate having increased from 0.8% per annum to 1.7% per annum.



GRAPH 1: POPULATION GROWTH 2001 TO 2016

STATISTICS SA CENSUS 2001, 2011 & COMMUNITY SURVEY 2016

Municipality	Population Growth (% p.a. 2001-2011)	Population growth (% p.a. 2011-2016)
iLembe District	0.80	1.7%
Maphumulo	-2.21	-7%
Mandeni	0.81	1.4%
KwaDukuza	3.20	3.9%
Ndwedwe	-0.27	0.3%

TABLE 1: POPULATION GROWTH COMPARISON

STATISTICS SA CENSUS, 2011 & COMMUNITY SURVEY 2016

According to the Community Survey 2016, the number of households within iLembe District has risen to 191,369 from 157,692 in 2011 and is now

growing at 4.3% per annum. Households in KwaDukuza have grown at a fairly rapid rate of 6.0% per annum; despite a further decline in the population, the number of households in Maphumulo has risen slightly. One could speculate that the decline in population but with an apparent increase in number of households may be due to further decrease in the average size of households. As per the Community Survey 2016, the average household size in the District has decreased from 3.8 to 3.4 and the percentage of female headed households has risen from 45.8% to 47.1% which is above the national average of 41%.

Municipality	Number (2016)	Household Growth (%) p.a. (2016)	Average Size (2016)	Female Headed (%) (2016)	Child Headed (2011)	
					Number	%
iLembe	191,369	4.3%	3.4	47.1	614	0.4%
Maphumulo	20,524	0.6%	4.4	61.6	115	0.6%
Mandeni	45,678	3.9%	3.2	51.1	167	0.4%
KwaDukuza	91,284	6.0%	3.0	39.1	113	0.2%
Ndwedwe	33,883	3.2%	4.2	54.6	218	0.7%

TABLE 8: HOUSEHOLD STATISTICS

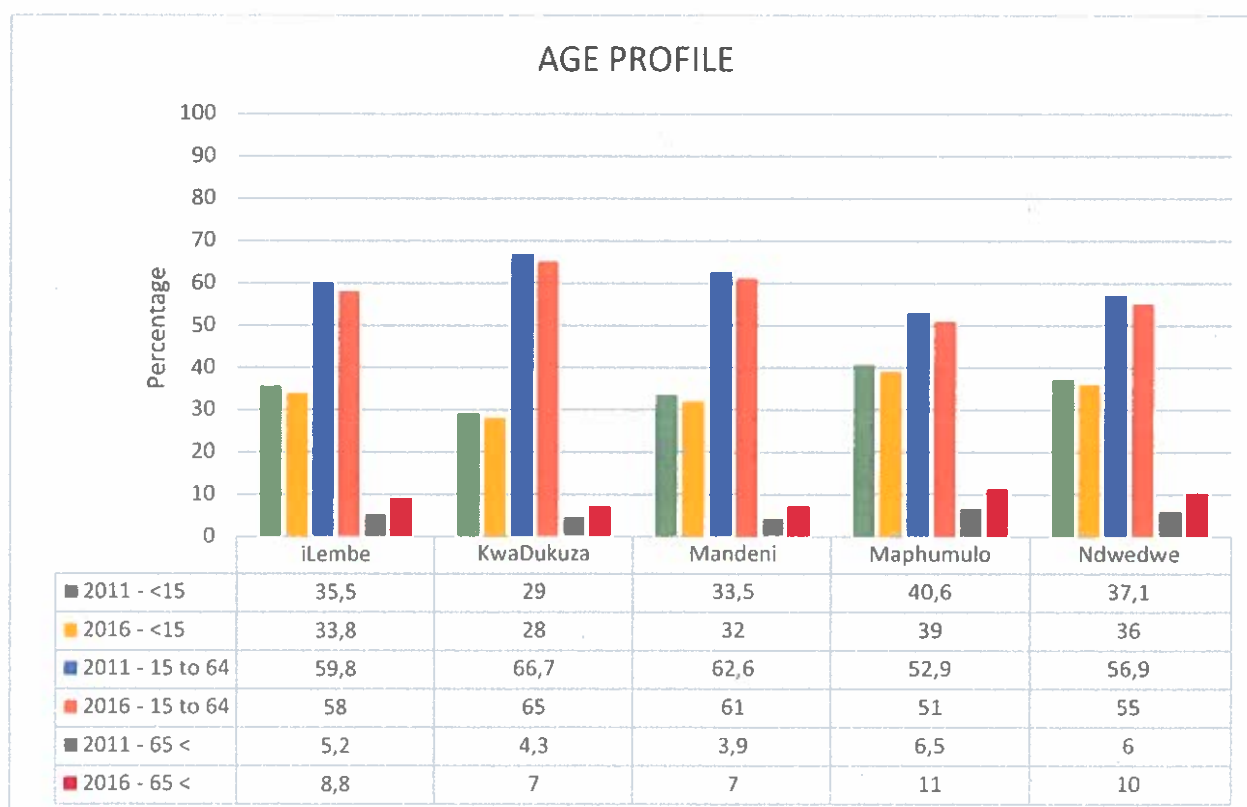
STATISTICS SA CENSUS, 2011 & COMMUNITY SURVEY, 2016

It is noted that the above population and household statistics fluctuations are implications of the socio-economic conditions prevalent in the different localities of iLembe. Further analyses the status quo of the economies of the different local municipalities, levels of poverty, employment/unemployment and also gives a view on what has been done to stimulate growth, especially in the field of LED.

(ii) AGE PROFILES

The graph below provides an indication of the age distribution within the district as recorded in 2011, compared with the results of the 2016 Community Survey. Within iLembe, 35,5% of the population is under the age of 15, KwaDukuza has the lowest percentage 29% and Maphumulo has the highest percentage of the population

under 15 years at 40%. Throughout the district, it seems that all age groups under 65 years have decreased in percentage whilst the percentage of the age group of 65+ has risen. Compared to the other Local Municipalities of the district, KwaDukuza has the highest percentage of the working age group at 66, 7% whilst Maphumulo has the lowest at 52,9%. The majority of people within the District are of working age, however the available employment opportunities are not adequate to absorb this high number- this will be further elaborated upon in the employment profile.



GRAPH 2: AGE PROFILE

STATISTICS SA CENSUS, 2011 AND COMMUNITY SURVEY 2016

(iii) GENDER PROFILES

The gender profile of the iLembe District population is typical of the trend prevalent throughout other district municipalities in KZN meaning that there is a greater number of females (341,926) residing in the area compared to males (315,686). Although the population has increased, according to the Community

Survey of 2016, the gender ratio remains the same as previously highlighted in the 2011 Census.

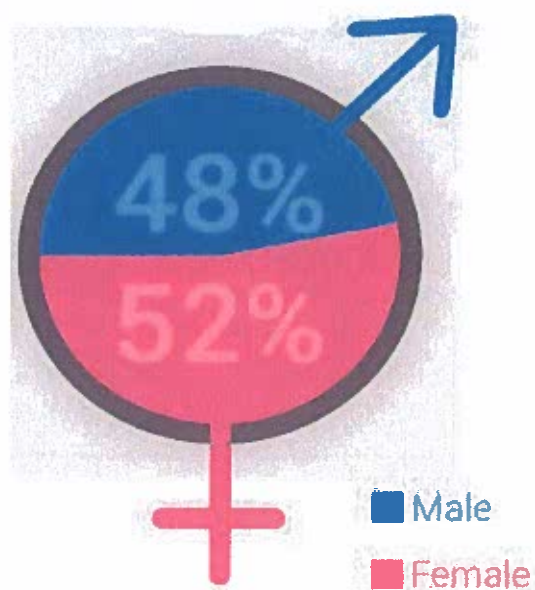
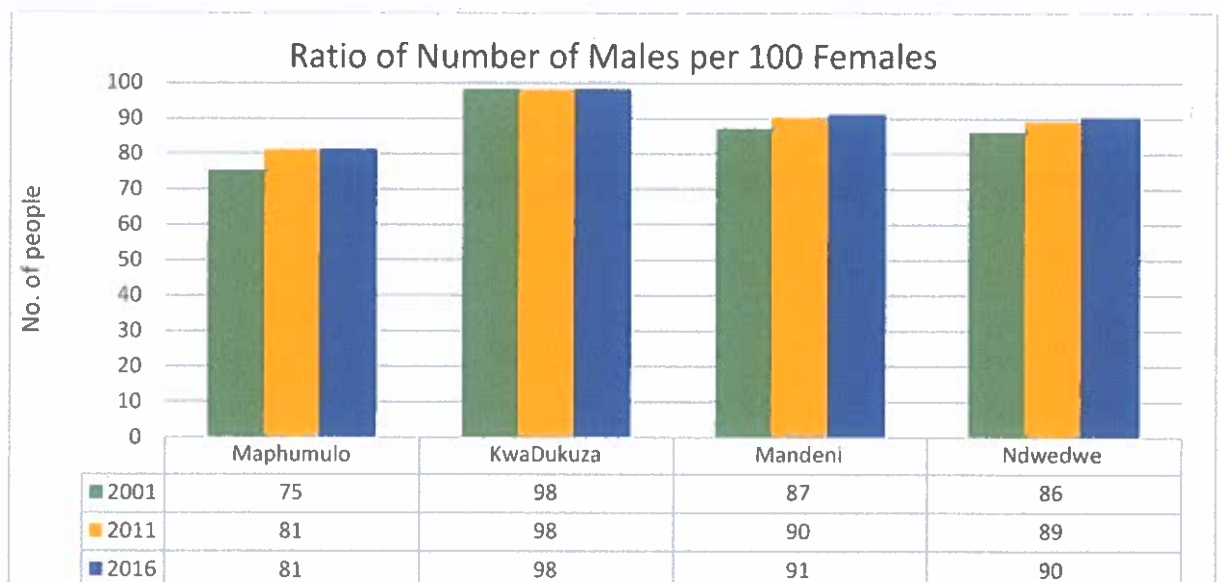


FIGURE 3: DISTRICT GENDER PROFILE

STATISTICS SA CENSUS, 2011 AND COMMUNITY SURVEY, 2016

(iv) SEX RATIO (MALES PER 100 FEMALES)

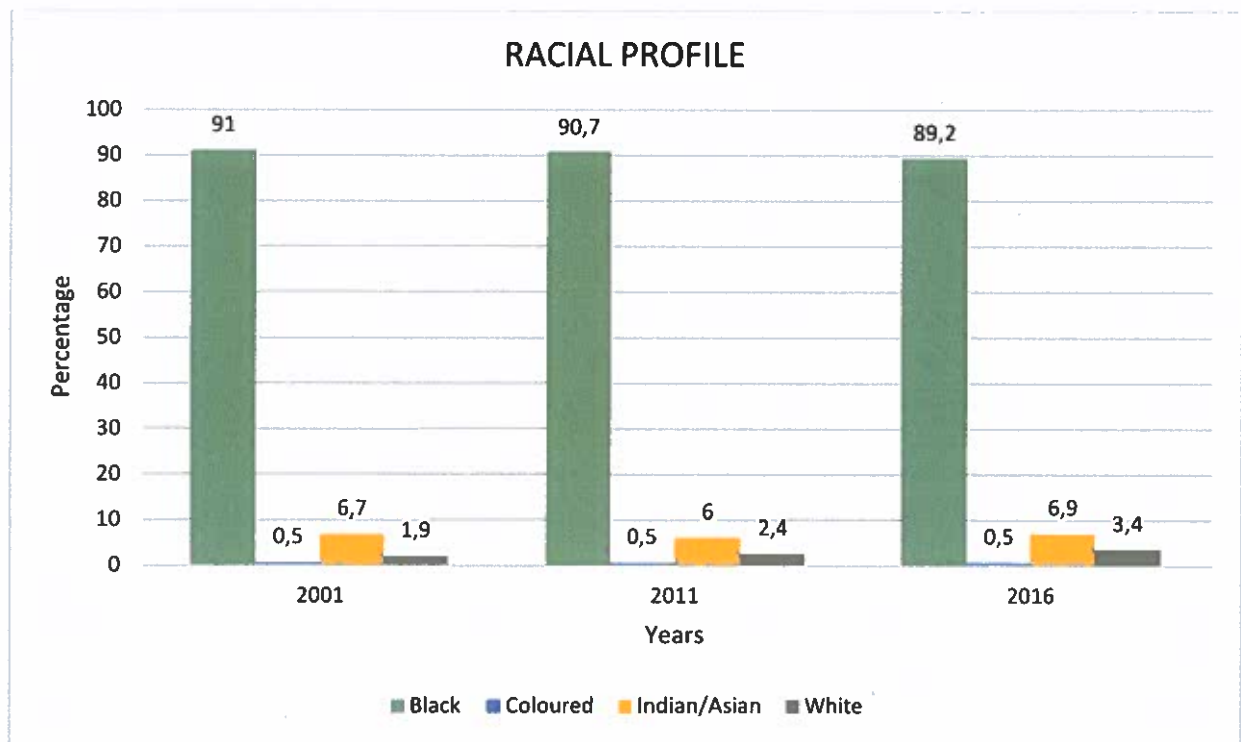
The graph below displays the gender distribution within local municipalities. In iLembe, for every 100 females there are 92 males. KwaDukuza is the most even at almost an equal split between gender groups, whereas Maphumulo is the most uneven with only 81 males for every 100 females.



GRAPH 3: ILEMBE GENDER PROFILE
STATISTICS SA CENSUS, 2001, 2011 & 2016

(v) RACIAL PROFILE

The graph below displays the split of the population of the district by population group from 2001 to 2016. Within the District, the percentage of Black people has shown a slight decrease as the graph depicts that in 2001 the percentage was 91% and at present it is 89, 2% whilst the percentage of White people is steadily increasing from 1, 9 % in 2001 to 3.4% in 2016. Between 2001 and 2011 the Asian population declined slightly, however between 2011 and 2016, the percentage has shown an increase from 6 to 6.9%. The Coloured population remains constant at 0.5% of the population of iLembe District.



GRAPH 4: RACIAL PROFILE

STATISTICS SA CENSUS, 2001 & 2011 AND COMMUNITY SURVEY 2016

GRAPH 4: RACIAL PROFILE

STATISTICS SA CENSUS, 2001 & 2011 AND COMMUNITY SURVEY 2016

In considering the graph above, it is apparent that iLembe is dominated by different races of people who subscribe to different customs and beliefs. iLembe as an institution supports cultural events that take place within the District as part of promoting nation building and social cohesion, programmes.

1.4. DISTRICT FUNCTIONS AND POWERS

The following are the Powers and Functions that Section 156 of the Constitution (1996) of the Republic of South Africa accords to iLembe District Municipality:

DISTRICT POWERS & FUNCTIONS (CHAPTER 7, SECTION 156 OF CONSTITUTION)	
20. IDP	
21. Bulk Water	
22. Bulk Sewerage Purification	
23. Health Services	

24. Tourism
25. Public Works relating to the above
26. Grants-receiving & distributing
27. Impose, Collect taxes & levies
28. Disaster Management
29. Accountability
30. Community participation
31. Financially & Environmentally sustainable service delivery
32. Equitable Access to Municipal Services
33. Local Development
34. Gender Equity
35. Safe and Healthy Environment
36. Performance Management Systems
37. Incremental Improvement
38. Responsible Financial Management

The 2019/2020 Annual Report is therefore aimed at presenting to Council, the community and other agencies the performance of the municipality in the above-mentioned powers and functions.

2.1. GOVERNANCE STRUCTURE

iLembe District Municipality's council operates under the collective executive system. In terms of Section 42 of the Local Government: Municipal Structures Act, 1998 the Council has established an Executive Committee consisting of six (6) Councillors. The Council has also established the following Portfolio Committees to assist the Executive Committee: -

- Economic Development, Planning Health and Safety Portfolio Committee
- Infrastructure and Technical Portfolio Committee
- Finance Portfolio Committee; and
- Local Public Administration and Labour Relations Portfolio Committee.

Each of these committees is established in terms of the Section 80 of the Municipal Structures Act to assist the Executive Committee (EXCO). These committees deliberate on matters that fall within the specific terms of references of that particular committee and make recommendations to the Executive committee for approval or where necessary for endorsement by the executive committee for final approval by the full council.

There are delegations in place for the operations of the EXCO with the exception of the power's provided to council in terms of Section 160(2) of the constitution of the republic of South Africa, 1996. The District EXCO can only make recommendation for approval of such matters.

To assist in performing the oversight role, iLembe District Municipality has also appointed the following committees:

- i. Audit Committee in accordance with the Municipal Finance Management Act 56, of 2003 section 166, and operates within the terms of the Audit Committee Charter, which outlines its modus operandi. The Audit Committee charter is approved by the Council of iLembe District Municipality.
- ii. A Municipal Public Accounts Committee. The Committee consists of six (6) Councillors of the Municipality, who are not members of the Executive

Committee. The Chairperson of the Committee is appointed by the Council. The functions of the Committee include the examination of the annual report of the Council and the development of the annual oversight report based on the annual report. The annual oversight report is published separately from the annual report.

2.1.1 POLITICAL GOVERNANCE STRUCTURE



His Worship The Mayor
Cllr SS Gumede



Hon Deputy Mayor
Cllr. MD Shandu



Hon. Speaker
Cllr. SB. Zulu

Name	Gender	Designation	Party
Affiliation			
Cllr. SS Gumede	Male	Chairperson	ANC
Cllr. Shandu	Female	Deputy Mayor	ANC
Cllr. S. Oudhram	Male	Member	ANC
Cllr. Maphumulo	Male	Member	ANC
Cllr Gopaul	Male	Member	DA
Cllr. Baardman	Male	Member	IFP
Cllr SB Zulu	Male	Ex officio	ANC

2.1.1.1 COUNCILLORS

iLembe District Municipality comprised of a total of thirty two (32) Councillors of which nineteen (19) were Ward nominated Councillors and the other thirteen (13) are Proportionally Representative (PR) Councillors. Council continues to operate on an Executive Committee System. In respect of the PR Councillors, there were eight (8) males and five (5) female Councillors. The gender composition on the

Ward Councillors is seven (7) females and twelve (12) males. Overall there are thirteen (13) female Councillors and nineteen (19) male Councillors.

Political Parties are represented as follows in the iLembe District Municipality Council:

PARTY	PR SEATS	NOMINATED COUNCILLORS	TOTAL
African National Congress	9	13	22
Inkatha Freedom Party	2	4	6
Democratic Alliance	1	2	3
National Freedom Party	0	0	0
Economic Freedom Party	1	0	1
TOTAL			32

2.1.1.2 ILEMBE DISTRICT MUNICIPALITY COUNCILLORS

(a) PROPORTIONAL REPRESENTATION LISTS

(i) AFRICAN NATIONAL CONGRESS

NO.	SURNAME	NAMES	GENDER
1	Gumede	Siduduzo Siegsried	M
2	Shandu	Monitha Dolly	F
3	Dlomo	Sakhephi Mdumiseni Michael	M
4	Mhlongo	Maureen Zola	F
5	Ntuli	Sibongile Florence	F
6	Khumalo	Catherine Tholakele	F
7	Mpofu	Makhosini Desmond	M
8	Maphumulo	Musawenkosi Aubrey	M
9	Oudhram	Sandeep	M

(ii) INKATHA FREEDOM PARTY

NO.	SURNAME	NAMES	GENDER
-----	---------	-------	--------

1.	Nene	Ntombenhle Cythia	F
2	Ntuli	Musawenkosi Simeon	M

(iii) DEMOCRATIC ALLIANCE

NO.	SURNAME	NAMES	GENDER
1	Gopaul	Andrew	M

(iv) ECONOMIC FREEDOM PARTY

NO.	SURNAME	NAMES	GENDER
1	Vilakazi	Innocent Ndumiso	M

2.1.1.3 NOMINATED COUNCILLORS: KWADUKUZA MUNICIPALITY

(a) AFRICAN NATIONAL CONGRESS

NO.	SURNAME	NAMES	GENDER
1	Ngidi	Muzi Emmanuel	M
2	Dube	Innocent Phumelele	F
3.	Singh	Radwaath	M
4.	Ngidi	Thandeka Sinenhlanhla	F
5.	Van Whye	James Gabangani	M

(b) INKATHA FREEDOM PARTY

NO.	SURNAME	NAMES	GENDER
1	Baardman	Aubrey Mtolo	M

(c) DEMOCRATIC ALLIANCE

NO.	SURNAME	NAMES	GENDER
1.	Singh	Madhum S	M
2.	Nzama	Lindiwe Angel	F

2.1.1.4 NOMINATED COUNCILLORS: NDWEDWE MUNICIPALITY

(a) AFRICAN NATIONAL CONGRESS

NO.	SURNAME	NAMES	GENDER
1.	Goba	Philemon Sboniso	M
2.	Shezi	Mamazane Veronica	F
3.	Zondi	Silindile	F

(b) INKATHA FREEDOM PARTY

NO.	SURNAME	NAMES	GENDER
1.	Jali	Thalalisani Sabatha	M

2.1.1.5 NOMINATED COUNCILLORS: MAPHUMULO MUNICIPALITY

(a) AFRICAN NATIONAL CONGRESS

NO.	SURNAME	NAMES	GENDER
1.	Ngcobo	Happiness Nonhlanhla	F
2.	Ngema	Thuthukani Raymond	M

(b) INKATHA FREEDOM PARTY

NO.	SURNAME	NAMES	GENDER
1.	Nyathikazi	Siboniso Zaba	M

2.1.1.6 NOMINATED COUNCILLORS: MANDENI MUNICIPALITY

(a) AFRICAN NATIONAL CONGRESS

NO.	SURNAME	NAMES	GENDER
1.	Zulu	Siphesihle Basil	M
2.	Mhlongo	Malindi Virginia	F
3.	Zungu	Gloria Nompumelelo	F

(b) INKATHA FREEDOM PARTY

NO.	SURNAME	NAMES	GENDER
1.	Sithole	David Mthokozisi	M

2.1.1.7 TYPE OF COMMITTEE AND NUMBER OF MEMBERS

COMMITTEE	NUMBER OF COUNCILLORS	NUMBER OF VACANCIES
-----------	-----------------------	---------------------

Executive committee	07	Nil
Finance Portfolio Committee	07	Nil
Economic Development and Planning Portfolio Committee	07	Nil
Local Public Administration and Labour Relations Committee	07	Nil
Infrastructure & Technical Portfolio Committee	07	Nil
Youth Sub Committee	06	Nil
Gender Sub Committee	06	Nil
MPAC	06	Nil
Local Labour Forum	05	Nil
Rules Committee	06	Nil
Audit Committee Performance Evaluation Committee	05	Nil

2.1.1.8 EXECUTIVE COMMITTEE

No.	Surname and name	Gender	Designation	Party Affiliation
1.	Cllr. SS Gumede	Male	Chairman	ANC
2.	Cllr. Shandu	Female	Deputy Mayor	ANC
3.	Cllr. Oudhram	Male	Member	ANC
4.	Cllr. Maphumulo	Male	Member	ANC
5.	Cllr Gopaul	Male	Member	DA
6.	Cllr. Baardman	Male	Member	IFP
7.	Cllr SB Zulu	Male	Ex officio	ANC

2.1.1.9 COMMITTEE ALLOCATIONS

No.	Committee	Councillors
1	Finance Portfolio Committee	
	Cllr S. Oudhram	Chairperson
	Cllr MN Gwamanda	
	Cllr HN Ngcobo	
	Cllr TC Kumalo	

	Cllr SZ Nyathikazi	
	Cllr MS Singh	
	INKOSI MW Qwabe	
2.	Economic Development, Planning Health And Safety Portfolio Committee	
	Cllr MD Shandu	Chairperson
	Cllr ME Ngidi	
	Cllr MV Shezi	
	Cllr GN Zungu	
	Cllr MS Singh	
	Cllr MS Ntuli	
	INKOSI Gumede	
3.	Local Public Administration and Labour Relations Committee	
	Cllr MA Maphumulo	Chairperson
	Cllr R Singh	
	Cllr IP Dube	
	Cllr SF Ntuli	
	Cllr TS Jali	
	Cllr MS Singh	
	INKOSI S Khumalo	
4.	Infrastructure & Technical Portfolio Committee	
	Cllr SS Gumede	Chairperson
	Cllr MV Mhlongo	
	Cllr S Zondi	
	Cllr JG Van Whye	
	Cllr D Sithole	
	Cllr LA Nzama	
	INKOSI NA Bhengu	

2.1.1.10 SUB COMMITTEES

No	Sub Committee	Councillors
1.	2.1.1.10.1 YOUTH SUB COMMITTEE	
	Cllr ME Ngidi	Chairperson
	Cllr MV Shezi	

	Cllr SF Ntuli	
	Cllr TS Ngidi	
	Cllr TS Jali	
	Cllr MS Singh	
2.	2.1.1.10.2 GENDER SUB COMMITTEE	
	Cllr GN Zungu	Chairperson
	Cllr IN Vilakazi	
	Cllr S Zondi	
	Cllr JG Van Whye	
	Cllr NC Nene	
	Cllr MZ Mhlongo	
3.	2.1.1.10.3 MUNIPAL PUBLIC ACCOUNTS	
	Cllr JG Van Whye	Chairperson
	Cllr SMM Dlomo	
	Cllr DM Mpofu	
	Cllr HN Ngcobo	
	Cllr SZ Nyatikazi	
	Cllr MS Singh	
4.	2.1.1.10.4 LOCAL LABOUR FORUM	
	Cllr MA Maphumulo	Chairperson
	Cllr R Singh	
	Cllr MD Mpofu	
	Cllr NC Nene	
	Cllr LA Nzama	
5.	2.1.1.10.5 RULES COMMITTEE	
	Cllr HN Ngcobo	Chairperson
	Cllr MZ Mhlongo	
	Cllr MN Gwamanda	
	Cllr SMM Dlomo	
	Cllr MS Ntuli	
	Cllr LA Nzama	
6.	2.1.1.10.6 AUDIT COMMITTEE- PERFORMANCE EVALUATION COMMITTEE	
	Cllr MD Mpofu	Chairperson

	Cllr HN Ngcobo	
	Cllr S Zondi	
	Cllr MS Singh	
	Cllr MS Ntuli	

2.1.1.11 THE PURPOSE AND FUNCTIONS OF COMMITTEES

The following information reflects the different committees of Council and their respective purpose and functions:

(a) Delegations to the Executive Committee

- Performs the functions of an Executive Committee set out in the Local Government : Municipal Structures Act, 1998;
- Takes such action as may be necessary to ensure compliance by the Council with all legislation relating to or affecting local government, including, but not limited to:-
- The Local Government : Municipal Demarcation Act, 1998 :
 - The Local Government : Municipal Systems Act, 2000;
 - The Promotion of Access to Information Act, 2000; and
 - The Municipal Finance Management Act, 2003
- Exercises all Powers of the Council which may be delegated by the Council in terms of the Constitution or any other law and which has not been delegated or assigned to any Municipal Functionary or municipal employee or is not deemed to be so delegated or assigned in terms of any law;
- Considers and determines any particular matter or issue or any matter of policy referred to the Committee by the Municipal Manager; and
- Takes any necessary or incidental decisions for the management or administration of any resolution of the Council.

(b) Delegations to the Rules Committee

- Developing Rules of Order and amendments thereto for recommendation to EXCO;
- Summoning any Councillor or Official to appear before the committee to assist it in the performance of its functions;

- Conducting disciplinary enquiries into Councillor transgressions referred to the Committee by the Speaker or MM, and making recommendations in respect thereof;
- Investigating and making findings on any alleged breach of the Code of Conduct for Councillors, and making suitable recommendations including suitable sanctions in terms of Item 14.2 of such Code; and
- Making written representations to the MEC for Local Government pertaining to an appeal to the MEC by a councillor who has been warned, reprimanded or fined in terms of item 14 (2) (a), (b) or (c) of the Code of Conduct for Councillors.

(c) Delegations To The Finance Portfolio Committee

- Ensuring compliance with the provisions of MFMA;
- Investigating processes and procedures for the implementation of services relating to matters referred to in number 5;
- Making recommendations, in line with the IDP, regarding strategic, administrative, technical, financial and procedural issues relating to matters referred to in number 5;
- Ensuring stakeholder participation in matters referred to in number 5;
- Formulating Policy for recommendation to Council and monitoring implementation in regard to the following matters:-
 - ✓ Audit;
 - ✓ Budget Monitoring;
 - ✓ Credit Control Monitoring;
 - ✓ Expenditure Monitoring;
 - ✓ Imposition and collection of taxes, levies and duties related to the functions of the Municipality;
 - ✓ Income Monitoring;
 - ✓ Indigent Support Programme Monitoring;
 - ✓ Receipt, allocation and, if applicable, the distribution of grants made to the District Municipality;
 - ✓ Supply Chain Management Policy oversight;
 - ✓ Financial Regulations;
 - ✓ Borrowing;
 - ✓ Fixed assets;

- ✓ Cash and Investment; as well as;
- ✓ Reviewing of CFO's Monthly Financial Reports

(d) Delegation To The Infrastructure And Technical Portfolio Committee

- Investigating processes and procedures for the implementation of services relating to matters referred to in L 4;
- Making recommendations, in line with the IDP, regarding strategic, administrative, technical, financial and procedural issues relating to matters referred to in number 4;
- Ensuring stakeholder participation in matters referred to in number 4;
- Formulating Policy for recommendation to Council and monitoring implementation in regard to the following matters:-
 - Domestic waste-water and sewage disposal systems;
 - Municipal Fleet Management;
 - Potable water supply systems;
 - Solid Waste Disposal Sites serving more than one local municipality in the District;
- Although the issue of the Solid Waste Disposal Site is a statutory function of the District Municipality, the function has not yet been performed by the Municipality.

(e) Delegation To The Economic Development, Planning, Health And Safety Portfolio Committee

- Investigating processes and procedures for the implementation of services relating to matters referred to in M 4;
- Promotion of local tourism for the area of the District; and
- Promotion of social and economic development, including:
 - Agriculture;
 - Industrial Development
 - Job creation;
 - Social Empowerment;
 - Town Planning;
 - Cultural Upliftment; and
 - Poverty Alleviation.

- Making recommendations, in line with the IDP, regarding strategic, administrative, technical, financial and procedural issues relating to matters referred to in number 4;
- Ensuring stakeholder participation in matters referred to in number 4;
- Formulating Policy for recommendation to Council and monitoring implementation in regard to the following matters:-
 - ✓ Abattoirs serving a major proportion of the municipalities in the District;
 - ✓ Fresh produce markets serving a major proportion of the municipalities in the District;
 - ✓ Integrated Development Planning for the District;
 - ✓ Municipal airports serving the area of the District as a whole;
 - ✓ Promotion of a safe and healthy environment, including:-
 - Conservation;
 - Environmental Planning;

(f) Delegation To The Local Public Administration and Labour Relations Portfolio Committee

- Investigating processes and procedures for the implementation of services relating to matters referred to in number 4;
- Making recommendations, in line with the IDP, regarding strategic, administrative, technical, financial and procedural issues relating to matters referred to in number 4;
- Ensuring stakeholder participation in matters referred to in number 4;
- Formulating Policy for recommendation to Council and monitoring implementation in regard to the following matters:-
 - Human Resource Development;
 - Labour Relations; and
 - Local Public Administration.

2.1.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

According to the MFMA 60(b): The Municipal Manager of iLembe District Municipality is the accounting officer of the municipality for the purposes of this Act and provides guidance on compliance with this Act to political

structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality, namely Enterprise iLembe.

iLembe District Municipality has well-established organizational structure and systems in place. The structure that was in place as at 30 June 2017 was appropriate for the developmental local government mandate assigned to the District Municipality in terms of the Municipal Structures Act, 1998. The Municipality's organisational structure provides for four Directorates that are managed by the Municipal Manager. The District Municipality has four Directorates with senior management per directorate, which are:

Name and Surname	Position
Mr N. G. Khumalo	Municipal Manager
Mr M Chandulal	Chief Finance Officer Department of Finance
Mr T. Makhoba	Senior Manager: Department of Corporate Services
Mr S. Ngubane	Acting Senior Manager: Department of Community Services
Mr. B. Shezi	Senior Manager: Department of Technical Services

2.2 COMPONENT B

INTERGOVERNMENTAL RELATIONS

There are various Provincial Intergovernmental fora in which the District Mayor sits and represents the District family of Municipalities. There is a Premier's Coordinating Forum which constitutes of MECs, the Mayors, Heads of Departments as well as the Municipal Managers that is chaired by the Provincial Premier. This Forum meets on a quarterly basis and has a sub-structure chaired by the MEC COGTA called the MUNIMEC which is constituted by the all the KZN Mayors Municipal Managers, Heads of Departments as well as the SALGA representative. This sub-structure meets quarterly prior the meeting of the Premiers Coordinating Forum.

There is also a Provincial SALGA structure for all IGR Practitioners and Managers, this structure focuses on strengthening relations as well as the coordination IGR functions within Municipalities. iLembe District Municipality has been engaging with the EThekweni Metro regarding the establishment of the Liberation Heritage Route for EThekweni Metro and iLembe district Family of Municipalities. These Municipalities have had one successful meeting with clear resolutions that are at implementation planning stage as well as draft Terms of Reference.

At the District level, the District Intergovernmental Forum plays a monitoring and oversight role over the family of municipalities. The forum constituted by the Mayors of the District family, the Municipal Managers and chairpersons of technical sub-fora; meets quarterly to discuss issues of mutual interests, explore possible areas of joint ventures as well as monitor progress on compliance issues such as Auditor General related queries, compliance with all finance related legislations and financial management including revenue generation, quality of services delivered to the communities, Municipal Capacitation and so forth.

All Municipalities are represented to ensure that all resolutions taken are implemented respectively. Furthermore the District plays a coordinating role at the request of the Local Municipalities to source assistance and interventions to mitigate challenges experienced by Local Municipalities.

Municipal functioning, challenges and best practices are discussed at technical sub-fora and escalated to the Technical Support Forum which is made up of Municipal Managers and the Chairpersons of technical sub-fora. Once the Technical Support Forum has discussed the reports from the sub-fora a consolidated report with recommendations and/or resolutions is then escalated to the District Intergovernmental Forum for further consideration.

2.2.1 DISTRICT INTERGOVERNMENTAL STRUCTURES

There are fifteen (15) IGR structures in the District as illustrated in the table below. These structures are made up of relevant stakeholders from all three spheres of government, government agencies, private entities and Amakhosi.

NO	NAME OF THE FORUM	MEETING FREQUENCY	CHAIRPERSON	FUNCTIONAL
1	DIF: DISTRICT INTERGOVERNMENTAL FORUM (MAYORS')	Quarterly	District Mayor	Functional
2	TSF: TECHNICAL SUPPORT FORUM (MMS')	Monthly	Municipal Manager of ILembe District Municipality	Functional
3	DAFF: DISTRICT AREA FINANCIAL FORUM (CFOs) A Sub-committee to deal with the issues of Asset Management in the District was established under DAFF in 2015/2016	Quarterly	Municipal Manager of Ndwedwe local Municipality – IDM CFO	Functional
4	DISTRICT GOVERNMENT IT OFFICERS COMMITTEE (DGITOC)	Quarterly	Municipal Manager of iLembe District Municipality – IDM ICT Manager	Functional
5	DISASTER MANAGEMENT ADVISORY FORUM (DMAF)	Quarterly	Municipal Manager of KwaDukuza Local	Functional

			Municipality – IDM Disaster Manager	
6	PERFORMANCE MANAGEMENT SYSTEM FORUM (PMSF)	Quarterly	Municipal Manager of iLembe District Municipality – IDM PMS Manager	Functional
7	LOCAL ECONOMIC DEVELOPMENT FORUM (LEDF)	Bi-Monthly	Municipal Manager of Mandeni Local Municipality – Enterprise iLembe CEO	Functional
8	DISTRICT COMMUNICATORS FORUM (DCF)	Monthly	Municipal Manager of Ndwedwe Local Municipality – IDM Communicatio ns Manager	Functional
9	PLANNING AND DEVELOPMENT FORUM (PDF)	Monthly	Municipal Manager of Mandeni Local Municipality – IDM Planning Manager	Functional
10	INFRASTRUCTURE FORUM (IF)	Bi-Monthly	Municipal Manager of KwaDukuza Local Municipality –	Functional

			IDM Senior Manager: Technical Services	
11	CORPORATE SERVICES FORUM	Quarterly	Municipal Manager of Maphumulo Local Municipality – IDM Senior Manager : Corporate Services	Functional
12	SPEAKERS' FORUM	Quarterly	District Speaker	Functional
13	INTERNAL AUDITORS FORUM	Quarterly	Municipal Manager of Maphumulo Local Municipality – IDM Manager: Internal Audit	Moderately Functional
14	ENTERPRISE RISK MANAGEMENT FORUM	Quarterly	Municipal Manager of iLembe District Municipality – IDM Enterprise Risk Management Manager	Functional
15	DISTRICT AIDS COUNCIL	Quarterly	District Mayor	Functional

2.3 PUBLIC ACCOUNTABILITY AND PARTICIPATION: COMPONENT C

Public participation is an integral part of local democracy and participatory local governance and that the involvement of communities and community organisations in the matters of local government is one of the objects of local government.

2.3.1 Public Meetings

The following are the public participation and communication structures and mechanism that exists within the iLembe District Municipality:

COMMUNICATION, PUBLIC PARTICIPATION AND RELATED FORUMS

The following are the public participation and communication structures and mechanism that exists within the iLembe District Municipality:

(A) SPEAKERS' FORUM

The Forum consists of:

- The Speaker of iLembe District Municipality; and
- The Speakers of all Local Municipalities

The Chairperson of the Forum is iLembe District Municipality Speaker. In his absence, the meeting elects a pro-term Chairperson of the same position. Officials responsible for public participation also attend the Speakers Forum.

Objectives Of The Forum

The main objective of the Forum is to promote and facilitate intergovernmental relations, cooperative government and share cultures of initiatives between the iLembe District Municipality and the Local Municipalities, including:-

- To seek unity of purpose and co-ordination of effort around the programmes championed in the office of the Speaker in the broader District;

- To serve as a main structure of the District Wide Ward Committee Forum; and
- To ensure effective and efficient coordinated Community / Public Participation within the District.

The Forum meets quarterly and additional or special meetings are called when and as the need may arise by the Chairperson or as per request by any member of the Forum through the Chairperson. The Speaker's forum is functioning and various sector departments and stakeholders are invited at these meeting to provide detailed information on programme that will impact public participation in the district.

(B) DISTRICT COMMUNICATORS' FORUM (DCF)

Government communication is a strategic and planned process that is aimed at ensuring effective dialogue between government and the communities. The constitution of the Republic of South Africa, 1996, contains a number of sections which set the tone for local government communications. These include, Sections 152(1) e; Section 160(7); Section 126(3); Municipal Systems Act, 2000; Promotion of Access to Information, 2000 and the Intergovernmental Relations Framework Act, 2005.

Communications has a role of creating messages that harmonise the political and the administrative arms of government. Communication is a strategic function that ensures the public receives information about municipal policies, programmes and services.

The District Communicator's Forum provides a platform for communicators within the district municipality to plan and identify communication opportunities across spheres of government through substantive discussions and joint planning to fulfil the government's commitment to accelerate service delivery to ensure a better life for all.

(i) Composition And Membership

The membership of DCF is open to all government communicators operating within the district. This includes:

- District Communications Manager – Chairperson of the Forum
- Communicators from the local municipalities
- Communicators or representatives of the sector departments with the iLembe District Municipalities
- COGTA
- GCIS
- Office of the KZN Premier

(ii) STRATEGIC OBJECTIVES OF THE DCF

The objectives of the DCF are as follows:

- To foster a more positive communication environment among a family of municipalities, sector departments and relevant stakeholders within the district municipality;
- To foster integrated communication;
- To ensure a coherent and effective interaction between the District Municipality and its targeted audience;
- To ensure that citizens of the district participate in the decision-making processes;
- To ensure and promote the development of coordinated, integrated and sustainable programme of communications in the district;
- To ensure maximum administrative and operational effectiveness and efficiency of all communication programmes in the district; and
- To support the political leadership across the family of municipalities in its pursuit to deliver basic services and development.

In relation to the communications and imparting the municipal information to the public, the Communication Sub-directorate in the iLembe District Municipality manages the flow of communication from/ to the organization, media and broader communities. It is also responsible for attending to the information needs with respect to the Web site of the Municipality, checking and approving the insertion of news items, articles and photographs. Legislated information in terms of Section 75 of the MFMA is also placed in the municipal website and updated as stipulated in the MFMA. This includes the following information: -

- That have been disposed of in terms of section 14(2) or (4) during the previous quarter;
- Performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act;
- All supply chain management contracts above a prescribed value;
- Public-private partnership agreements referred to in section 120 of the MFMA;
- The annual and adjustments budgets and all budget-related documents and all budget-related policies;
- All service delivery agreements;
- All long-term borrowing contracts;
- An information statement containing a list of assets over a prescribed value
- Contracts to which subsection (1) of section 33 apply, subject to subsection (3) of that section;
- The Annual Report; and
- All quarterly reports tabled in the council in terms of section 52(d); and other documents that must be placed on the website in terms of this Act or any other applicable legislation, or as may be prescribed.

(C) COMMUNICATION AND PUBLIC PARTICIPATION CLUSTER

The Communication and Public Participation Cluster was formed to focus on communication and public participation cluster in relation to COVID-19. The cluster meets every Tuesday to deliberate on community engagement issues.

(i) Composition And Membership

The membership of Communication and Public Participation Cluster is formed as follows:

- the Speaker of iLembe District Municipality (chairperson)
- the Speakers of all Local Municipalities
- Communicators and public participation officials from the local municipalities
- Communicators of the sector departments with the iLembe District Municipalities
- COGTA
- GCIS
- Office of the KZN Premier

(ii) Strategic Objectives Of The Communication And Public Participation Cluster

The objectives of the Communication and Public Participation Cluster are as follows:

- To develop and implement communication strategies of COVID- 19
- To support the District Command Council on planning and implementing communication activities.
- Provide communication support to all the COVID- 19 clusters.
- Provide ongoing communication to all iLembe communities of service delivery and COVID-19.
- Implement the public participation recovery plan

(D) OTHER STRUCTURES THAT ARE UTILISED TO ENHANCE / IMPROVE COMMUNICATION AND PUBLIC PARTICIPATION

(i) Community Development Workers (CDW's)

iLembe District Municipality has total of 77 wards and with only 43 CDWs to service these wards. This is a challenge because a large number of wards are not benefiting from the services that are provided by the CDWs especially when it comes to household profiling and identification of urgent service delivery cases under the auspices of Operation Sukuma Sakhe as well as cascading of information to the people. Another challenge is that the CDWs are not available to provide support to the municipalities because of other commitments that they have from COGTA.

(ii) TRADITIONAL LEADERSHIP

iLembe District Municipality has a total of 33 Amakhosi with 3 vacancies. The new District Traditional House was reinstituted in August 2017, and is currently led by Inkosi NA Bhengu who is also the member of the provincial house of traditional leadership in KwaZulu Natal. There is a healthy working relationship between the Local Traditional House and the iLembe District Municipality. Amakhosi are invited in community activities that are happening in their areas and district activities that will have impact in service delivery in their areas. These activities include IDP Public Participation meetings, conferences and seminars, to mention a few. Presentations on matters of Council are also periodically made at the seating of the iLembe District Traditional Council and tribal Councils on request. In November 2017, a meeting between Amakhosi and councillors was held with an aim to strengthen relations and this proved to be very fruitful because communication has been enhanced.

The implementation of Section 81 of the Municipal Structures Act is fully implemented and Amakhosi serving in the various Councils are fully integrated in terms of portfolio committee allocation. However, there are challenges in term of attendance by Amakhosi to these

meetings. Ongoing engagements are held in order to address issues that affect their attendance.

(iii) WARD COMMITTEES

All the wards within iLembe District Municipalities have elected Ward Committees. They have all been inducted and have been provided with training to capacitate them to be able to facilitate service delivery issues in their areas. The ward Committees in the district are largely functional with the support they receive from local municipalities and the district municipality. However, there are challenges that are being experienced by the local municipalities as they engage with the Ward Committees:

- Some Ward Committee Members drop out because they receive better jobs elsewhere which leave a vacuum in the committees. The process of replacing them sometimes delay;
- Some members are demotivated because they feel that the remuneration that they receive from the municipalities is too little as compared to the amount of work that they are engaged with. iLembe District Municipality provides travel costs if they are invited to district meetings.

iLembe District Municipality is not responsible for the Ward Committees but gets to access the Ward Committees through the local municipalities. The Ward Committees form part of the IDP Representative Forum and they are engaged during the planning and facilitation meetings.

(E) MUNICIPAL RAPID RESPONSE TEAM (MRRT)

In the recent past KZN has seen a sharp increase of service delivery protests. The communities continue to believe that their needs will be better addressed only when they take it to the streets. Addressing the triple challenges of poverty, unemployment and inequality can assist in alleviating the spate of service delivery protests. The KZN's government approach, in dealing with service delivery protests, is

more proactive rather than reactive. It includes three pillars detailed as follows:

- A well informed community is less likely to protest. This includes countering deliberate misinformation of communities;
- Early alert systems; and
- Stakeholder engagement.

In this regard, all municipalities were requested by the KZN provincial government to establish Municipal Rapid Response Teams not exceeding seven members, of which the Speaker shall be the convener.

The responsibilities for the MRRT are as follows:

- To deal with service delivery dissatisfaction.
- To collect the Memorandum of complainants.
- To consult with the complainants to establish the facts in the contents of the Memorandum.

In May 2018, and in line with this request, iLembe District Municipality established the MRRT (MRRT), and it is formed by the following members:

- Speaker (Convener and Chairperson of IDM MRRT);
- Chairperson: Infrastructure and Technical Portfolio Committee;
- Chairperson: Finance Portfolio Committee;
- Chief Whip;
- Municipal Manager;
- Senior Manager: Technical Services;
- Senior Manager: Community Services;
- Chief Financial Officer;
- Manager: Disaster Risk Management;
- Manager: Communications;
- Manager: Revenue; and
- SAPS representative

The IDM MRRT has not been functional during the reporting period, however, support is being received from COGTA to revitalize the MRRT and also align it with the Integrated Complaints Management System which is being managed by Enterprise Risk Management.

(iv) IDP PUBLIC MEETINGS

iLembe District Municipality as a Water Services Authority will at any given point engage with local communities on water and sanitation issues. The purpose of these meetings, for an example, is to introduce new projects, engage the community on revenue matter and any other matters related to the services that are provided by the iLembe District Municipality. The iLembe also gets invited to meetings that are planned by the local municipalities to address challenges related to sanitation and water provision.

Again in relation to IDP meetings, the IDP Representative Forum meetings are convened where public representatives and sector departments are invited, and this platform is crucial to ensure stakeholder participation and alignment as the IDP process takes place. In addition, broader public engagements were held with the communities of the respective local municipalities to engage them on their needs and the approval of the budget. The Public Participation and Draft IDP and Budget meetings were planned to be held in October/November 2019 and April/May 2020. However, the public engagements that were planned for April/May 2020 did not happen through public meetings due to the Covid-19 regulations. To ensure that the community is consulted for their input in the IDP, the public engagements and consultation happened through internet, mayoral media interviews and social media.

In this regard, the public consultations were held as follows:

NUMBER OF IDP AND BUDGET PUBLIC ENGAGEMENTS HELD DURING 2019/20 FINANCIAL YEAR		
MONTHS	QUARTER	NUMBER OF MEETINGS
July- September 2019	Q 1	0
October - December 2019	Q 2	22
January – March 2020	Q 3	0
April – June 2020	Q 4	5
Total No of Meetings		27

NUMBER OF EVENTS AND COUNCIL MEETINGS HELD DURING 2019/20 FINANCIAL YEAR		
MONTHS	QUARTER	NUMBER OF MEETINGS
July – September 2019	Q 1	10
October – December 2019	Q 2	6
January - March 2020	Q 3	10
April - May 2020	Q 4	0
Total No of Council Meetings		26
PUBLIC PARTICIPATION MEETINGS REQUESTED DURING 2019/20 FINANCIAL YEAR		
MONTHS	QUARTER	NUMBER OF MEETINGS
July – September 2019	Q 1	0
October – December 2019	Q 2	0
January - March 2020	Q 3	0
April – June 2020	Q 4	0
Total No of Requested Meetings		Nil

2.3.2 IDP PARTICIPATION AND ALIGNMENT

IDP PARTICIPATION AND ALIGNMENT CRITERIA*	YES/NO
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes

Were the four quarter aligned reports submitted within stipulated time frames?	Yes
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2.3 CORPORATE GOVERNANCE

2.3.1 RISK MANAGEMENT (RM)

Introduction

Enterprise Risk Management (ERM) forms a critical part of iLembe District Municipality strategic management. It is the process whereby the iLembe District Municipality both methodically and intuitively addresses the risks attached to the strategic objectives and activities of the Municipality. The goal is to ensure the achievement of strategic objectives as well as the sustained benefit within each activity and across the portfolio of activities. ERM is therefore recognised as an integral part of sound organisational management and is being promoted internationally and in South Africa as good practice applicable to the public and private sectors.

Objectives of Enterprise Risk Management

The purpose of Enterprise Risk Management at iLembe District Municipality is to, among others provide the following:

- Advance the development and implementation of modern management practices and to support innovation through the iLembe District Municipality.
- Contribute in building a risk smart workforce and environment that allows for innovation and responsible risk taking while ensuring legitimate precautions are taken to protect the public interest, maintain public trust, and ensure due diligence.
- Provide a comprehensive approach to better integrate risk management into strategic decision making.
- To provide guidance to Accounting Officer, Executives Authorities, Management and staff when overseeing or implementing the development of processes, systems and techniques for managing risk, which are appropriate to the content of the district.

Risk Governance

(i) Risk Management Committee

The District Municipality has a Risk Management Committee (RMC) which is made up of Senior Management and the Independent Chairperson. The RMC operates within a Risk Management Committee Charter approved by the Executive Committee.

The Risk Management Committee is responsible for independent oversight and appropriate advice on the risk management process, mitigation of key risk exposure and the emerging risks that may have an impact on the District Municipality. The Committee's role is to guide the development and implementation of Risk Management programme as well as to review and monitor Enterprise Risk management (ERM) process and outputs regularly.

(ii) Reporting and Communication

- Five (5) RMC meetings were held in the year 2019/20;
- The Risk Management Committee Chairperson reports to EXCO bi-annually on the progress in the implementation of Risk Management in the municipality;
- Four (4) quarterly reports were submitted to Audit Committee. Top Strategic risks including Fraud, MSCOA and ICT risks were reported quarterly to EXCO. The COVID-19 risks were identified and reported to MANCO, RMC, AC, EXCO, Council and District Command Council. Meanwhile the top strategic, operational, ICT and fraud risks were reported to appropriate Portfolio Committees;
- Issues pertaining to Business Continuity Management were reported to all Council structures and communicated to all relevant stakeholders including IGR structures.

- EXCO approved the Risk Management Implementation Plan for 2019/20. This plan was implemented and monitored on a quarterly basis; and
- 95% of the activities on Risk Management Implementation Plan was achieved.

Key Performance Highlights for 2019/20

- Council approval of the following documents:
 - Risk Management Strategy, Policy and Framework,
 - Anti-Fraud and Corruption Strategy & Policy; and
 - Loss Prevention and Management Policy.
- Risk Management awareness workshops with Councillors, Management, Risk Champions, Accountants and Officers
- Declarations of interest signed by Councillors, Senior Managers, Middle Managers, all SCM Officials and other personnel (including KZ employees);
- Compiled a risk register with 90 risks (Strategic 22 and Operational 35, ICT 6, Fraud Risks 21 and MOSCOA 6) through Annual Risk Assessment workshops with management;
- MSCOA risk register was reviewed;
- Compliance monitoring and reporting in terms of the Laws and Regulation applicable to local government;
- Insurance Claims monitoring and reporting;
- Loss control reports;
- Functional District Enterprise Risk Management Forum;
- Business Continuity desk check test was done;
- 95% of the activities on Risk Management Implementation plan were achieved;
- Overall achievement of implementation of action plans for 2019/20 was 68,88%;
- Monitoring operational plans to enhance revenue within the district;

- Monitoring of plans to mitigate the risk of inadequate water sources;
- Reported progress on implementation of action plans to MANCO, Risk Management Committee, Portfolio Committees, EXCO and Audit Committee;

Risk Maturity

In terms of the National Treasury risk maturity level that consists of 6 levels, iLembe District Municipality has achieved level 4 – **INFORMATION** which means; Risk management is firmly embedded in the institution. Metrics to measure the value-added of risk management are in place. Aggregated risk management information is circulated to relevant officials and oversight structures as a matter of routine. Metrics are in place to measure and monitor the value of add of risk management. Risks provide intelligence with regard to decision making.

The Top 5 Risks Facing the Municipality in 2019/20

(i) Strategic Risks:

- Business Support: Lack of communication with Stakeholders and communities;
- Technical Services: Delays in reviewing Siza Water Concession;
- Technical Services: Security of raw Water Sources;
- Strategy: Inappropriate Corporate Culture;
- Service Delivery: Violent public protest;

(ii) Operational Risks:

- Financial Management: Misuse of Municipal Fleet due inadequate monitoring and supervision by user departments (Supervisors);
- Logistic Management: Inadequate controls over safeguarding of stock;
- Expenditure Management: Non-Compliance with the 30days timeline for payment of suppliers;

- Financial Management: Incorrect revenue recognition and completeness; and
- Revenue Management: Turnaround time to attend consumer queries;

(iii) Fraud Risks:

- Theft of goods from stores;
- Theft of Municipal assets by both the municipal officials and external persons;
- Conflict of Interest: Unjustified emergency request;
- Loitering of municipal employees during working hours; and
- Abuse of power: Unauthorised changes of supplier information

Key Areas of focus for 2019/20

Below is the highlight of some of the key focus areas for 2020/21:

- COVID 19 pandemic;
- Monitoring operational plans to enhance revenue within the district;
- Report progress on implementation of action plans to Risk Management Committee, Portfolio Committees, EXCO and Audit Committee; and
- Business Continuity Management and Post COVID 19 operations/activities.

Challenges and Mitigations to improve.

(i) COVID-19 Pandemic

The COVID-19 scourge has negatively affected the institutions service delivery initiatives and financial viability leading to inconsistent cash flow concerns and understatement of revenue. The COVID-19 Pandemic has created both negative (cyber-crime, theft of municipal assets and positive opportunities (4IR, improved ICT infrastructure) which requires extensive strengthening of the control environment Persistent financial loss incurred by the municipality as a result of

employees not taking leave due to implementation of the COVID-19 Risk Based Strategy eg, Return-to-Work Plan (rotation of employees, impact employees with Comorbidities)

(ii) Inadequate Risk Awareness

While awareness campaigns takes place in the form of workshops risk management is still perceived as bureaucratic exercise hence it is unable to yield visible results at operations.

Mitigation:

Embedding risk management in the existing business processes to make risk management self-sustaining overtime.

(iii) Instilling Accountability and Encouraging Action:

Mitigation:

Mapping the risk to Portfolio Committees and encouraging portfolio hearings against the treatment plans.

Allocating resources to the highest priority risks.

(iv) Complex risk management approach to treatment, monitoring and reporting.

Mitigation:

External risks: Contingency planning and Business Continuity Plan.

Strategic: focus on key risk indicators and trends.

Operational: focus on internal controls and establishing procedures and alignment to internal audit through combined assurance.

(v) Outstanding Matters

- Formal establishment of Ethics Committee for Councillors;
- Appointment of the Hotline service provider;
- Fraud Awareness campaigns for all staff members including Councillors; and

- Risk assessment for Projects above R10 M.

2.3.2 ANTI- FRAUD AND CORRUPTION

iLembe District Municipality has in place an Anti-Fraud and Corruption Strategy and Policy that was reviewed and approved by Council.

The risk of fraud and corruption is one of the Municipality's top strategic risk areas.

As part of Fraud and corruption prevention, the following was done;

- Declarations of interest signed by Councillors, Senior Managers, Managers, SCM employees and other employees (including KZ Employees);
- Fraud awareness campaigns for all staff members including Councillors was done;
- Conducting Fraud Risk assessments;
- Review of the Fraud risk register was done and monitoring on a monthly basis.
- Fraud and Corruption awareness workshops being conducted for KZ Employees; and
- Designing and development of fraud risk management plan.

Risk Management Committee functions as an oversight body; this includes the review of the effectiveness of prevention initiatives, detection techniques as well as progress made in any forensic investigation.

The Municipality acts swiftly to investigate allegations of fraud and corruption whenever these allegations are reported to Management, Executive, Council and Audit Committee.

2.3.3 SUPPLY CHAIN MANAGEMENT

The Municipality has a Supply Chain Management Unit that is fully functional and established within the Finance Department. All SCM

processes are conducted in line with Section 217 of the Constitution of the Republic of South Africa, Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and the 2017 Preferential Procurement Regulations and the SCM Policy of the Municipality.

In order to ensure the segregation of duties, the SCM unit has four elements which operate independently but in a coherent manner as part of the supply chain, namely, demand, acquisition, logistics and disposal management. Furthermore, there is a contract management section which in conjunction with the relevant Project Managers, is responsible for the monitoring of all service providers and contractors' performance. This seeks to ensure the successful implementation of projects which will eventually yield to the realization of goals and targets as outlined in the Municipality's SDBIP.

(a) RANGE OF PROCUREMENT PROCESSES

All procurement activities are conducted in a manner that is fair, transparent, efficient, competitive and cost effective in line with the provisions of the Municipal Finance Management Act, (Act 56 of 2003), Supply Chain Management Policy and the 2017 Preferential Procurement Regulations pertaining to the Preferential Procurement Policy Framework Act (No. 5 of 2000).

As a prerequisite, all entities doing business with the Municipality must be registered on the National Treasury's Central Suppliers Database (CSD). Over and above other mandatory requirements for eligibility to do business with the Municipality, the entities must submit SARS pin or tax clearance certificates to enable the verification of their tax status with SARS. This verification is done in all procurement process and bidders are given seven working days to sort out their tax matters with SARS.

(b) COMPETITIVE BIDDING PROCESSES

Section 19(1) of the SCM Policy stipulates that; goods or services above a transaction value of R200 000 (VAT included) and long-term contracts may only be procured through a competitive bidding process, subject to paragraph 11(2) of the SCM Policy. The Municipality has established all three bid committees duly appointed by the Accounting Officer, namely, Bid Specifications, Evaluation and Adjudication Committees. All projects that are processed by these committees must be fully funded and be registered on the annual procurement plan.

The following bids were awarded by the Municipality:

CS/ 22/2019	Supply and delivery of 2 Park Homes for iLembe District Municipality
CS/23/2019	Provide an Air Quality Management Plan for the iLembe District Municipality Expenditure: Contracted Services: Consultants and Professional Services: Business and Advisory: Air
CS/21/2019	Request for Proposal for the Supply and Finance of Municipal Fleet on a 3 Year Period on a Purchase to Own Contract
CS/20/2019	Provision of Hygiene Services and Supply of Hygiene Products to iLembe District Municipality for a 3 year period
TS/199/2019	The Provision of a specialised consulting services for the non-revenue water reduction programme in Ilembe District Municipality
SCM/14/2019	SUPPLY AND DELIVERY OF FOR WATER TREATMENT PLANTS OVER A 3 YEAR PERIOD
TS/200/2019	ESTABLISHMENT OF A PANEL OF SERVICE PROVIDERS FOR THE PROVISION OF CIVIL ENGINEERING SERVICES FOR WATER AND SANITATION FOR A PERIOD OF 3 YEARS
TS/201/2019	Construction of 2300m of 160mm uPVC Bulk pipelines, reticulation and 1 x 500 KI reservoir 325 Yard tap c onnections(Ngc ebo/Kw aDukuz a)
TS/202/2019	Construction of 355 dia uPVC gravity main approx 1.4km Pumpstation & 600KI Storage Reservoir (Mac ambini Phase 4a)
TS/203/2019	Construction 400mm Diameter oPvc Rising Main approx. 2.3km in length and 5.2MI Reservoir(Macambini Phase 4b)
TS/204/2019	Construction of reticulation pipe network approx 32km long including 468 yard (Mac ambini Phase 4c)
TS/205/2019	AC- Replacement :Construction of W arrenton reticulation
TS/206/2019	AC- Replacement :Construction of Shakaville reticulation

PD/10/2019	Request for Proposal for the 2019/2020 iLembe Spatial Development Framework
PD/11/2019	Request for Proposal for the Supply of Dialy Satellite Imagery for a period of 12 months

(c) IMPLEMENTATION OF THE 2017 PREFERENTIAL PROCUREMENT REGULATIONS

The 2017 Preferential Procurement Regulations pertaining to the Preferential Procurement Policy Framework Act Regulations (PPPFA), Act No.5 of 2000 were incorporated in the SCM Policy. The Regulations are used to advance designated groups through the procurement activities, by applying the following pre-qualification criteria;-

- Bidders with a specific minimum B-BBEE status level of contribution (only level 1 and 2 B-BBEE status level).
- EME or QSE (*EME = Entity with an annual turnover of up to R 10 Million and *QSE = Entity with an annual turnover above R 10 Million but not exceeding R 50 Million).
- Bidders subcontracting a portion of the project (30%) to the local emerging entities as per the predetermined list.

(d) LOGISTICS MANAGEMENT

The Municipality has four site offices that keep stock items, namely, KwaDukuza, Mandeni, Maphumulo and Ndwedwe. The main stores/warehouse is located in KwaDukuza and operates on Munsoft financial system, the satellite stores are operating on a manual system. The inventory is maintained through the weighted average method and the following reflects the inventory balances and results of the stock count conducted at the end of the month as required by the Inventory Management Policy.

2.3.4 Municipal By Laws

The Municipality has developed Water By Laws that have been recently reviewed. iLembe District remains committed towards ensuring that the developed By Laws are reviewed on a regular basis, in line with all relevant prescripts and to ensure that they remain relevant, compliant and enforceable at all times.

2.3.5 Municipal Website

In relation to the communications and imparting the municipal information to the public, the Communication Sub-directorate in the iLembe District Municipality manages the flow of communication from/ to the organization, media and broader communities. It is also responsible for attending to the information needs with respect to the Web site of the Municipality, checking and approving the insertion of news items, articles and photographs. Legislated information in terms of Section 75 of the MFMA is also placed in the municipal website and updated as stipulated in the MFMA. This includes the following information:-

- that have been disposed of in terms of Section 14(2) or (4) during the previous quarter;
- performance agreements required in terms of Section 57(1)(b) of the Municipal Systems Act;
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- The annual and adjustments budgets and all budget-related documents and all budget-related policies;
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- contracts to which subsection (1) of Section 33 apply, subject to subsection (3) of that section;
- the Annual Report;

- All quarterly reports tabled in the council in terms of section 52 (d); and other documents that must be placed on the website in terms of this Act or any other applicable legislation, or as may be prescribed.

2.3.6 Public Satisfaction On Municipal Services

One of the communication objectives for iLembe District Municipality is to improve communication between the Municipality and its communities. This objective contributes towards the national outcome of creating a responsive, accountable, effective and efficient local government system. A healthy relationship between the municipality and external customers (citizens) is essential as customer satisfaction is a yardstick for municipal performance. Customer satisfaction is the output of customer service. Poor service leads to unhappy customers whilst good customer service leads to happy customers. However, because of financial constraints, iLembe District Municipality did not embark on a format citizen satisfaction survey during 2019/20 financial year. The satisfaction levels of the community are assessed through community meetings and media engagement activities.

2.4 PUBLIC ACCOUNTABILITY AND PARTICIPATION

Public participation is an integral part of local democracy and participatory local governance and that the involvement of communities and community organisations in the matters of local government is one of the objects of local government.

2.4.1 COMMUNICATION, PUBLIC PARTICIPATION AND RELATED FORUMS

The following are the public participation and communication structures and mechanism that exists within the iLembe District Municipality:

(F) SPEAKERS' FORUM

The Forum consists of:

- The Speaker of iLembe District Municipality; and
- The Speakers of all Local Municipalities

The Chairperson of the Forum is iLembe District Municipality Speaker. In his absence, the meeting elects a pro-term Chairperson of the same position. Officials responsible for public participation also attend the Speakers Forum.

Objectives Of The Forum

The main objective of the Forum is to promote and facilitate intergovernmental relations, cooperative government and share cultures of initiatives between the iLembe District Municipality and the Local Municipalities, including: -

- To seek unity of purpose and co-ordination of effort around the programmes championed in the office of the Speaker in the broader District;
- To serve as a main structure of the District Wide Ward Committee Forum; and
- To ensure effective and efficient coordinated Community / Public Participation within the District.

The Forum meets quarterly and additional or special meetings are called when and as the need may arise by the Chairperson or as per request by any member of the Forum through the Chairperson. The Speaker's forum is functioning and various sector departments and stakeholders are invited at these meeting to provide detailed information on programme that will impact public participation in the district.

(G) DISTRICT COMMUNICATORS' FORUM (DCF)

Government communication is a strategic and planned process that is aimed at ensuring effective dialogue between government and the communities. The constitution of the Republic of South Africa, 1996, contains a number of sections which set the tone for local government communications. These include, Sections 152(1) e; Section 160(7); Section 126(3); Municipal Systems Act, 2000; Promotion of Access to Information, 2000 and the Intergovernmental Relations Framework Act, 2005.

Communications has a role of creating messages that harmonise the political and the administrative arms of government. Communication is a strategic function that ensures the public receives information about municipal policies, programmes and services.

The District Communicator's Forum provides a platform for communicators within the district municipality to plan and identify communication opportunities across spheres of government through substantive discussions and joint planning to fulfil the government's commitment to accelerate service delivery to ensure a better life for all.

(iii) Composition And Membership

The membership of DCF is open to all government communicators operating within the district. This includes:

- District Communications Manager – Chairperson of the Forum
- Communicators from the local municipalities
- Communicators or representatives of the sector departments with the iLembe District Municipalities
- COGTA
- GCIS
- Office of the KZN Premier

(iv) STRATEGIC OBJECTIVES OF THE DCF

The objectives of the DCF are as follows:

- To foster a more positive communication environment among a family of municipalities, sector departments and relevant stakeholders within the district municipality;
- To foster integrated communication;
- To ensure a coherent and effective interaction between the District Municipality and its targeted audience;
- To ensure that citizens of the district participate in the decision-making processes;

- To ensure and promote the development of coordinated, integrated and sustainable programme of communications in the district;
- To ensure maximum administrative and operational effectiveness and efficiency of all communication programmes in the district; and
- To support the political leadership across the family of municipalities in its pursuit to deliver basic services and development.

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- Provide ongoing communication to all iLembe communities of service delivery and COVID-19.
- Implement the public participation recovery plan

(I) OTHER STRUCTURES THAT ARE UTILISED TO ENHANCE / IMPROVE COMMUNICATION AND PUBLIC PARTICIPATION

(v) Community Development Workers (CDW's)

iLembe District Municipality has total of 77 wards and with only 43 CDWs to service these wards. This is a challenge because a large number of wards are not benefiting from the services that are provided by the CDWs especially when it comes to household profiling and identification of urgent service delivery cases under the auspices of Operation Sukuma Sakhe as well as cascading of information to the people. Another challenge is that the CDWs are not available to provide support to the municipalities because of other commitments that they have from COGTA.

(vi) TRADITIONAL LEADERSHIP

iLembe District Municipality has a total of 33 Amakhosi with 3 vacancies. The new District Traditional House was reinstituted in August 2017, and is currently led by Inkosi NA Bhengu who is also the member of the provincial house of traditional leadership in KwaZulu Natal. There is a healthy working relationship between the Local Traditional House and the iLembe District Municipality. Amakhosi are invited in community activities that are happening in their areas and district activities that will have impact in service delivery in their areas. These activities include IDP Public Participation meetings, conferences and seminars, to mention a few. Presentations on matters of Council are also periodically made at the seating of the iLembe District Traditional Council and tribal Councils on request. In November 2017, a meeting between Amakhosi and councillors was

held with an aim to strengthen relations and this proved to be very fruitful because communication has been enhanced.

The implementation of Section 81 of the Municipal Structures Act is fully implemented and Amakhosi serving in the various Councils are fully integrated in terms of portfolio committee allocation. However, there are challenges in term of attendance by Amakhosi to these meetings. Ongoing engagements are held in order to address issues that affect their attendance.

(vii) WARD COMMITTEES

All the wards within iLembe District Municipalities have elected Ward Committees. They have all been inducted and have been provided with training to capacitate them to be able to facilitate service delivery issues in their areas. The ward Committees in the district are largely functional with the support they receive from local municipalities and the district municipality. However, there are challenges that are being experienced by the local municipalities as they engage with the Ward Committees:

- Some Ward Committee Members drop out because they receive better jobs elsewhere which leave a vacuum in the committees. The process of replacing them sometimes delay;
- Some members are demotivated because they feel that the remuneration that they receive from the municipalities is too little as compared to the amount of work that they are engaged with. iLembe District Municipality provides travel costs if they are invited to district meetings.

iLembe District Municipality is not responsible for the Ward Committees but gets to access the Ward Committees through the local municipalities. The Ward Committees form part of the IDP Representative Forum and they are engaged during the planning and facilitation meetings.

(viii) MUNICIPAL RAPID RESPONSE TEAM (MRRT)

In the recent past KZN has seen a sharp increase of service delivery protests. The communities continue to believe that their needs will be better addressed only when they take it to the streets. Addressing the triple challenges of poverty, unemployment and inequality can assist in alleviating the spate of service delivery protests. The KZN's government approach, in dealing with service delivery protests, is more proactive rather than reactive. It includes three pillars detailed as follows:

- A well informed community is less likely to protest. This includes countering deliberate misinformation of communities;
- Early alert systems; and
- Stakeholder engagement.

In this regard, all municipalities were requested by the KZN provincial government to establish Municipal Rapid Response Teams not exceeding seven members, of which the Speaker shall be the convener.

The responsibilities for the MRRT are as follows:

- To deal with service delivery dissatisfaction.
- To collect the Memorandum of complainants.
- To consult with the complainants to establish the facts in the contents of the Memorandum.

In May 2018, and in line with this request, iLembe District Municipality established the MRRT (MRRT), and it is formed by the following members:

- Speaker (Convener and Chairperson of IDM MMRT);
- Chairperson: Infrastructure and Technical Portfolio Committee;
- Chairperson: Finance Portfolio Committee;
- Chief Whip;
- Municipal Manager;
- Senior Manager: Technical Services;
- Senior Manager: Community Services;
- Chief Financial Officer;
- Manager: Disaster Risk Management;
- Manager: Communications;

- Manager: Revenue; and
- SAPS representative

The IDM MRRT has not been functional during the reporting period, however, support is being received from COGTA to revitalize the MRRT and also align it with the Integrated Complaints Management System which is being managed by Enterprise Risk Management.

(ix) IDP PUBLIC MEETINGS

iLembe District Municipality as a Water Services Authority will at any given point engage with local communities on water and sanitation issues. The purpose of these meetings, for an example, is to introduce new projects, engage the community on revenue matter and any other matters related to the services that are provided by the iLembe District Municipality. The iLembe also gets invited to meetings that are planned by the local municipalities to address challenges related to sanitation and water provision.

Again in relation to IDP meetings, the IDP Representative Forum meetings are convened where public representatives and sector departments are invited, and this platform is crucial to ensure stakeholder participation and alignment as the IDP process takes place. In addition, broader public engagements were held with the communities of the respective local municipalities to engage them on their needs and the approval of the budget. The Public Participation and Draft IDP and Budget meetings were planned to be held in October/November 2019 and April/May 2020. However, the public engagements that were planned for April/May 2020 did not happen through public meetings due to the Covid-19 regulations. To ensure that the community is consulted for their input in the IDP, the public engagements and consultation happened through internet, mayoral media interviews and social media.

In this regard, the public consultations were held as follows:

NUMBER OF IDP AND BUDGET PUBLIC ENGAGEMENTS HELD DURING 2019/20 FINANCIAL YEAR		
MONTHS	QUARTER	NUMBER OF MEETINGS
July- September 2019	Q 1	0
October - December 2019	Q 2	22
January – March 2020	Q 3	0
April – June 2020	Q 4	5
Total No of Meetings		27
NUMBER OF EVENTS AND COUNCIL MEETINGS HELD DURING 2019/20 FINANCIAL YEAR		
MONTHS	QUARTER	NUMBER OF MEETINGS
July – September 2019	Q 1	10
October – December 2019	Q 2	6
January - March 2020	Q 3	10
April - May 2020	Q 4	0
Total No of Council Meetings		26
PUBLIC PARTICIPATION MEETINGS REQUESTED DURING 2019/20 FINANCIAL YEAR		
MONTHS	QUARTER	NUMBER OF MEETINGS
July – September 2019	Q 1	0
October – December 2019	Q 2	0
January - March 2020	Q 3	0
April – June 2020	Q 4	0
Total No of Requested Meetings		Nil

(J) IDP PARTICIPATION AND ALIGNMENT

IDP PARTICIPATION AND ALIGNMENT CRITERIA*	YES/NO
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes

Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

3.1. PERFORMANCE MANAGEMENT PROCESSES

The Municipal Systems Act (MSA) of 2000, Section 38(a) mandates municipalities to establish performance management systems, and the Planning and Performance Management Regulations of 2001, describes the municipality's Performance Management System (PMS) as consisting of a framework that articulates and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed as well as to determine the roles of different stakeholders. Performance management is a process that measures the implementation of an organisation's strategy. It provides a mechanism to measure whether targets to meet its strategic objectives set by municipalities and its employees are met. The PMS implementation and management process is carried out at iLembe in different phases namely:

Phase 1: Planning

Phase 2: Monitoring and managing performance information

Phase 3: Performance measurement and analysis

Phase 4: Performance review and improvement

Phase 5: Performance report

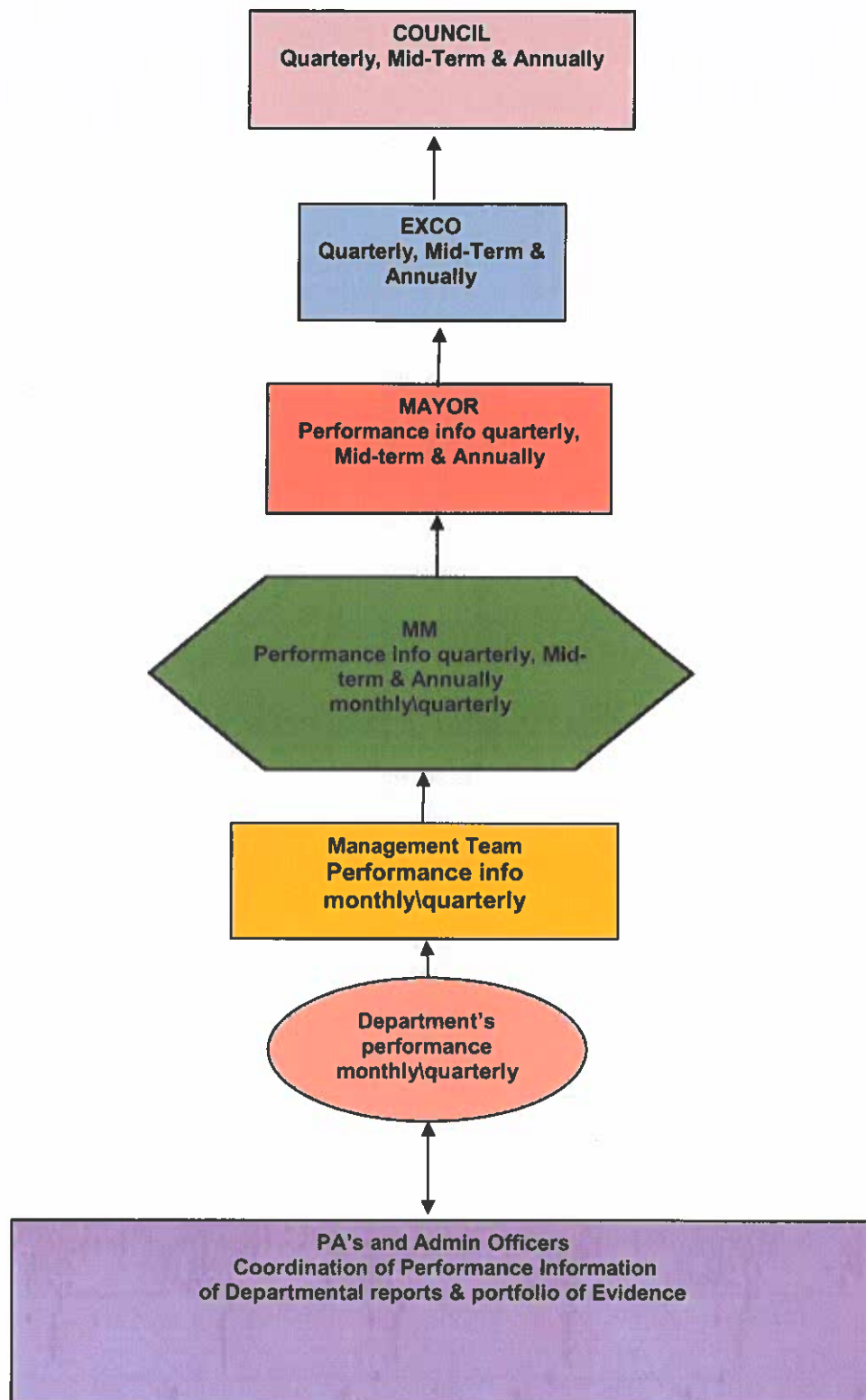
Co-ordination involves the overall responsibility of being the custodian of the district's performance management system and managing the system on behalf of the Municipal Manager. This is a strategic function which resides in the Office of the Municipal Manager.

The co-ordination of the implementation phases of performance management is the function of the PMS department who are responsible for the following core activities:

- Co-ordination of the development and implementation activities of the organisational PMS, through interaction with all relevant stakeholders;

- Ensuring and overseeing the implementation of the Performance Management Framework and compliance to all performance legislative requirements in respect of the implementation of the PMS;
- Providing regular support and capacity to the different departments in developing departmental scorecards;
- Continuously providing technical support to the Municipal Manager and the senior management team with implementation, assessment, review, monitoring and information management;
- Providing capacity for analysing organisational performance information submitted by Senior Managers on a quarterly, mid-term and annual basis in preparation for reporting;
- Responsible for co-ordination and compiling the annual Section 46 performance report;
- Ensuring that all quarterly, mid-term and annual organizational performance reports are submitted to relevant stakeholders timeously, for example, quarterly, mid-term and annual performance reports to EXCO, Council, the Auditor-General, MEC of Cooperative Governance and Traditional Affairs (COGTA) and the public (through website; print media notification and copies are made available for viewing at municipal offices).

The performance monitoring flow chart is as follows:



The Municipal Systems Act of 2000, section 46 (2), requires the municipality to compile an Annual Performance Report that forms part of the Annual Report prepared in terms of the Municipal Finance Management Act. This Report therefore focuses on the Top layer which is the Organisational Objectives, and the achievements thereof made by the iLembe District Municipality in the 2019/2020

financial year. It also provides feedback on the targets as set out in the approved Top Layer scorecard as well as the Service Delivery and Budget Implementation Plan used to monitor performance at an operational level.

3.1.1 PERFORMANCE AND SUPPORTING INFORMATION

The monitoring system places responsibility on each department and individual employees to collect relevant data and information to support the monitoring process. Evidence of performance is gathered and presented to substantiate claims of meeting (or not meeting) performance standards. All portfolios are verified against the reported actual, as it confirms the status of targets met and not met.

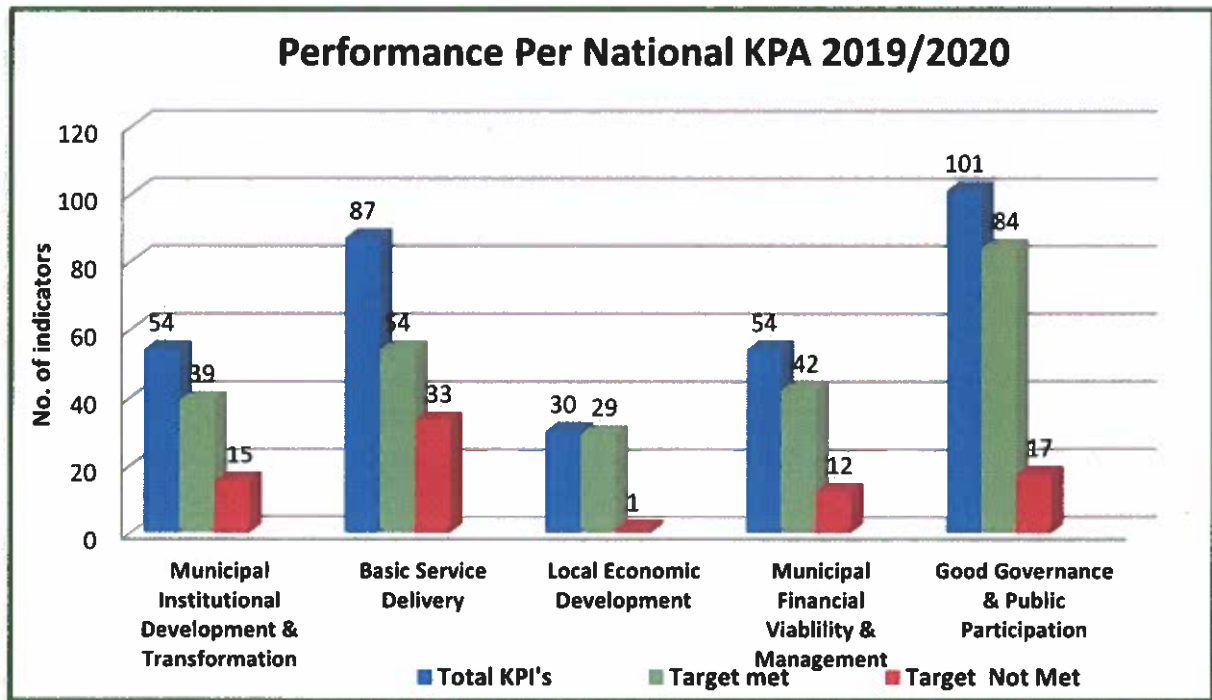
3.1.2 TOP LAYER SDBIP

The top layer scorecard is a layered plan, with the top layer dealing with consolidated service delivery targets and linking these targets to departmental Service Delivery and Budget Implementation Plans.

The following table indicates the National Key Performance Areas (NKPA's) which includes the number of Key Performance Indicators (KPI's) on the Top Layer scorecard and departmental Service Delivery and Budget Implementation Plans (SDBPI's).

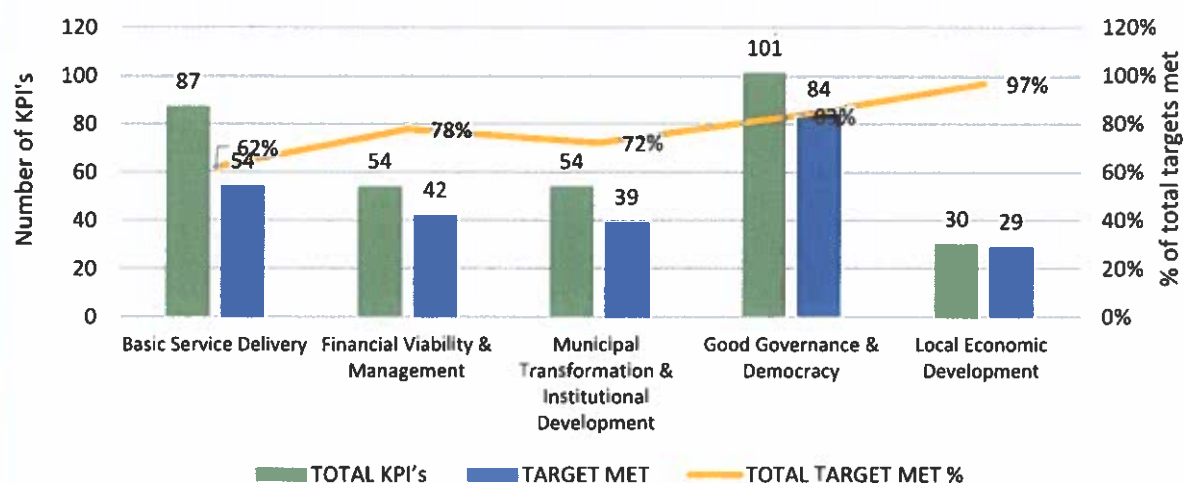
NATIONAL KPA'S	TOP LAYER SCORECARD	DEPARTMENTAL SDBIP'S	GRAND TOTAL OF TOP LAYER & DEPARTMENTAL
Basic Service Delivery	9	78	87
Financial Viability & Management	12	42	54
Municipal Institutional Development & Transformation	43	11	54
Good Governance & Public Participation	49	52	101
Local Economic Development	14	16	30

The following diagram depicts the performance per national KPA:



NATIONAL KPA's	TOTAL KPI's EXCLUDING N/A	TARGET MET	TOTAL TARGET MET %
Municipal Transformation & Institutional Development	54	39	72%
Basic Service Delivery	87	52	62%
Local Economic Development	30	29	97%
Municipal Financial Viability & Management	54	42	78%
Good Governance & Public Participation	101	84	83%

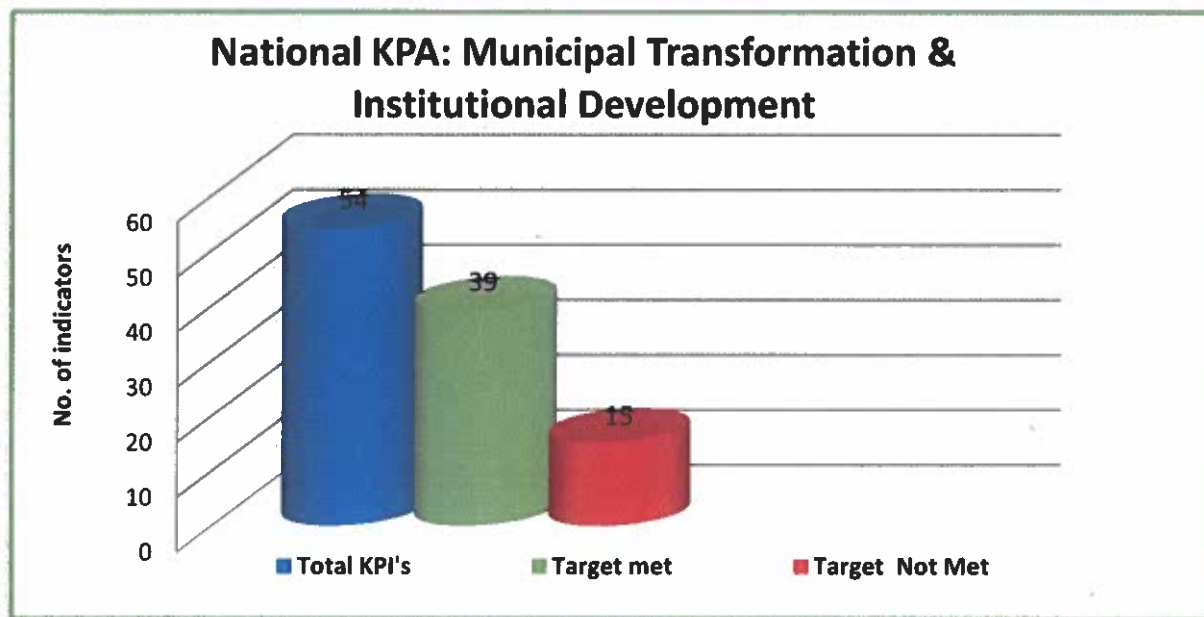
National KPA's Performance on targets met in percentage 2019/2020



COMPARISON OF PERFORMANCE OF THE NATIONAL KPA'S FROM THE PAST THREE YEARS

NATIONAL KPA'S	2017/2018	2018/2019	2019/2020
Municipal Transformation & Institutional Development & Basic Service Delivery	80%	78%	72%
Local Economic Development	75%	66%	62%
Municipal Financial Viability & Management	94%	81%	97%
Good Governance & Public Participation	85%	78%	78%
Good Governance & Public Participation	87%	77%	83%

3.1.3 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT



NATIONAL KPA's	TOTAL KPI's EXCLUDING N/A	TARGET MET	TOTAL TARGET MET %
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	54	39	72%

The Human Resources Unit predominant function is to establish an efficient and productive administration, which is accomplished by ensuring all policies are aligned with the legislation. Managing the staff component of the municipality, implementing the employment equity plan, improve the capacity of staff to deliver services, ensure the municipality has well skilled and qualified employees, ensure the municipality provides a safe and working environment, promote a safe and healthy work environment in terms of the Occupational Health and Safety Act and other relevant legislation. To ensure the wellbeing of employees and to ensure effective and efficient document management systems are in place.

The Support Services Unit ensures effective and efficient document management systems are in place, governance through regular Council meetings, by supplying resources and support services to all EXCO, Council and portfolio committee meetings.

The Legal Unit provides legal advice and ensure resolution of legal matters against and/or on behalf of the municipality, by limiting losses to the municipality – legal risk mitigation, ensure the municipality is legally protected in its agreements with service providers.

The ICT department provides an innovative, effective and efficient information and communication technology service. The department does this by updating and reviewing policies annually, enabling the achievement of the municipal objectives as per the IDP, reduces costs of electricity consumption and greenhouse emissions. To align ICT objectives with best practices, manages the provision of the telephone communications and to ensure effective and efficient functioning of ICT.

3.2 PERFORMANCE HIGHLIGHTS AS PER THE TOP LAYER SDBIP AND NATIONAL KPA

The municipal manager's performance plan covers targets that are reported by departments on a quarterly.

Quarterly induction workshops were held. In respect of the appointment of the Senior Manager: Community Services, all process were followed and finalised however the successful appointees declined twice which was beyond department's control. The report on Employment Equity Plan submitted to Department of Labour by deadline of 15 January 2020 and quarterly Reports on monitoring the implementation of the Employment Equity Plan were prepared. All employees and Councillors on WSP were informed of invitations for relevant training and development through COGTA, SALGBC and SETA approved programmes. A total of 46 employees were trained who are not part of WSP against a target of 20. Quarterly reports are prepared on the implementation of the District Human Resource Development Strategy. Workplace Skills Plan (WSP) & Annual Training Report (ATR) completed and submitted to LGSETA in May due to an extensions granted. Quarterly reports on implementation of Municipal Assisted study scheme for employee's policy was prepared.

Monthly and quarterly reports were prepared on the implementation of the occupational health and safety plan. A total of 182 staff were trained on site in

terms of occupational health and safety against a target of 120. The reason for exceeding target was that the target had been adjusted to a lower figure during adjustments, in view of the reduced OHS activity at the time, more activities were also undertaken due to the COVID-19 pandemic. One hundred and twenty (120) sites inspected in terms of unsafe working conditions and 9 workshops were held in all LMS.

Fleet maintenance comprehensive assessment study was completed by deadline. Regarding records management, the readiness plan for IDM migration to electronic records management has been finalised. The co-ordination of Council, EXCO, MPAC, Audit Committee and portfolio committee meetings are all on track and minutes of all meetings were prepared.

The ICT unit ensures monitoring of the service level agreement to renew all SLA's before the expiry date, and monthly reports are prepared. In terms of the ICT strategy, two project plans were developed and 2 projects were functional and implemented by the end of June 2020, which is the internal audit system and the automated invoice tracking system. All targets for the ICT governance framework have been met, that is monthly reports on the implementation of ICT risk management and ICT disaster recovery plan and was prepared, 3 business continuity tests were conducted, and quarterly reports on ICT Governance Framework was done. Quarterly reports were prepared on the assessment and maintenance of the ICT infrastructure. The implementation of the energy efficiency was done, 2 projects were launched and monthly progress reports were done.

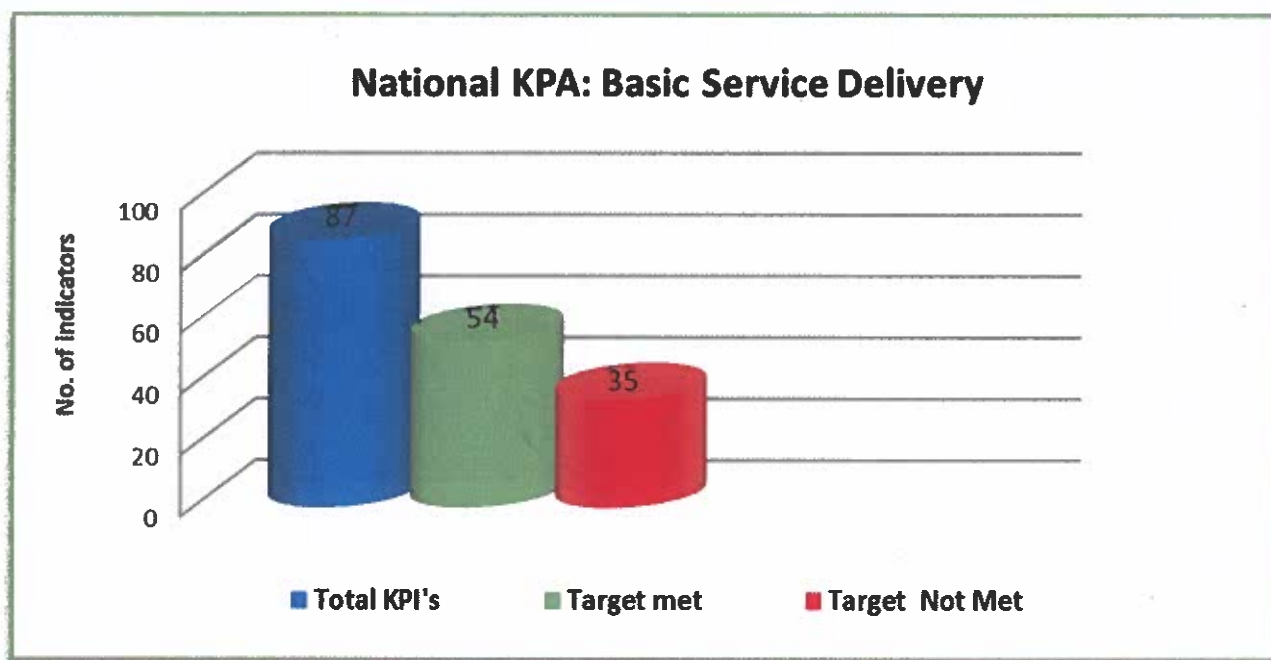
The entities progress in terms of the above national KPI is on track with employee training percentage of training budget spent is at 97%, the organogram was reviewed and approved by the board in March 2020.

3.3 CHALLENGES AND MEASURES TO IMPROVE PERFORMANCE AS PER THE TOP LAYER SDBIP AND NATIONAL KPA

CHALLENGES	MEASURES TO IMPROVE PERFORMANCE/ CORRECTIVE MEASURES
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
Ref TL 22 – the vacancy rate is at 14, 65% against the target, of under 12%. Recruitment of advertised posts suspended due to National State of Disaster Lockdown.	E-recruitment to be considered for the duration of the National State of Disaster Lockdown coupled with Organogram Review.
Ref TL 24 - Percentage of the municipality's budget actually spent on implementing the approved WSP is at 0, 56% against a target of 1%. Austerity measures and Covid-19 Lockdown	No corrective measure was submitted.
Ref TL 28 - Turnaround time for legal matters (formal objection/service level agreements) Ref CS 24 - Percentage of legal cases resolved (excluding cases which become the subject of contested litigation) Ref CS 25 - Number of days for drawing up and vetting legal documents Ref CS 27 - Percentage of service level agreements that are finalised within one month of request All of the above KPIS were not reported. Indeterminate given that the CFO has undertaken responsibility for litigations related expenditure without involvement of Senior Manager: Corporate Services.	Office of the Senior Manager: Corporate Services to be the exclusive repository of legal matters with MM's strategic and delegated support in this regard.
Ref CS 01 - Number of policies reviewed/developed and submitted to Exco and Council by deadline - 5 Draft Policies developed and submitted to MANCO and LLF. Extended LLF Draft Policies Workshop	Scheduled Extended LLF Workshop disrupted by National State of Disaster Lockdown developments and Shop Stewards lack of virtual platform support.

to be held before submission to EXCO and Council.	
Ref CS 07 – a) Percentage of employees trained in accordance with the WSP – actual is 15,50% and target was 40% c) Percentage of formal letters issued to approve employees for registration for formal education – no evidence submitted e) Percentage of programmes implemented in line with WSP – actual was 8, 70% against a target of 40%. This is due to austerity measures and Covid-19 Lockdown	No corrective measure was submitted.
Ref CS 10 – Develop and submit the scarce skills policy to EXCO and Council by end June 2020 - Final draft Policy is still awaiting consideration	Policy not yet finalised through Council structures
Ref CS 12 – IPMS policy submitted to EXCO for approval - Draft IPMS Policy (review) part of the new draft policies to be considered in the Extended LLF Draft Policies Workshop.	Virtual Extended LLF Draft Policies Workshop scheduled due to National State of Disaster Lockdown.
Ref CS 15 - Number of employee wellness programmes held – actual was 3 against a target of 4. March wellness didn't take place due to Covid-19 Lockdown	This is due to austerity measures and Covid-19 Lockdown
Ref CS 16 – Municipal Buildings - Working environment Comprehensive Assessment completed by end June 2020 - not done and insufficient evidence provided - Expertize from other municipality has not been received	Technical expertise required, expert service provider appointed.
Ref EI 28 (b) Percentage of posts filled on the organogram – is at 81% against a target of 90%	No reason for variance and corrective measure was submitted.

3.4 BASIC SERVICE DELIVERY



NATIONAL KPA's	TOTAL KPI's EXCLUDING N/A	TARGET MET	TOTAL TARGET MET %
BASIC SERVICE DELIVERY	87	54	62%

The core function of the municipality is to ensure sustainable provision of water and sanitation services and improve access to these basic services thereby reducing backlogs. The provision of water must be of excellent quality that will meet or exceed the National Standards. Response time to water and sanitation interruptions is crucial for services reinstated therefore specific timeframes have been set that must be adhered to and monitored for continuous customer service.

The table below shows the number of households having water connections target and VIP toilets constructed in the 2019/2020 financial year:

TOP LEVEL SUMMARY OF 2019/2020 HOUSEHOLD (HH) BENEFICIARIES				
	TOTAL NUMBER TARGETED - ORIGINAL	TOTAL NUMBER TARGETED - ADJUSTED	ACTUAL NUMBER CONNECTED/ CONSTRUCTED	PERCENTAGE ACHIEVEMENT AGAINST TARGET
WATER	3 767	N/A	0	N/A
SANITATION	2080	2 446	2 364	97%

Point to note: Ref TL01: Water connections original target was 3 767 households and it was adjusted to not applicable in the 2019/2020 financial year, due to the

Service Delivery and Budget Implementation Plan adjustment and the details are as follow;

Ref TS17a) - Southern Regional Bulk water scheme - TS/181/2017 - The project started in November 2019, as there were challenges with land acquisition, therefore 1000 household connections cannot be done.

Ref T38 a) - Ozwathini/Nondabula Water Supply - 1420 household connections removed, as there will be no further connections done as the project is completed.

Ref TS52 a) - Ndulinde Water Supply Scheme (Mandeni Ward 6 and 11) - Phase 1, 2C and 4C - TS 178/2017, Repairs and remedial works, 1347 household connections removed. A signing of Cessionary agreement was being concluded, and contractor gathering some contractual documents.

3.4.1 EXPENDITURE

The overall expenditure on water capital projects are as follows:

WATER PROJECTS						
Project Name	Total Budget 2020	Adjusted Budget 2020	2nd Adjusted Budget 2020	Annual Target	Annual Actual	% SPENT TO DATE AGAINST BUDGET
Southern Regional Bulk water scheme	2,268,432	8,402,682	4,347,826	4,347,826	5,269,338	
Ngcebo/KwaDukuza	8,385,401	8,685,623	6,608,696	6,608,696	10,418,941	
Lower Tugela Water Supply	30,434,783	50,097,916	47,806,179	47,806,179	36,833,162	
Ozwathini/Nondabula Water Supply	608,696	869,226	869,226	869,226	869,226	
Macambini Water Supply Phase 2	33,913,043	28,301,103	20,700,000	20,700,000	19,321,950	
Ntunjambili Water Supply scheme	3,478,261	-	-	-	-	
Ndulinde Water Supply scheme	7,130,435	4,154,810	4,952,174	4,952,174	1,348,891	

Inyoni Water Supply	-	2,641,905	-	-	-	
Ngcebo-Maqumbi Regional Water Supply Scheme - Zone A	-	2,678,445	10,990,218	10,990,218	8,663,080	
TOTALS	86,219,049	105,831,710	96,274,319	96,274,319	82,724,588	86%

The overall expenditure on sanitation projects are as follows:

SANITATION PROJECTS						
Project Name	Total Budget 2020	Adjusted Budget 2020	2nd Adjusted Budget 2020	Annual Target	Annual Actual	% SPENT TO DATE AGAINST BUDGET
Ndwedwe – VIP toilets	6,086,957	8,243,955	16,939,517	16,939,517	15,944,857	
Mandeni – VIP toilets	6,086,957	9,322,700	9,322,700	9,322,700	10,465,214	
Maphumulo – VIP toilets	6,086,957	6,521,739	6,521,739	6,521,739	8,479,995	
Groutville Waterborne sanitation	44,347,826	43,363,759	43,933,621	43,933,621	23,944,732	
Mandafarm waterborne sewer	1,739,130	-	-	-	-	
Darnal WWTW Upgrade	-	-	-	-	-	
Driefontein waterborne sewer	3,478,261	-	-	-	-	
Maphumulo Town Waterborne Sewer	3,478,261	-	-	-	-	
Sundumbili WWTW Upgrade	6,086,957	1,099,204	1,099,204	1,099,204	1,359,629	
KwaDukuza Regional WWW	6,086,957	1,577,511	2,782,609	2,782,609	1,962,869	
Southern Regional Bulk sanitation scheme	16,521,739	8,402,682	6,869,565	6,869,565	5,334,783	
Inyoni Sewer		1,560,895	-	-	-	

TOTALS	100,000,002	80,092,445	87,468,955	87,468,955	67,492,079	77%
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3.4.2 PERFORMANCE HIGHLIGHTS AS PER THE TOP LAYER SDBIP AND NATIONAL KPA

Ref TL06: - to ensure sustainable provision of sanitation services and improve access to basic services, the total number of VIP toilets constructed are 2 364.

The overall achievement against annual target is 97% for sanitation services, obtained for 2019/2020 financial year. These VIP toilets constructed have an impact on the sanitation backlog eradication that decreased by 1.23%, which is an improvement of 0.52% when compared to the previous financial year, 2018/2019, which was 0.71%.

The backlog eradication calculation is based on the total number of households in the District of 191 369 by Statistics SA, Community Survey 2016. This is the official and latest information available for use.

Ref TL: 04 & 09 - To provide excellent water quality that meet or exceed national standards and to monitor wastewater quality, four quarterly reports were prepared as of end June 2020 for blue drop and green drop assessment status.

Ref TL05/TS 86 – Water conservation/Water Demand Management, The waterlosses baseline or actual as at the end of June 2019 was 61.74% and we closed off at 59.92% in June 2020, as a result, there is a decrease in waterlosses by 1.82%.

Ref TL: 10 – Quarterly reports are prepared on monitoring of the Siza water concession contract.

Ref TS: 03 & 04 Turnaround time for reinstating water services within 48 hours and for sanitation services within 24 hours is at 100%.

Ref TS06 – There are 24 EPWP employees trained on site for water projects, against the target of 20.

Ref TS07 - Draft operations and maintenance plan has been prepared.

In terms of progress on all capital projects details are as follows:

WATER PROJECTS

Southern Regional Bulk water scheme - TS/181/2017

Ref TS 17 b) - Construction is at 51% when compared to target of 35%.

Ngcebo/KwaDukuza water supply

Ref TS 19 – Zone F, L, M & AO - TS/160/2016 - Practical Completion Certificate submitted.

Lower Thukela Bulk Water Supply - the following projects are ahead of set targets:

- Ref TS 23 – OT 4 – 5ML new Zinkwazi Reservoir - TS/188/2017 – The certificate of practical completion and final completion of the works were submitted.
- Ref TS 25 – TS/189/2017 - OT 1 – Construction of 3ML Reinforced Concrete Ikamu Reservoir and 1 pumpstation at San Christophe; Certificate of final completion of the works was submitted.
- Ref TS 27 – OT 7 - Blythedale 400mm dia pipeline & 5ML Reservoir - TS/187/2017; Construction is complete.
- Ref TS 29 – OT 8E - TS/185/2017 Umvoti Pump Station; Construction on project is complete.
- Ref TS 31 – OT 8F - Shakaville & Stanger - 200mm dia pipeline - TS/186/2017; Construction was 100% completed in December 2019 & certificate of practical completion was submitted in March 2020.

Ozwathini/Phambela Water Supply (Maphumulo)

Ref TS 38b) - the Contractor's retention was released.

Macambini Water Supply Phase - Phase 2 – the construction completed in December 2019:

- Ref TS 40 – Sundumbili Rising Main - TS/175/2017.
- Ref TS 42 – Mandeni Pump station - TS/176/2017

Ndulinde Water Supply Scheme (Mandeni) – Phase 1, 2C & 4C - TS/178/2017

Ref TS 52b) - The construction progress is at 45%, when compared to target of 50%. The reported actual is within acceptable variance of 10%. Challenges encountered on the ground: The Consultants Engineer's term had ended as of 28 February 2020. In addition, project delayed due to the Covid-19 pandemic which led to the Country's lockdown, project resumed on 25 May 2020.

SANITATION PROJECTS

In terms of the sanitation projects, Ref TL: 06, the below projects are at construction stage:

Groutville Waterborne Sanitation:

- Ref TS 64b) – Construction of bulk sewer in 1No. 600m³/Day Package Wastewater Treatment Plant and Mnyundwini, Njekane and Etsheni Pumping Station - TS/179/2017; Draft Tender document developed. The progress on site is currently estimated to be 70% complete.
- Ref TS 66 – Construction of bulk sewer in 1No. 600m³/Day Package Wastewater Treatment Plant Chris Hani, Lloyds & Ntshawini Settlements and Gledhow village pump station - TS/180/2017; the construction progress is at 88%, when compared to target of 96%. The reported actual is within acceptable variance of 10%. The following challenges were encountered on the ground and corrective measures were taken;
 - No work was done during in April and May 2020 due to site being closed as a result of COVID-19 Pandemic;
 - Numerous stoppages, delays and increase of scope that has led to the increase of the contract amount.
 - To expedite progress, the Employer has agreed to the concrete tank alternative. The Main Contractor is engaging with the selected sub-contractor to construct the concrete tank.

Mandafarm Waterborne Sewer at Mandeni - Ref TS 68 – Follow up on Business, plan approval done.

Darnal Waste Water Works Upgrade - Ref TS 70 – BEC Report completed and submitted to SCM for BAC

Maphumulo Town Waterborne Sewer - Ref TS 73 – Follow up on Business plan approval done on 10 June 2020 as per target.

Sundumbili WWTW Upgrade - Ref TS 75 – WULA application in progress.

KwaDukuza Regional wastewater works upgrade - Ref TS 77 – Draft Feasibility study prepared and River Assimilation study in progress

Southern Regional Bulk sanitation scheme -TS/182/2017 - Ref TS 79 - Construction progress is at 20% and it is on track.

REFURBISHMENT/REPLACEMENTS PROJECTS

Majority of refurbishment and replacements of ageing infrastructure projects are on track:

- Ref TS 83 – Masibambisane – Detailed design and draft tender document are complete.
- Ref TS 85 – KwaDukuza/Maphumulo/Mandeni Old Mains Replacement– Business plan approved by DWS.
- Ref TS 89 - Warrenton and Glenhills Reticulation - Construction progress is at 5%.
- Ref TS 91 – Ndwedwe South Reticulation Refurbishment - TS/197/2019 - the construction progress is at 82%, when compared to target of 80%.

Challenges encountered:

- The Company that supplies the steel pipe specified has had its assets taken over by a bank and matter currently in courts. This has delayed delivery of steel pipe to site.
- Work on site was suspended for 8 weeks as Contractors complied with Government Notice No R.398, which became effective at 23:59 on Thursday, 26 March 2020, due to the COVID-19 pandemic.
- Ref TS 92 – Ndwedwe North Refurbishment water schemes - TS/184/2017, construction was completed in March 2020, as planned.
- Ref TS 94/96 – Lindelani Sewer upgrade - TS/195/2018 - EIA and WULA completed. Preparation of business plan commenced for construction phase. Report on households with double connections submitted.

- Ref TS 98 – uMvoti WTW upgrade - Commenced with the process of purchasing the Excavator and Report to BEC for the appointment of the Service Provider was prepared in May 2020. Service provider to do the refurbishment work has been appointed.
- Ref TS 100 – MIG Reprioritisation - COVID19 Borehole drilling and equipping, Spring Protection & Refurbishment of water schemes - Draft tender documents developed- TS/211/2020 and TS/ 212/2020 and BSC reports were prepared by 30 June 2020.

3.4.3 CHALLENGES AND MEASURES TO IMPROVE PERFORMANCE AS PER THE TOP LAYER SDBIP AND NATIONAL KPA

CHALLENGES	MEASURES TO IMPROVE PERFORMANCE / CORRECTIVE MEASURES
REF TL 01 - WATER PROJECTS	
Ref TS 21 – <u>Ngcebo/KwaDukuza water supply - Zone G</u> - The project is behind target of 5% construction. The site handed over to the Contractor, works to commence soon.	Contractor had to comply with Covid-19 safety regulations prior to commencing with work
Ref TS 36 – <u>Lower Tugela Bulk Water Supply Offtake 10B Royal Shaka and pipeline</u> - Draft detail design not done. The municipality was informed that RBIG funding would not be received. Funding has however been received late.	Vuthela will be funding the project going forward.
Ref TS 44, 46 & 48 – Macambini Water Supply - Phase 4A, 4B & 4C – Construction target of 5% not met, as it has no progress. Technical reports were submitted to BEC & BAC. There were delays on starting of the project due Covid 19 pandemic. Also, dealing with local businesses affected the work on site. Local business forum insisted on being hands-on in appointing CPG sub-contractors.	Meeting held with local businesses and Councillors, Procurement for Security, toilets and some plant to be reversed and new supplies from the business forum to be given opportunities
Ref TS 50 – <u>Ntunjambili water supply scheme</u> , Preliminary design done, however there was no evidence. Follow up on Business plan approval done	
TS 56 – <u>Ngcebo-Maqumbi Regional Water Supply Scheme - Zone A</u> - Detailed design complete. The draft tender document is not done. The project is on hold, as there is no	It will be prepared closer to the time of going to tender. Funding has been re-prioritised to covid19.

sufficient funding available as it has been allocated to Covid 19.	
Ref TL02 - Water projects expenditure is at 86%.	No reason for variance and corrective measure provided.
Ref TL07 - Sanitation projects expenditure is at 77. The following challenges negatively affected expenditure; ○ <u>Ref TS65/67 - Groutville D Waterborne - TS/179/2017 & TS/180/2017</u>; both projects have 54% expenditure. There were numerous stoppages and delays in the projects. ○ Further, there were delays caused by the sub-contractor to deliver 2No package plants for Mnyundwini and Njekane, which would have major cost implications, ○ Furthermore, TS/179/2017 terminated, as a result there was under expenditure. ○ No work was done during April and May 2020 due to sites being closed because of COVID-19 Pandemic. ○ Ref TS78 - <u>KwaDukuza Regional WWTW</u> – As at 30 June 2020, expenditure was 71%. DWS stopped the project due to compliance issues regarding WULA. ○ Ref TS80 - <u>Southern Regional Bulk sanitation scheme– TS/182/2017</u>. Under-expenditure is due to Covid-19 pandemic and land issues.	○ Labour issues partially resolved. ○ Technical Services decided to omit civil work (in Njekane) and 2No of package plants from the scope of work. ○ 2No tender documents were prepared to complete the remaining scope work. ○ TS/210/2020 (Njekane and Etsheni) will cover work that was omitted in Ward 11. Tender advertised and briefing was on 3 July 2020. ○ The project is at evaluation stage. ○ TS/180/2017 - To expedite progress, the Employer has agreed to the concrete tank alternative. The Main Contractor is engaging with the selected sub-contractor to construct the concrete tank. ○ Studies are being conducted to ensure that we prevent any further harm to the river for DWS to approve WULA application. ○ Navigating through land issues, trying to resolve.
Ref TL11/TS05 - As part of the Extended Public Works Programme through water, sanitation infrastructure and service delivery efforts 862 people were employed from all local municipalities within the District, against the target of 800. As per the Auditor - General recommendation in 2018/2019 financial year, contracts, attendance registers and timesheets were requested but there is insufficient evidence to support the reported actual.	

REF TL 06 - SANITATION PROJECTS	
Ref TS 66a) – <u>Groutville D Waterborne Sanitation- TS/180/2017</u> . This a bulk pipeline project. There are no household connections. Target of 100 households having access to sanitation was an oversight.	Household connections to be done by KwaDukuza Municipality.
Ref TS 71– <u>Driefontein Water Borne Sewer - WULA</u> application submitted to DWS but there was a delay in finalising the document due to the National lockdown. There was no evidence for the reported actual.	No corrective measure provided.
REFURBISHMENT/REPLACEMENTS PROJECTS	
Ref TS 87 - <u>Shakaville and Industrial Area Reticulation</u> . The project is behind target of 5% construction, as it has a progress 2%. Works commencement delayed by approximately 9 weeks as Contractors complied with Government Notice No R.398, which became effective at 23:59 on Thursday, 26 March 2020, due to the COVID-19 pandemic. Contractor appointed and site handover took place on 22 May 2020.	Covid-19 infection risk measures are in place on site and work has resumed.