



# NDWEDWE LM DRAFT ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2021

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# INTRODUCTION TO NDWEDWE LOCAL MUNICIPALITY

## ANNUAL REPORT 2020/2021

The structure of Ndwedwe Annual Report 2020/2021 is based on the revised Annual Report template provided by the National Treasury. The purpose of this revised Annual Report is to address the need expressed by a number of municipalities for assistance in the preparation and development of improved content and quality of Municipal Annual Reports.

It gives effect to the legal framework requirement, concepts and principals espoused in the White Paper on Local Government and Improving Government Performance. It reflects the ethos of public accountability. The content gives effect to information required for better monitoring and evaluation of government programmes in support of policy decision making. The report provides an improved overview of municipal affairs by combining the performance report data required under Municipal Systems Act Section 46 with annual report data referred to in that Act and in the MFMA as follows:

Section 121(1) of the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA) stipulates that: "Every municipality and municipal entity must for each financial year prepare an annual report in accordance with its guidelines."

The purpose of the annual report is to:

- (a) Provide a record of the activities of the Ndwedwe Council during the financial year.
- (b) Provide a report on performance against the budget of the Ndwedwe Council for the financial year reported on.
- (c) Promote accountability to the local community for the decisions made throughout the year by the Municipality.

According to the MFMA, this Report should include:

- (a) The annual financial statements of the Municipality, and consolidated annual financial statements, submitted to the Auditor-General for audit in terms of section 126 (1) of the MFMA
- (b) The Auditor-General's audit report in terms of section 126 (3) of the MFMA and in accordance with s45 (b) of the MSA; on the financial statements in (a) above;

- (c) The annual performance report of the Municipality as prepared by the Ndwedwe Municipality in terms of section 45(b) of the Local Government: Municipal Systems Act 32 of 2000 (MSA);
- (d) An assessment of the arrears on municipal taxes and service charges;
- (e) An assessment of the Municipality's performance against the measurable performance objectives referred to in Section 17 (3)(b) of the MFMA for revenue collection from each revenue source and for each vote in the Municipality's approved budget for the financial year
- (f) Corrective action taken in response to issues raised in the audit reports referred to in paragraphs (b) and (d); and
- (g) Recommendations of the Municipality's Audit Committee.

## CHAPTER 1 - MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

### COMPONENT A: MAYOR'S FOREWORD



His Worship, Mayor NV Chili

As the Mayor of the Ndwedwe Local Municipality, it is my privilege to present the Annual Report for the 2020/2021 financial year.

This Council started by identifying all bottlenecks and challenges which were proving to be an obstacle in fast tracking service delivery. This include withdrawal of monies by National Treasury and other government entities. However, through strategic intervention the monies (in particular MIG grant) will not be withdrawn. This will go a long way in assisting our Municipality to fast track service delivery to the people of Ndwedwe.

We are, however, entering this phase of tabling the Annual Report 2020/2021 with dampened spirits as the whole world is on its toes, trying to put in place mechanisms aimed at confronting and curbing the COVID-19 Coronavirus flu. As the municipality we also have rolled up our sleeves and quickly took precautions to assist the National Department of Health in its efforts to keep the citizens aware, informed, updated and safe. As well as, Ndwedwe Management has also developed a proposed COVID-19 Management Strategy.

We wish to reiterate the call for calm and caution. We also wish for our vulnerable groups to stay safe throughout this pandemic outbreak and for families to adhere to safety tips and advice.

The strategic goals were aligned with Government Objectives, National Outcomes, National Development Plan, Back-to-Basics and with the Provincial Growth and Development Strategy, District Growth and Development Strategy and other strategic frameworks.

As this Council, we are still steadfast in fast tracking service delivery in all Key Performance Areas. We remain assured that by the time we exit office, Ndwedwe citizens will beam with pride, pointing at tangible achievements and enjoying a much better life by having access to all basic services. Indeed, upon entering office, this Council started first and foremost by identifying all bottlenecks, stumble blocks, challenges and obstacles that hindered service delivery drive. We are herein joyful to announce that we are doing so well in our spending that we even managed to be granted extra funding in the MIG grant, which will go a long way in helping us rollout our plans for Ndwedwe.

We therefore present to the Council this mSCOA-aligned IDP as per Treasury regulations that we adapt the IDP to the objectives and strategies for our provincial and national government. We continue noting steady growth in Ndwedwe Municipality which will enable us to enhance revenue streams and create job opportunities. The Bhamshela Shopping Centre precinct continues to grow with more retail tenants coming to the fore.

This creates job opportunities for our people and also enhances the confidence index of the residents of Ndwedwe.

We remain grateful to the financial support from Growth Fund and EDTEA (Department of Economic Development, Tourism and Environmental Affairs) which saw this Shopping Centre being boosted to extend its reach, thus uplifting the economical profile of Ndwedwe.

Also, the expansion of Ndwedwe municipal buildings is in its final stages. All that is left is for office space allocation to take place and after that municipal employees will be able to discharge their duties more easily because they will not be overcrowded. But also, this will assist in ensuring we comply to occupational health stipulations.

Our partnership with the Department of Public Works is starting to bear fruits as we have been praised as the most active and functional Extended Public Works Programme (EPWP), a program that creates employment opportunities, targeting only local people involved in waste collection, tree felling, grass-cutting, bush clearing etc. EPWP also serve as foot soldiers in the Thuma-Mina Campaigns that we continue to use as a tool of reaching out to urgent needs of our people. We still aim to solidify our efforts and raise the bar around customer care, revenue enhancement and community education awareness campaigns for our people as we strive to do well and change lives through both Thuma-Mina and Operation Sukuma Sakhe (OSS) programs.

***His Worship, the Mayor Councillor: N V CHILI***



## COMPONENT B: EXECUTIVE SUMMARY

### 1.1 MUNICIPAL MANAGER'S OVERVIEW



Mr M.F. Hadebe, Municipal Manager

This Annual Report provides an overview of the performance and progress made by the Ndwedwe Local Municipality in fulfilling its strategic objectives and priorities, as aligned with the Integrated Development Plan (IDP), Annual Budget as well as National and Provincial Government strategic directives.

It is a pleasure to reflect on the 2020/2021 financial year, this report captures the considerable effort made by the Ndwedwe Local Municipality to focus on efforts to strengthen governance structures, through the review and adoption of policies, procedures, improving systems and implementing new regulations. A review of the organisational structure was conducted to improve the functionality and alignment to the Municipality's strategy and to promote service delivery. This was informed by resolutions that was undertaken during Municipal Strategic Planning which emphasis the issue of speeding up services to the community.

The COVID-19 pandemic has compromised the IDP and Annual budget road shows, however, the Municipality consultations was done via media platforms as guided by COGTA guidelines and this was to ensure compliance with the MSA, MFMA and subsequent circulars for the preparation and approval of 2021/2022 IDP and Annual budget. The Final IDP and Budget was approved by Council on 11 June 2021.

The Municipality is mainly dependent on government grants and support. For the year under review, the Municipality achieved an unqualified audit opinion. I am confident that the Administration, under my leadership, will steer this Municipality to greater successes in the future.

The Shared Services for Risk Management is still ongoing with the iLembe District Municipality. The Risk Management Committee, under the leadership of the Municipal Manager, meet quarterly and report to Council and the Audit- and Performance Audit Committee. During the financial year, formal risk assessments of all departments were completed and measured to mitigate all identified risks affecting the Municipality. All the risks were included in a Risk-Based Action Plan, for monitoring and management purposes.

During the year under review Municipality was able to spend 100% of municipal infrastructure grant, as a result of good performance on infrastructure spending. It is worth to report that by end June 2021, Municipality was able to spend 100% of MIG amounted to R29 266 000.00

The highlights and achievements for technical services are:

Ndwedwe Municipality during 2020/2021 has successfully delivered the following infrastructural projects under Municipal Infrastructure Grant (MIG):

1. Construction of Siyathokoza Community Development Centre (CDC) Ward 14
2. Construction of Mangangeni Community Development Centre Ward 19
3. Construction of Gudlintaba Access Road Ward 17
4. Construction of Zondo Access Road Ward 15
5. Construction of Ngonyameni Access Road Ward 18

Our Municipality continued to ensure that halls and Roads are being maintained as a result of this existing capacity.

The Municipality still holds number 1 in iLembe District Municipality with regards to functioning of wards committees. Ward Committees are functional, and their work is both efficient and effective.

The Draft Annual Report for the 2020/2021 year reflects the performance and challenges for the financial year. I would like to extend my sincere appreciation to the Mayor, Council and Staff for their dedication towards serving the communities and all stakeholders.

***M.F. HADEBE***  
***MUNICIPAL MANAGER***

## 1.2 MUNICIPAL OVERVIEW

This report addresses the performance of Ndwedwe Local Municipality (NLM) in respect of its core legislative obligations. Local government must create the participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the Council of the Municipality provides regular and predictable reporting on program performance and the general state of affairs in their locality.

The annual report reflects on the performance of the Municipality for the period 1 July 2020 to 30 June 2021. The report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), of which the Municipality must prepare an annual report for each financial year.

### 1.2.1 Vision

The Municipality committed itself to the following vision and mission:

**“BY 2030 THE PEOPLE OF NDWEDWE WILL HAVE A PROSPEROUS AND VIBRANT ECONOMY, WHERE THEIR ASPIRATIONS ARE MET”**

## 12.2 MISSION

The mission statement promotes a quality and sustainable delivery of municipal services by:

- Involving communities in the development.
- Forging strategic alliances and partnerships between the municipality and government departments, non-governmental organisations, community-based organisations, private sector to ensure speedy and co-ordinated delivery.

### 1.2.3 VALUES

The operations of the Municipality will be underpinned by the following key values:

- Accessibility
- Good Governance
- People centre
- Transparency
- Customer satisfaction
- Accountability
- Courtesy
- Integrity
- Employee development
- Respect

The above values are aligned to **Batho Pele** Principles which are the following:

- Consultation
- Service Standards
- Access
- Courtesy
- Information
- Openness and Transparency
- Re-dress
- Value for Money

The Municipality values are also aligned to service delivery standards which are sets of rules of engagement for providing municipal services. These service standards include targets that Ndwedwe Municipality have set as turnaround time for providing each municipal service. Each municipal building has a notice board which detail what citizens are entitled to know what they should expect from the Municipality, how services will be delivered, what they cost and can be done if the services are not acceptable.

### 12.4 FIVE (5) YEAR STRATEGIC OBJECTIVES

The Ndwedwe Local Municipality has embarked on a process to review and refine its plans in the context of changing needs and new developments within the Municipality. Ndwedwe Municipality Five (5) Year strategic objectives have been aligned into National Outcomes, Sustainable Development Goals (SDG's) Provincial Growth and Development Strategy (PGDS) and Strategic Objectives and Projects for the 2020/2021 financial year.

NATIONAL KPA	OUTCOME 9	KZN PGDS	STRATEGIC OBJECTIVE	PROJECTS
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Good Governance and Public Participation	A responsive, accountable, effective and efficient local government system	3: Human and Community Development and 7: Governance and Policy	To enhance organisational performance and compliance	Internal Audit Reporting to Audit Committee
				Tabling of Annual Report 2020/2120 to Council within 9 months after the end of a financial year
				Tabling of Oversight report on the AR 2020/2120 to Council by no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5)
				Reviewed Performance Management Framework
			To ensure enhancement of good governance and public participation and To strengthen partnership with various stakeholders through communicating municipal business .	IDP/Budget/PMS Process Plan 2021/2022
				Annual IDP Review
				Speaker Izimbizo
				Mayoral/IDP Izimbizo
				Ward Committees Training
				Ward Committees Quarterly Meeting
		To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	Monitoring performance of effective enterprise risk management	
			Review performance of effective enterprise risk management	
			Risk Management	
			Enterprise Risk Management Register	
			Enterprise Risk Management Policy and Framework	
			Anti-Fraud and Corruption Strategy & Policy	
		To promote sports within local communities	Sports Development programmes	
			Women in Sport Symposium	
			ECD's sport day	
			Municipal Sport Award	
			Salga Games (males and females football, netball males and females, cricket, tennis, indigenous games, athletics, boxing, karate, swimming, rugby, basketball, valleyball, dance	
Mayoral Sports Development Cup Tournament				
Sports and Recreation Capacity Building Workshops				
To provide educational guidance to local citizens and To provide career and job searching skills	Job Readiness Programme			
	Youth in business (SMME) Seminar			
	Youth IDP			
	Examination Prayer			
	Youth Summit			

			to the local unemployed	Top Achievers Awards Ceremony Junior Council Launch Youth Revolutionary Programmes Grade 12 Career guidance Expo programme
			To preserve our History and heritage and To provide educational guidance to local citizens	Miss Heritage Faith based Youth Forum Young Local Artists Support Workshop Ndwedwe Boys Camp Drivers Licence Programme Code 10 Youth Council Advisory Meeting
Infrastructure and Service Delivery	A responsive, accountable, effective and efficient local government system	1: Inclusive economic growth 4: Strategic Infrastructure	To facilitate provision of infrastructure throughout the municipality	Ngonyameni Access Road Zondo Access Road Nhlabamkhosi to Epitsini Access Road Nembeni Access Road Etsheni Access Road Gudlintaba Access Road Mangangeni CDC KwaNovimba Access Road Chamani Access Road Noorsburg Access Road Nhlangwini Sports field Mandlakazi Sports field Completion of Hloniphani Hall & Creche Ward 12 Ndwedwe Testing Station Intersection INEP Electrification Ward 1, 4 & 9 Type 2 Electrification (Ward 17,16,19,15,14,12,11,6,3) Augmentation of Water Supply for EDP and Ndwedwe Main Office Johnny Makhathini Hall Renovations Maintenance Projects (Ward 1,2,3,4,5,6,8,10,11,12,14,16,17,19) Rehabilitation of Nhlanguano Access Road Ward 4 Rehabilitation of Cemetery Access Road Ward 15 Mary Grey Sport Centre Phase 2 Generator Installation-EDP Offices & Bhamshela Thusong Centre Ndwedwe Street Lights EPWP - Waste management Capital expenditure monitoring
			To implement and maintain compliant, effective and efficient	Monitoring performance of effective enterprise risk management

			<b>enterprise risk management systems and processes.</b>	
<b>MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>	A responsive, accountable, effective and efficient local government system	2:Human Resource Development	To improve , attract, develop and retain human capital	Implement the Workplace Skills Plan (WSP)
				Implement the Workplace Skills Plan (WSP)
				Filling budgeted posts
				Implement, test and maintain ICT system backups
				Convening of ICT Steering Committee
				Conduct bi-annual municipal data recovery
				Track System
				Fleet Management
				Community skills support programme
				Council support services
				Council support services
				Security Services Reports
				Drafting of Service Level Agreements (SLA)
				Training on Policies and Legislations
				Occupational, Health and Safety meeting
				Internal and external bursaries awarded
				Fleet repairs and maintenance reports
Employment Assistant Programs				
Policies/plans/strategies reviewed and developed				
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	Monitoring performance of effective enterprise risk management
<b>Financial Viability and Management</b>	A responsive, accountable, effective and efficient local government system	Governance and Policy	To implement and maintain compliant, effective and efficient enterprise risk management systems and processes; To ensure an effective advisory role to management and council; To ensure	Transactional mSCOA Reports
				Financial Reporting Section 71 MFMA Reports
				Financial Reporting
				Adjusted Budget for 2020/21
				Budget for 2020/ 2021
				Revenue Enhancement Strategy
				Revenue protection and enhancement
				Finances Policies (SCM, Tariff, Credit Control Policy, S and T, Overtime Policy, Banking and investment,

			that the revenue of the municipality is collected and accounted; To ensure municipal budget complies with MFMA and Treasury regulations	Budget, Indigent, Fixed Assets, Rates, Virement and Disposal) General Valuation Roll Screening of State Employees from SCM Database Appointment of Local Service Providers Governance Reports ( Debtors Reconciliation Book) Property Rates Reconciliation Bank Reconciliation Investments Grant Register Creditors Payment Third Party Payments AFS 2019/20 MFMA Quarterly report 2018/2019 SCM report Monitoring performance of effective enterprise risk management
Local Economic Development	A responsive, accountable, effective and efficient local government system	1:Inclusive economic growth; 3:Human & Community Development; 5: Spatial Equity	To capitalize on tourism potential of the municipality ; To develop a resilient economy that creates sustainable decent jobs and reduces poverty; To ensure job creation; To facilitate co-ordinated planning and development; To upscale agriculture development in the municipality and To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	Local Agricultural Indaba Ndwedwe Music Festival Maskandi Festival Tourism Development Community gardens support for Cooperatives SMME Support Cooperatives Development and Support Training of Emerging Subcontractors support programme (capacity building for Grade 1-3) Housing Forum Development of Housing Sector Plan LED Forum Ndwedwe Town Development Project Ndwedwe Land Use Management System Spatial Development Plan Review of LED Strategy Agricultural Sector Plan Purchase of Agricultural Items and Tools Monitoring performance of effective enterprise risk management
Infrastructure and Service Delivery	A responsive, accountable, effective	3: Human and Community Development	To facilitate provision of infrastructure throughout the municipality	Procurement of the Library Books Municipal Waste collections Municipal Waste collection



and efficient local government system	7: Governance and Policy		Integrated Waste Management Plan
			Refurbished and Functional Telecentre
		To promote education of vulnerable children's/youth; To ensure co-ordination and alignment of developmental programmes of the municipality with other spheres of government and To promote sports within local communities.	Men's Dialogue
			Women's day Commemoration Dialogues
			Disability Safety awareness
			Disability Games
			Dress a child uniform campaign
			Ingoma Yesintu Program
			Orphans and Farm Workers Program
			Christmas Program for Senior Citizens
			Golden Games
			Umkhosi Wesintu
			Moral Regeneration event
			Civil Society Forum
			Ndwedwe HIV/Aids Day event
			16 Days of Activism
			Umkhosi Womhlanga
			Operation sukuma sakhe(OSS) local task team meetings
			Operation MBO
			OSS Indaba
			Ndwedwe Social Ills Awareness
			Disability and Senior Citizens Forum
		Local Aids Committee Meetings	
		Ndwedwe Safety Prayer	
		Child Protection Program	
		Mandela Day Program	
		To ensure prevention and mitigation against disasters	Disaster Awareness Campaigns
			Disaster Management Advisory Meetings
			Local Disaster Management Workshops
			Disaster Risk Reduction
		To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	Disaster Management Emergency Relief
			Monitoring performance of effective enterprise risk management

TABLE 1: STRATEGIC OBJECTIVES

## 1.3 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

### 1.3.1 MUNICIPAL FUNCTIONS

A municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution. In terms of the Municipal Structures Act No. 117 of 1998 Ndwedwe Local Municipality (KZ293) is classified a B Municipality and falls within the iLembe District Municipality (DC29). This act made provision of the division of powers and functions between the district and local municipalities with the most day-to-day service delivery functions being delegated to local municipalities and the District wide to District Municipalities. Ndwedwe Local Municipality is responsible for a number of functions some of which are not being performed due to lack of capacity. The Municipality has entered into shared service with iLembe District Municipality in some of the functions. The shared service includes the Chief Planner, Environmental Specialist, GIS Technician and GIS Specialist. Hereunder are the powers and functions allocated to the Ndwedwe Local Municipality:

- Municipal Planning
- Local Tourism
- Local Amenities
- Cleansing
- Control of public nuisance
- Storm Water
- Local Sports Facilities
- Municipal Roads
- Fencing and Fences

Below is illustrated a more detailed description of Ndwedwe Local Municipality powers and functions that has executive authority in respect of, and has the right to administer the local government matters listed as follows:

Functions	Functions currently performed		Capacity to perform the function		Levels of capacity	Alternative measures in place (function not performed or no capacity)	Municipal Action
	Yes	No	Yes	No			
1. Air pollution	-	X	-	X	-	-	There is no demand and no action required
2. Building Regulation	-	X	-	X	-	No Alternative measures in place currently	With the town development project and some housing projects starting to unfold, the Municipality has during the

							1011-12 financial year, started to build capacity by appointing the Building Control Unit that will consist of professionals such as Building Inspectors and Plan Examiners
3.Child care facilities	-	X	X	-	-	There is currently a community initiative	The Municipality has a partnership with Divine Life Society of South Africa to build early childhood development centres throughout the municipal area
4.Fire Fighting	X	-	X	-	Limited Capacity only two fire fighters currently	Ilembe District and eThekweni Municipality provides assistance where necessary.	The disaster management plan identifies the significance of this function especially when the commercial centres planned for in Ndwedwe Town and Bhamshela become operational
5.Local Tourism	X	-	X	-	Limited capacity to drive tourism development and market it aggressively	-	The municipality is currently dependant on the Tourism Graduate Development Programme of the Department of Economic Development and Tourism

							with the newly appointed LED Manager to implement its tourism sector plans
6.Municipal Planning	X	-	X	-	Limited capacity to perform all planning functions, in particular, forward planning. There is currently one municipal planner.	-	The Municipality receives assistance from the Planning Shared Service and the MISA Young Graduate.
7.Storm water	X	-	-	X	-	Performed through outsourcing	Two graders have been purchased and will assist in performing this function.
8.Trading Regulations	-	X	-	X	There are underutilised personnel with the institution that can best perform this function	Case-by-case regulation. No trading regulations in place	With the town development project starting to unfold, the municipality will, during 2015-16 financial year, develop trading bye-laws
9. Billboard and display of advertisement in public places	-	X	-	X	There are underutilised personnel with the institution that can best perform this function	Case-by-case regulation. No signage control in place	With the town development project starting to unfold, the municipality will, during 2015-16 financial year, develop signage by-laws and tap into the underutilised personnel by training them into becoming

							Signage Control Officers.
10. Cemeteries, funeral parlour and crematoria	-	X	-	X	-	The communities follow the traditional burial systems	The municipality is currently considering raising funds for this function
11. Cleansing	X	-	X	-	-	The function is being performed to a limited extent due to human and financial capacity constraints	-
12. Control Public nuisance	X	-	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent	No action required as there is no pressing demand
13. Licensing of dogs	-	X	-	X	-	-	No action required as there is no pressing demand
14. Municipal Abattoirs	-	X	-	X	-	-	No action required as there is no pressing demand
15. Licensing and control undertakings that sell food to the public	-	X	-	X	There are underutilised personnel with the institution that can best perform this function	No alternative measures in place currently	The idea of employing an Environmental Health Practitioner is not a priority at the moment. The idea will be given full attention once the town becomes functional or due to an unexpected

							demand or pressure.
16.Licensing and control undertakings that sell liquor to the public	-	X	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent	No action required as there is no pressing demand
17.Local amenities	X	-	-	X	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
18. Local sports facilities	X	-	X	-	Limited capacity due to financial constraints	-	Every financial year, the municipality caters for this function. With the availability of additional funds, more of these will be established.
19. Markets	X	-	X	-	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
20. Parks and recreation	-	X	-	X	-	Communities use their means	The Town Development Project caters for this function.
21. Pounds	-	X	-	X	-	-	No action required as there is no pressing demand.
22.Municipal Roads	X	-	X	-	Limited capacity due to human and financial constraints	Performed through outsourcing	Two graders have been purchased and will assist in

							performing this function.
23.Noise pollution	-	X	-	X	-	-	No action required as there is no pressing demand
24. Public places	-	X	-	X	The function is being performed to a limited extent due to human and financial capacity constraints	-	The Town Development Project caters for this function
25.Electricity Reticulation	-	X	-	X	-	This function is currently performed by ESKOM	There is no planned action to perform this function on the near future.
26.Cemeteries, Funeral Parlours and Crematoria	-	X	-	X	-	The communities follow the traditional burial systems	The municipality is currently considering raising funds for this functions
27. Facilities for the accommodation, care and burial of animals	-	X	-	X	-	Traditional methods are used	No action required as there is no pressing demand.
28. Fencing and fences	X	-	-	X	The function is being performed to a limited extent due to human and financial capacity constraints.	-	No action required as there is no pressing demand.
29.Libraries	X	-	X	-	-	-	-

TABLE 2: POWERS AND FUNCTIONS: NDWEDWE MUNICIPALITY

### 1.3.2 INTRODUCTION: BACKGROUND DATA

In terms of the Municipal Structures Act No. 117 of 1998 Ndwedwe Local Municipality (KZ293) is classified a B Municipality and falls within the ILembe District Municipality (DC29). This act made provision of the division of powers and functions between the district and local municipalities with the most day to day service delivery functions being delegated to local municipalities and the District wide to District Municipalities. Ndwedwe Local Municipality is responsible for a number of functions some of which are not being performed due to lack of capacity.

Ndwedwe Local Municipality is one of the four local authorities within the ILembe District Municipality. It borders in the east onto the KwaDukuza Municipality and in the north on the Maphumulo Municipality. In the south Ndwedwe abuts the eThekweni Municipality and, in the west, the uMshwathi Municipality. In broad terms the municipality is situated parallel with and approximately 20 KM inland from the Kwa-Zulu Natal coast. While much of the north - eastern part of Ndwedwe forms part of the coastal flats mostly covered by KwaDukuza, most of the area consists of tribal authority land ranging from topographically fragmented to steep and dramatic.

Within the regional context, much of the Ndwedwe Municipality represents the former KwaZulu homeland consisting of traditional settlement areas which, while located in relatively close proximity to major urban and economic developments (e.g. King Shaka International Airport and Dube Trade Port), have remained substantially underdeveloped, disadvantaged and poor.

Ndwedwe Municipality is in the extent of 1153km<sup>2</sup> and accommodates a population of 140 820 people (Stats SA, 2011 Census) and in 2016 population increased in the region to 143 117 people (Community Survey, 2016).. Overall settlement densities are approximately 145 people per Km<sup>2</sup>. the populations stats increased in . Overall settlement densities are approximately 145 people per km<sup>2</sup>. 68% of Ndwedwe consists of tribal authority land and the remainder is made up of commercial farmlands located in the north - east of the municipality.

There are three hierarchical nodes exist in the municipality namely:

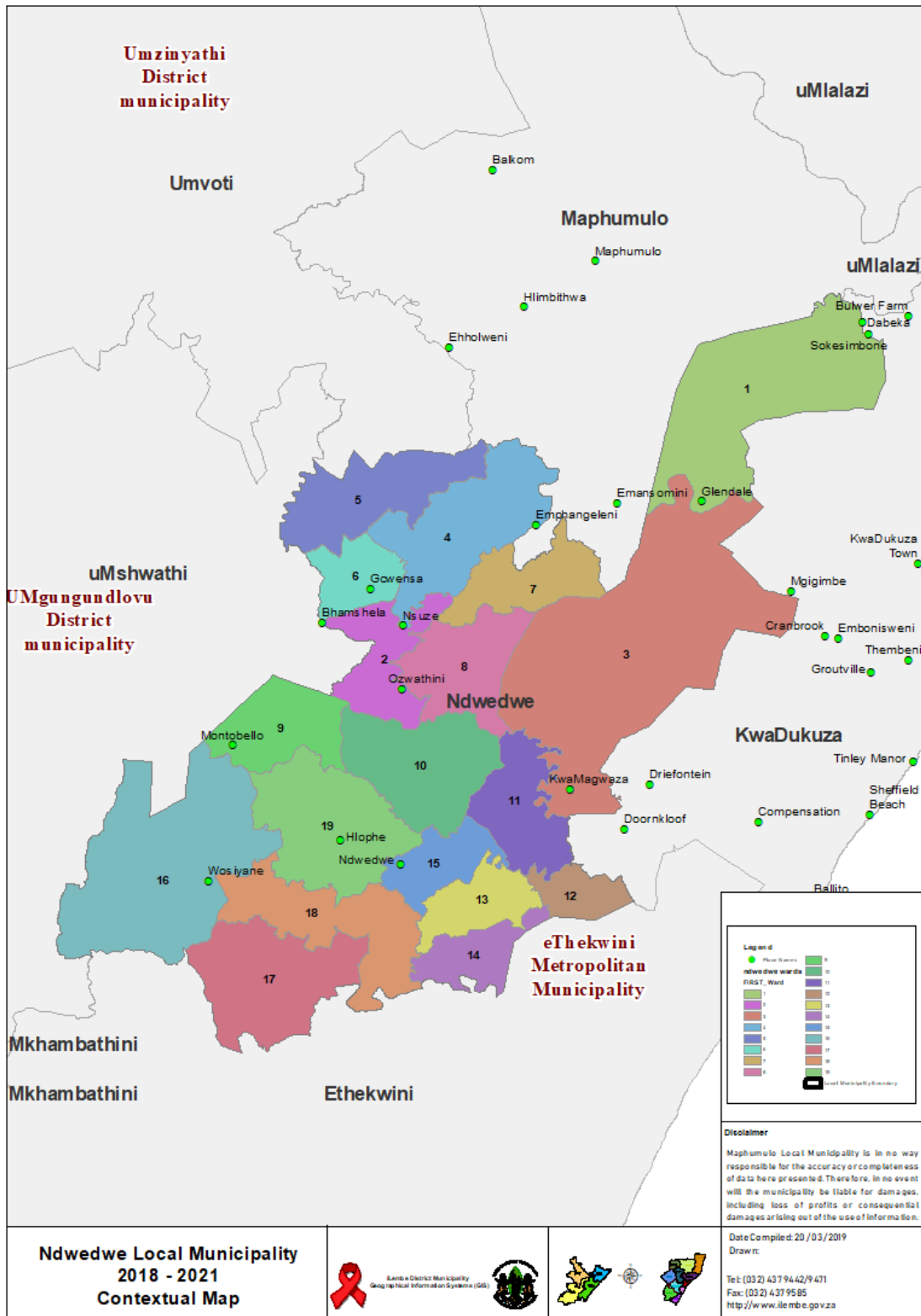
**Primary activity node**, which is defined as the major centre in the municipality providing services, facilities, amenities and economic opportunities for the entire municipality, functioning also as the administrative centre of Ndwedwe.

**Secondary activity nodes**, which are major interceptor point locations serving each portion of the municipality and providing services for such areas, suggested secondary activity nodes consist of:

- Tafamasi in the south; Montebello in the south-west;
- Qinisani at the intersection of the R614 and the north-south link road;
- Bhamshela at the western end of the R614 within the municipality;
- Sonkombo in the east; and Ezindlovini in the east.

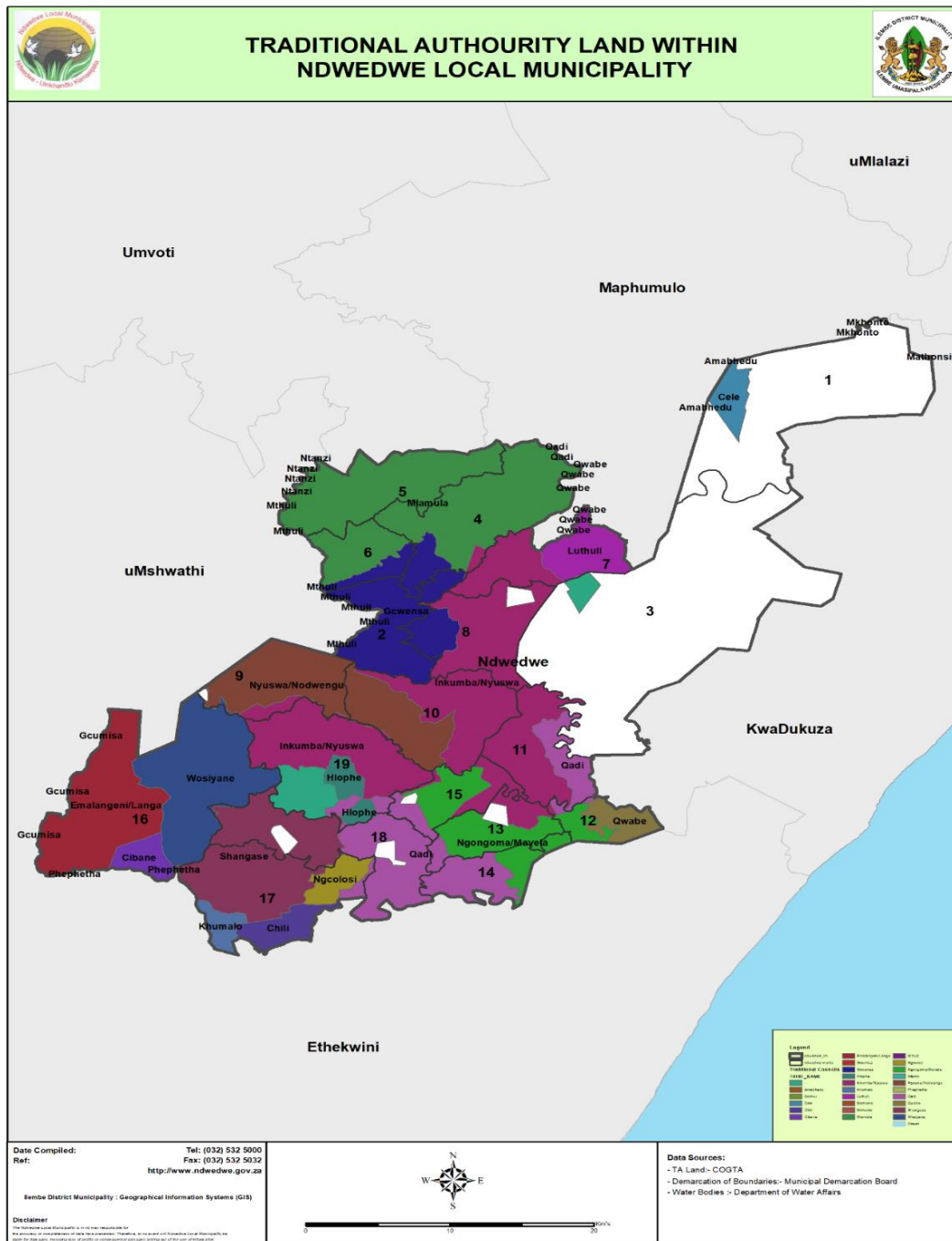
**Tertiary activity nodes**, consisting of strictly local nodes serving individual communities and areas.





**MAP 1: NDWEDWE LOCALITY**  
**1.3.3 TRADITIONAL AUTHORITY**

68% of Ndwedwe consists of traditional authority land, most of which is part of the former Kwa-Zulu homeland consisting of traditional settlements. In total, there are 23 traditional authority councils within the Ndwedwe Municipal area. The remainder of the land is made up of commercial farmlands located in the north-east of the municipality. Ndwedwe Local Municipality has 19 Wards and a total number of 37 Councillors.



MAP: 1: TRADITIONAL AUTHORITY

### 1.3.4 DEMOGRAPHICS

#### 1.3.4.1 POPULATION

2011		2016		
Municipality	Population	Male	Female	Population
Ndwedwe	140 820	67 936	75 181	143 117



TABLE 3: POPULATION & GENDER PROFILE

#### 1.3.4.2 POPULATION GROWTH

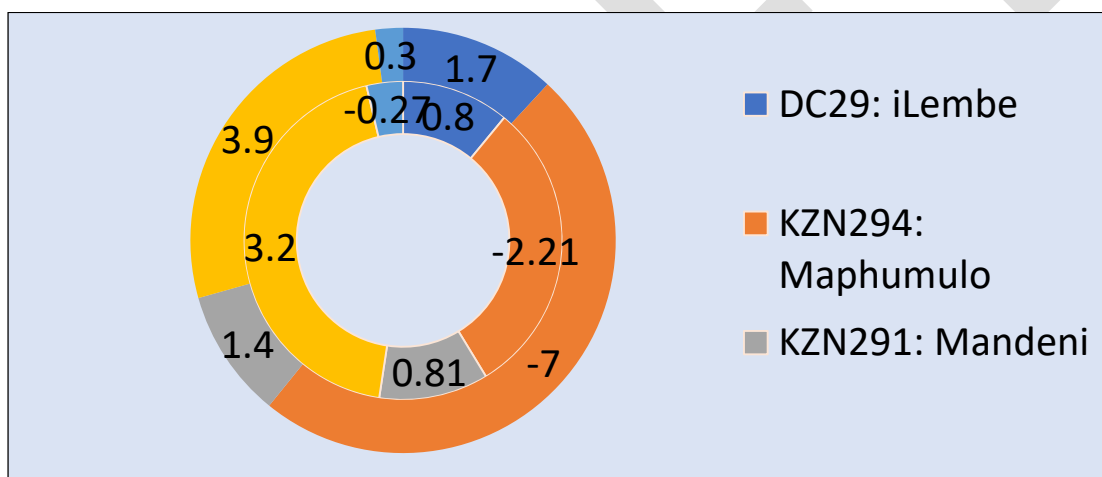


FIGURE 1: POPULATION GROWTH (SOURCE: 2001-2011 CENSUS & COMMUNITY SURVEY STATS SA)

Municipality	2011	2016	% Population Growth p.a	% Population Growth between the years
iLembe	228396	259961	2.8	13.8
Maphumulo	31415	30718	-0.4	-2.2
Mandeni	54530	60420	2.2	10.8
KwaDukuza	93709	117503	5.1	25.4
<b>Ndwedwe</b>	<b>48742</b>	<b>51320</b>	<b>1.1</b>	<b>5.3</b>

TABLE 4: POPULATION GROWTH (SOURCE: 2001-2011 CENSUS & COMMUNITY SURVEY STATS SA)

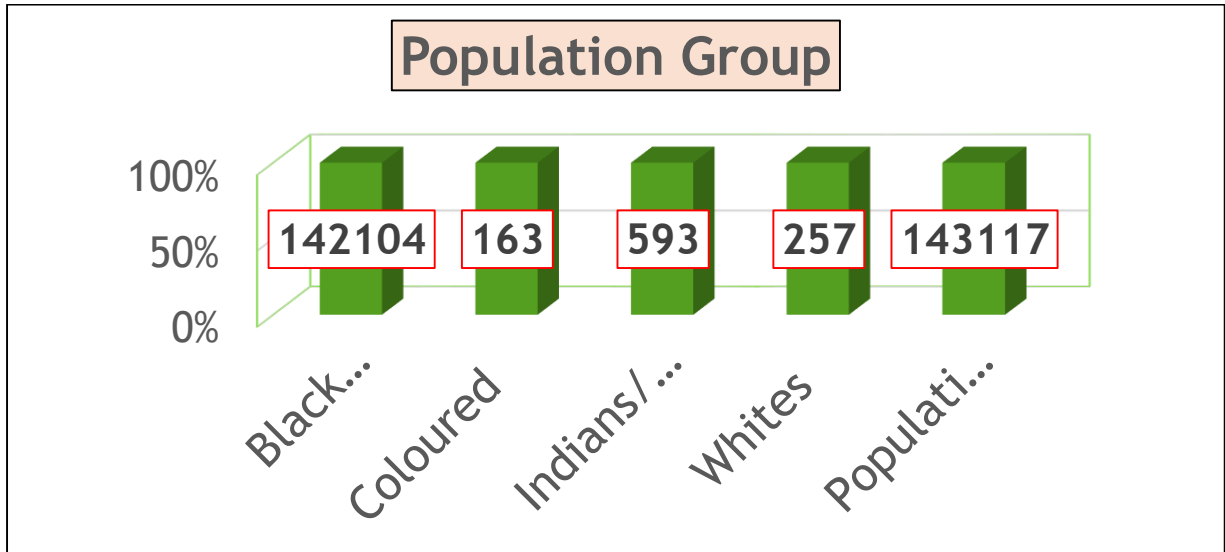
Recent Census results show that the population in iLembe is 606,809 people and is growing at 0.8% per annum. The trend of migration from rural local municipalities of Maphumulo and Ndwedwe to coastal and more urban LMs of Mandeni and especially KwaDukuza is evident. The number of households is 157,692 and is growing at 2.7% per annum. Households in KwaDukuza have grown at a fairly high rate of 4.8% per annum, whereas households in Maphumulo have declined by 1%. Average household size is 3.8 and the percentage of female headed households is 45.8% which is above the national average of 41%, but average for KZN.

Indicator	Sub indicator	Population	% of population
Population	Population	143 117	
Population Composition	Young (0-14)	50 872	36.0%
	Youth (15-34)	51 140	36.0%
	Adults (35-64)	31 135	19.0%
	Elderly (65+)	9 971	10.0%
Gender	Male	67 935	47.0%
	Female	75 181	53.0%
Sex ratio male/100 females	Sex ratio male/100 females	90.0	
Dependency ratio	Dependency ratio	74	

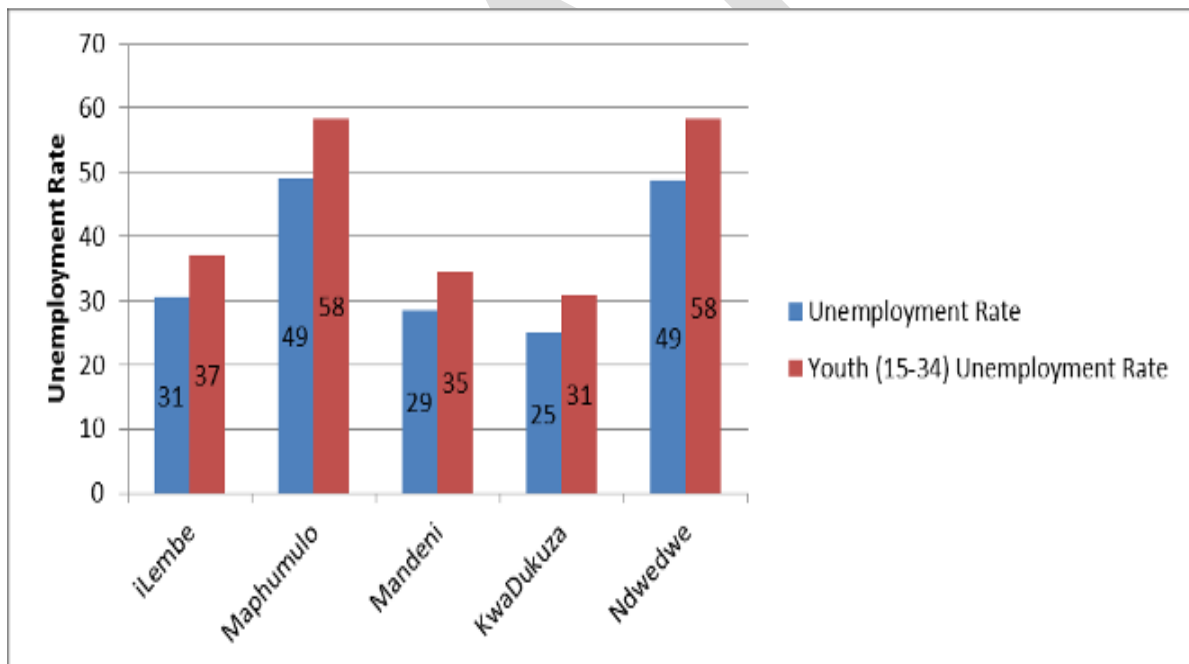
TABLE 5: POPULATION GROWTH AS PER 2016 COMMUNITY SURVEY (STATS SA)

The table above indicates majority of the population is made up of people between the ages of 15-34 whilst women are a dominant sex in Ndwedwe society. It is also worth noting that the working age group (15-64) is also dominant (56%) whilst the dependency ratio is also standing at 56%.

#### 13.4.3 POPULATION GROUP



#### 1.3.4.4 EMPLOYMENT AND UNEMPLOYMENT PATTERNS



**GRAPH: 1: UNEMPLOYMENT RATE**

(Source: 2001-2011 Census & Community Survey Stats SA)

The graph above provides unemployment rates and youth unemployment rates for the district and LMs. The district's unemployment rate is 31% in general and 37% amongst the youth (15-35). While unemployment is above the national average, it is average for KZN. Youth unemployment is substantially lower than both the national and KZN average (with

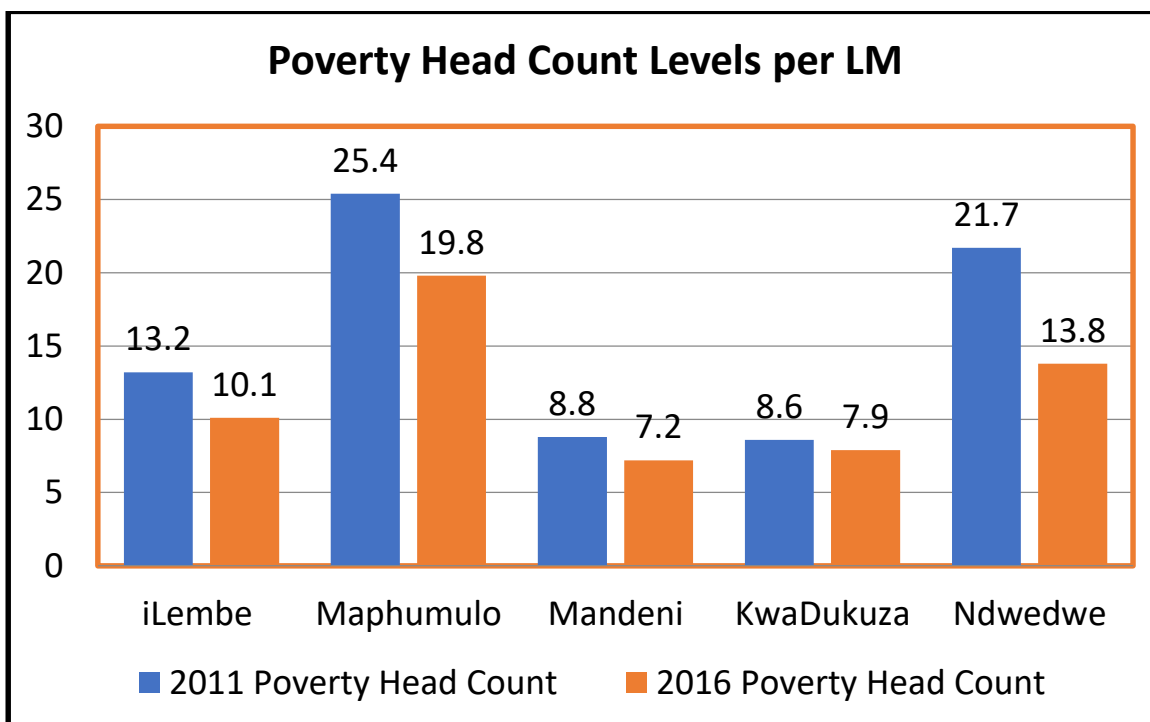
the exception of Maphumulo and Ndwedwe). Employment and youth unemployment are highest in Maphumulo and Ndwedwe at 49% and 58% respectively.

The level of unemployment in Ndwedwe declined to 49% in 2011 from 67.8% in 2001. Amongst the youth 58.3% of them were unemployed which again is a decline from 76.4% in 2001. However, the decline does not necessarily mean that Ndwedwe Municipality is absorbing its human resource, but could be amongst other reasons, outward migration, etc. Approximately 28% of the employed in Ndwedwe are in the formal sector, only 4% are highly skilled, 14% are semiskilled or unskilled, 10% are skilled and 8% are employed in the informal sector. This is indicative that Ndwedwe is lacking high skilled labour due to its poor education level.

## KEY FINDINGS

- Total number of populations in Ndwedwe was 140, 820 in 2011, whereas in 2016 the total population number increased to 143, 117.
- Population in Ndwedwe has experienced a negative growth of -0.27% between 2001 and 2011;
- By 2016 there was positive population growth of +0.19%
- By 2011, majority (56.9%) of the population in Ndwedwe was between the ages of 15-64 years, which in essence is a growth as it was 55% in 2001, this remains the case in 2016 as the working class makes 55% of the total population at Ndwedwe.;
- The working age population (aged 15-64) dominated the population of Ndwedwe between 2001 and 2011, and this was also the case in 2016;
- The dependency ratio per 100(15-64) declined from 81.8% to 75.7% in 2001 and 2011 respectively, and in 2016, the dependency ration further decreased to 74%; and
- There were 89 males in every 100 females in 2011, and in 2016 females made 53% of the total population whereas males made a total of 47%.

### 1.3.4.5 POVERTY LEVELS IN THE ILEMBE DISTRICT



GRAPH: 2: POVERTY LEVELS  
(Source: 2001-2011 Census & Community Survey Stats SA)

	2011		2016	
	Poverty Head Count	Intensity of poverty	Poverty Head Count	Intensity of poverty
iLembe	13.2	41	10.1	43
Maphumulo	25.4	40.6	19.8	44.8
Mandeni	8.8	41.2	7.2	41.5
KwaDukuza	8.6	41.2	7.9	41.6
Ndwedwe	21.7	41	13.8	44.8

TABLE 6: POVERTY HEAD COUNT  
(Source: 2011 Census & Community Survey Stats SA)

### 1.3.4.6 KEY CHALLENGE “COVID-19 PANDEMIC”

During the 2019-2020 financial year the coronavirus pandemic spread to South Africa, with the first confirmed case announced on 5 March 2020 by Minister of Health Zweli Mkhize. On 15 March, President Cyril Ramaphosa declared a national state of disaster with a partial

travel ban, travel advisories, discouraging public transport, the closing of schools, and prohibiting gatherings of more than 100 people.

On 23 March 2020, Ramaphosa issued a national lockdown lasting 21 days from 26 March 2020 to 16 April 2020. As of 31 March 2020, there were 1380 confirmed cases, 5 confirmed deaths, and 31 recovered. South Africa's COVID-19 infected citizens currently at a total of 1,380 cases in the country, an increase of 27.

In confronting and curbing the COVID-19 Coronavirus flu the Ndwedwe Municipality has taken precautions to assist the National Department of Health in its efforts to keep the citizens aware, informed, updated and safe. As well as, Ndwedwe Management has also developed a proposed COVID-19 Management Strategy. The municipality conducted staff awareness campaigns, a special briefing meeting on COVID-19, a COVID-19 Public Awareness was conducted for Business and Community members in the month of March 2020.

### 1.3.5 PUBLIC PARTICIPATION

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, Ndwedwe Municipality in collaboration with iLembe District Municipality conducted the IDP, PMS and Budget Roadshows which were scheduled as follows:

MEETING	WARD ATTENDING	VENUES	TIME	DATE
IDP Representative Forum	NGO's, SMME's, Business Enterprises, SOE's and Sector departments	Johnny Makhanthini Hall	10h00	24 October 2019
Speaker Izimbizo	2, 3, 4, 7 and 8	Ntola Sport field in ward 07	10h00	07 December 2019
IDP Mayoral Izimbizo	15,16, 17, 18 and 19	Mnsele Sport field in ward 16	10h00	5 November 2019
IDP Mayoral Izimbizo	2, 4, 5 and 6	KwaDeda Sport field in ward 05	10h00	07 November 2019
IDP Mayoral Izimbizo	1,3, 7 and 8	Qinisani Sport field in ward 8	10h00	20 November 2019
IDP Mayoral Izimbizo	9, 10, 11, 12 and 14	Hloniphani Sport field in ward 12	10h00	03 December 2019

TABLE 7: COMMUNITY ENGAGEMENT



### 1.3.6 BROAD BASED COMMUNITY NEEDS

In preparation of the fourth generation IDP, a series of public engagements were held to confirm wards-based community needs. Below is a summary of the community needs.

#### **Cluster 1:Date: 5 November 2019**

#### **Ward: 15, 16, 17, 18 and 19 at Msele Sport field**

WARD	ISSUES
15	Emayekeni area compliments
16	Request grant for Ventekens Request one representation from Education Request Computer training Request for electricity at Nobanga area Reported that there was a disaster caused by hail storm Crèches operate without a permit Reported on housing issues Request lightning conductors
17	There are no water tankers at Embuyeni Requested progress of Esphamandla hall

#### **Cluster 2: Date: 07 November 2019**

#### **Ward: 02, 04, 05, 06 at KwaDeda Sports-field**

WARD	ISSUES
02	Request for water tankers at Ntabakhathaza Request for water tankers at Ngcwensa because the pumps are not working
04	Request water and security at Ezimpangeni Request for assisting disabled people
05	At KwaNgubane there is no access road and electricity Request for support on sports Enquired about the operating process for water tankers Housing is an issue in this ward
06	At eMahlabathini water pumps are not working, resulting in water being wasted Most of the standpipes are leaking

#### **Cluster: 3:Date: 20 November 2019**

#### **Wards: 1,3,7,8 at Qinisani School**

WARD	ISSUES
01	No water and electricity at Mshinini Voting station is far from Mnsonono
07	Follow up on the projects that were presented in the last Izimbizo

**Cluster: 4:Date: 04 December 2019**

**Wards: 9,10,11,12,13,14 at Hloniphani Sports-field**

WARD	ISSUES
9	Request for a bridge at Mayelisweni
	Request access road at Ozwathini
	Request renovations and security at Cana Hall
	No water at Montebello
11	Compliments on building an access road from the clinic to wards
	Request progress on housing projects
	Complaints regarding Eskom
12	Complaints regarding water
	Communities are not involved in demarcation processes
	There is no bridge at Sokhulu area
	Bad conditions of road D986 and DH36
	Request for housing at Mthebeni area
	Report of a tent for agriculture
14	Ntubeni area there was no public meeting called
	Complaints about councillors not responding to SMS's and calls
	Employment of local labourers

Table 8: Broad Based Community Needs

### 1.3.7 SPATIAL AND ENVIRONMENTAL MANAGEMENT

#### 1.3.7.1 SPATIAL ANALYSIS

##### Regional context

The Ndwedwe Local Municipality is one of Four Municipalities within the iLembe District Municipality, with the other three being the Mandeni Local Municipality, the KwaDukuza Municipality, and the Maphumulo Local Municipality. The Ndwedwe Local Municipality shares boundaries with two (2) district Municipalities, as well as the eThekweni Metropolitan Municipality to the South, and is highly accessible from eThekweni Metropolitan Municipality via the P100 (Vincent Dickenson Road), as well as the P164.

##### Administrative Context

The Ndwedwe Local Municipality is classified as a Category B Municipality in terms of the Municipal Structures, 1998 (Act No. 117 of 1998) and comprises of mostly rural areas governed by Traditional Authorities. Tenure is under the Ingonyama Trust and a very small percentage is directly under the control of the municipality (Ndwedwe Town). There are 19 Traditional Leaders the list has been provided below with contact details as follows:

AMAKHOSI ASENDWEDWE		
	INKOSI'S NAME	CELL NUMBER
1.	INKOSI NW Chili of KwaChili TC	082-404-2267/0781658342
2.	INKOSI Thulani P Cibane of KwaCibane TC	079-800-1733

3.	INKosi MN Ndimande of Nsuze-Gcwensa TC	072-840-7568
4.	INKosi BV Hlophe of KwaHlophe TC	078-332-4393
5.	INKosi S Khumalo of KwaKhumalo TC (CHAIRPERSON of Amakhosi)	076-320-8266
6.	INKosi L Magwaza of KwaMagwaza	072-514-4794
7.	INKosi VT Ngcobo of eMalangeni TC	084-411-5185
8.	INKosi G Hlophe of KwaHlophe TC	072-232-1435
9.	INKosi MM Ngcobo Mlamula TC	076-786-0839
10.	INKosi MA Ngcobo Mavela TC	073-317-1514
11.	INKosi MW Qwabe Qwabe TC Induna Mfeka	073-060-0379 WARD 12 076-710-5121
12.	INKosi NA Bhengu of KwaNgcolosi Traditional Council Induna BF Bhengu Induna Cele	076-166-5760 071-862-4470 079-079-6230
13.	KwaLuthuli Traditional Council Induna Faye sits	0724311214 072-746-5719
14.	Induna NP Zungu - on behalf of eMangangeni Traditional Council	0824383600
15.	INKosi Sifiso W Ngcobo of NkumbaNyuswa Traditional Council	071-497-2036
16.	INKosi B Ngcobo of Nodwengu Traditional Council	083-534-8118
17.	INKosi PB Gumede of KwaQwabe Traditional Council (Ward 3, Waterfall)	072-803-9669
18.	INKosi R NZAMA of Wosiyane Traditional Council	078-265-5545
19.	INKosi MG Shangase of KwaShangase Traditional Council  Secretary	078-513-2465  078-052-6660

TABLE 9: TRADITIONAL LEADERS

The EMaQadini Traditional list has been provided below with contact details as follows:

1.	EMaQadini Traditional Council Induna Ngcobo Induna Mdima	082-256-4552 078-479-9158
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	AMaQadi Secretary  This one has a section in Ndwedwe and eThekweni but Induna sits on behalf of INkosi	079-236-6012
--	--	--------------

The municipality has very extreme topographical features which provides for magnificent landscapes and natural beauty, which can be utilised to the advantage of the Municipality.

### Spatial trends

#### (a) Imbalances of the past

Before 1994 Ndwedwe Municipality, located essentially on the northern boundary of eThekweni Municipality, formed part of the Kwa-Zulu homeland, and was severely neglected in terms of development. Subsequently 1994 the area has been slow to attract resources. The inclusion of some of the resource rich areas of the Ndwedwe municipality, such as Inanda and Hazelmere dams, into the eThekweni Municipality through the Municipal Demarcation process in 2000 further hampered economic development of the municipality. The most visible form of economic development in Ndwedwe over the past two to three decades has been the establishment of small-scale sugar cane farmers.

Historically also, despite the municipality being on the doorstep of eThekweni municipality, it was isolated from neighbouring rural and urban areas due to the lack of access to specifically Ndwedwe Village, the Municipal centre. To some extent, land ownership also influenced and contributed to the slow pace of development in the village and elsewhere. However, the Ndwedwe municipality has made progress in an attempt to redress the imbalances of apartheid spatial planning through the provision of basic services such as clinics, water, sanitation, housing and formalization of the town centre. Ndwedwe town is the largest node in the area, consisting of a single mixed-use node - social facilities, local government facilities, transport and commercial. Additionally, a number of social and government facilities are located in the town including the municipal building, civic centre, police station, post office, community clinic and Elangeni College. The area surrounding the town is predominantly owned by the traditional authority and characterized by low-density residential patterns. Some small-scale economic activity is located along the major roads in the municipal area.

#### (b) Settlement patterns

Ndwedwe Local Municipality is one of the local government structures that is facing an enormous task of reducing the infrastructure backlog that engulf different parts of the municipality area. Part of compounding efforts to thwart infrastructure backlog is the nature of the terrain and settlement pattern that exist in Ndwedwe municipality. Typical of rural areas, settlements within the area are scattered unevenly throughout the area. To a certain extent, their location seems to be influenced by the existing road pattern, which has created

high density along major movement routes and in close proximity to some of the areas of economic and social importance, e.g. Bhamshela, Ndwedwe Village, Montebello etc.). The majority of the settlements are found in the central, east, west, south and northern parts of the municipality. The emerging pattern of settlements within Ndwedwe municipality seem to have been informed by access and close proximity to areas with certain level of facilities (commercial and social) and services. Areas like Bhamshela, Montebello, Qinisani, Ndwedwe Town and so forth enjoy high level of settlements, which has resulted in high densities.

#### (c) Ndwedwe town

Ndwedwe town is still yet to be proclaimed as a town. Similarly, to Maphumulo Town, Ndwedwe town was a beneficiary of the Small Town Rehabilitation project, commissioned by KZN-COGTA. The programme aimed at making the small towns more attractive for investment as part of Rural Development, in line with priorities of National and Provincial government. Ndwedwe town is the largest node in the area, consisting of a single mixed-use node - social facilities, local government facilities, transport and commercial. Additionally, a number of social and government facilities are located in the town including the municipal building, civic centre, police station, post office, community clinic and Elangeni FET College. The area surrounding the town is authority and characterized by low-density residential patterns.

#### 1.3.7.2 ENVIRONMENTAL ANALYSIS

Ndwedwe Municipality located inland on the southern edge of the district (34% of district). Ndwedwe is approximately 115 743.8ha in extent with remaining natural areas of about 65 422.2 ha (56.5% of the municipality). The Municipality is endowed with natural resources in the form of rivers; vegetation types; biomes; terrestrial; freshwater ecosystem; the remaining natural vegetation of the incisive river valleys. However, human activities, such as agricultural activities, livestock overgrazing, human settlement and development, invasion by alien species, uncontrolled and unplanned rural settlements, and temperature rise due to climate change, have been identified as the most common driving forces impacting negatively on Ndwedwe's environmental assets.

Section 24 of the Constitution gives the environmental right to all South African citizens, which is to live in an environment that is not harmful to their health and well-being. To give effect to Section 24 of the Constitution, the National Environmental Management Act, (Act 107) of 1998 came into effect with whole host of other pieces of legislation that are all emphasising the importance of sustainable development.

The programme of sustainable development should be understood by all stakeholders which amongst other things should include the following themes as envisaged in the National Strategy for Sustainable Development:

- a) Enhancing systems for integrated planning in meeting sustainable development objectives

- b) Sustaining our ecosystems and using natural resources efficiently
- c) Responding effectively to climate change
- d) Towards a green economy
- e) Building sustainable communities

Promoting integrated planning and processes

A number of policies promoting integration in environmental management has been developed by government for decision-making processes and to give effect to objective of Section 24 of the Constitution. Municipalities such as Ndwedwe are expected to comply with such policies by developing planning tools and bylaws that are ensuring integrated planning and alignment. Such policies are listed below and their implications to the Municipality.

Act / Policy	Objective	Municipal role	Status
<b>National Environmental Management Act</b>	Provides a framework for environmental management in South Africa, including provision of the objectives of sustainable development	To develop: Environmental Management Plan Environmental Management Framework	The District EMF has been completed for the iLembe family of Municipalities. Ndwedwe has been covered as well.
<b>NEM: Biodiversity Act</b>	To provide for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act 1998	Section 76 (2) (a) All organs of state in all spheres of government must prepare an invasive Species monitoring, control and eradication plan for land under their control, as part of their environmental plans.	The Alien Species Monitoring, Control and Eradication plan is not yet developed by the Municipality.
<b>NEM: Waste Act</b>	To manage waste activities within the country and to encourage waste recycling	<ul style="list-style-type: none"> <li>• To manage waste activities within municipal jurisdiction</li> <li>• To provide waste services in an</li> </ul>	The Municipality is providing waste services but not to the standard required by the policy.

	programmes within the Municipalities	<p>acceptable standard</p> <ul style="list-style-type: none"> <li>To develop integrated waste management plan as per section 11 of the Waste Act</li> <li>To designate a Waste Management Officer</li> </ul>	IWMP has been finalised and adopted in 2017. The Waste Management Officer (WMO) has been designated.
<b>Renewable Energy Strategy</b>	Renewable Energy Policy set a target of 10,000 GWh of renewable energy generation by 2013	To undertake the feasibility studies to understand better sources of renewable energy	Studies have been undertaken at a District level for Biomass, Solar and Hydro.

TABLE 10: ENVIRONMENTAL LEGISLATION APPLICABLE TO NDWEDWE MUNICIPALITY

Summary of Threatened Species- Ndwedwe Municipality		
Flora	Founa	
<p><b>Diaphanathe millari</b> - Vu</p> <p><b>Kniphofia pauciflora</b> - Cr</p> <p><b>Senecio exuberans</b></p>	<p><b>Reptiles</b></p> <ul style="list-style-type: none"> <li>● Scelotes inornatus</li> <li>● (Legless BurrowingSkink)</li> <li>● Bradypodion melanocephalum (Blackheaded Dwarf Chameleon)</li> <li>● <b>Amphibian</b></li> <li>● Hyperolius pickersgilli</li> <li>● (Pickersgill’s Reed Frog) E Birds</li> <li>● Anthropodes paradise -</li> <li>● (Blue crane) Vu</li> <li>● Balearica regulorum - (Crowned crane) Vu</li> </ul>	<p><b>Mammals</b></p> <ul style="list-style-type: none"> <li>● Dendrohyrax arboreus - (Southern tree hyrax) LC</li> <li>● <b>Invertebrates: Mollusca</b></li> <li>● Euonyma lymnaeiformis</li> <li>● Gulella euthymia (Warty hunter snail)</li> <li>● <b>Milipedes</b></li> <li>● Centrolobus tricolor, Doratogonus certulatus, Doratogonus falcatus</li> <li>● Doratogonus natalensis , Doratogonus rubipodus,</li> <li>● Doratogonus, peregrinus, Gnomeskelus spectabilis, Gnomeskelus tuberosus urbanus, Patinatus bideramus simulator, Spinotarsus glomeratus Insecta, Eremidium erectus, Odontomelus eshowe</li> </ul>

TABLE 11: SUMMARY OF THREATENED SPECIES WITHIN NDWEDWE MUNICIPALITY

**Summary of Biodiversity within Ndwedwe Municipality**

<b>Municipal Area</b>	115 743.8 ha
<b>Remaining natural areas</b>	65 422.2 ha (56.5% of municipality)
<b>Areas where no natural habitat remains</b>	50 316.8 ha (43.5% of municipality)
<b>Protected areas</b>	No protected areas.
<b>Biomes</b>	<p><b>2 Biomes</b></p> <ul style="list-style-type: none"> <li>• Indian Ocean Coastal Belt 47344.2ha (40.9% of municipality)</li> <li>• Savanna 68399.5ha (59.1% of municipality)</li> </ul>
<b>Vegetation Types</b>	<p><b>6 Vegetation types</b></p> <ul style="list-style-type: none"> <li>• Eastern Valley Bushveld 10447.3ha (9.03% of municipality)</li> <li>• KZNCoastal Belt 46663.4ha (40.32% of municipality)</li> <li>• KZN Sandstone Sourveld 9900.3ha (8.55% of municipality)</li> <li>• Midlands Mistbelt Grassland 178.3ha (0.15% of municipality)</li> <li>• Ngongoni Veld 47575.3ha (41.1% of municipality)</li> <li>• Scarp Forest 979.1ha (0.85% of municipality)</li> </ul>
<b>Threatened Terrestrial Ecosystems</b>	<p><b>Critically endangered (4)</b></p> <ul style="list-style-type: none"> <li>• Eshowe Mtunzini Hilly Grasslands - 269.2ha (0.23% of municipality)</li> <li>• Interior North Coast Grasslands - 4948.5ha (4.28% of municipality)</li> <li>• New Hanover Plateau - 7951.1ha (6.87% of municipality)</li> <li>• Umvoti Valley Complex - 4294.3ha (3.71% of municipality)</li> <li>• KZNSandstone Sourveld - 3707.3ha (3.2% of municipality)</li> </ul> <p><b>Vulnerable (4)</b></p> <ul style="list-style-type: none"> <li>• Eastern Scarp Forest - 537.5ha (0.46% of municipality)</li> <li>• KZNCoastal Belt - 11978.3ha (10.35% of municipality)</li> <li>• Midlands Mistbelt Grassland - 147.9ha (0.13% of municipality)</li> <li>• Ngongoni Veld - 22873.4ha (19.76% of municipality)</li> </ul>
<b>Freshwater ecosystems</b>	<p><b>Water Management Areas: 2</b></p> <ul style="list-style-type: none"> <li>• Mvoti to Umzimkulu 113607.3ha (98.15% of municipality)</li> <li>• uThukela 2136.8ha (1.85% of municipality)</li> </ul> <p><b>Main Rivers:</b></p> <ul style="list-style-type: none"> <li>• Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati</li> </ul> <p><b>Wetlands</b></p> <ul style="list-style-type: none"> <li>• 103 vering 230.9ha (0.2%)</li> </ul>

**TABLE 12: SUMMARY OF BIODIVERSITY INFORMATION FOR THE NDWEDWE MUNICIPALITY**



## 1.4 SERVICE DELIVERY OVERVIEW

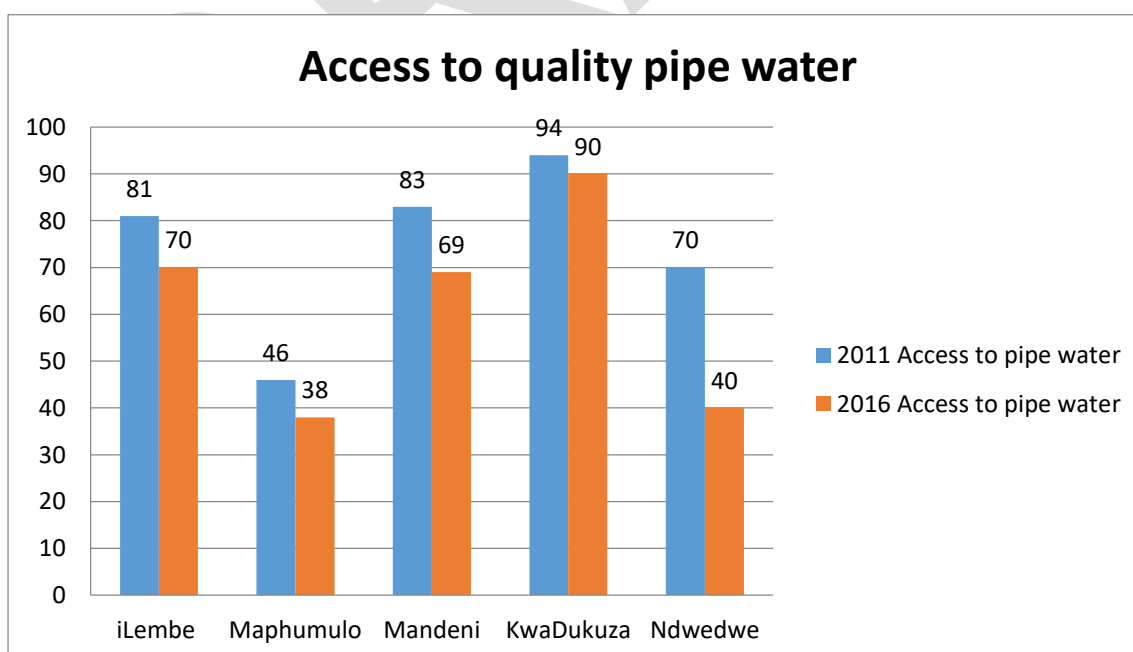
### 1.4.1 WATER AND SANITATION

Ndwedwe Local Municipality is not mandated to provide water and sanitation services however, iLembe District Municipality is the Water Service Authority for Ndwedwe Municipality since 2003. The iLembe District Municipality has a Water Service Development Plan (WSDP) Plan that has been adopted in 2016. The WSDP is **linked** and aligned to the Ndwedwe municipality long-term development plan as well as the Spatial development framework, District Growth and Development Plan, Housing and Integrated Waste management plans. The role of the iLembe Technical Services Department is to provide water and sanitation services throughout the District thereby eliminating backlogs.

The water and sanitation institutions and water and sanitation service providers operating in the municipality has been listed as follows:

- Umgeni Water is a bulk water service provider and have also identified key projects within the Ndwedwe Local municipality.
- Size Water (SEMBCORP) is a service provider for bulk water to the KwaDukuza local municipality.

The graph below illustrates the level of access to quality piped water within the iLembe district, as per the data collected by Stats SA through the Census 2011 and 2016 Community Survey.



### GRAPH: 3: ACCESS TO PIPED WATER (CENSUS: STATS SA 2011 VS COMMUNITY SURVEY, 2016)

The graph above depicts a partial picture of the reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that was prevailing at the time. The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District Municipality and need to be taken forward in the IDP Process:

- The provision of basic infrastructure is hampered by the topographic constraints.
- Low densities and low affordability levels, particularly in rural and traditional areas.
- In the iLembe urban areas, the service infrastructure needs to be upgraded and maintained this is being implemented through the grant funding received by the Department of Water and Sanitation and MWIG.
- The rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that effects the entire District and in urgent need of attention.
- 18.66% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- 19% of the population still do not have access to basic sanitation.
- iLembe district urban areas have proper water borne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.

#### 1.4.2 ROADS

Ndwedwe Local Municipality is responsible for some of the new roads and maintaining the existing roads. The asset roads maintenance plan provides a structure within which to strategically manage the maintenance and to optimize the life cycle of the Municipality's assets in accordance with service delivery requirements and towards achieving the needs of the communities that the Municipality is responsible for the key objectives. The following achievements were as follows:

- Construction of Zesuliwe Access Road Ward 7
- Construction of Nambithani Access Road Ward 5
- Construction of KwaNovimba Access Road Ward 18
- Construction of Mwolokohlo Access Road Ward 11

#### 1.4.3 CAPITAL PROJECTS ACHIEVEMENTS FOR FINANCIAL YEAR ENDNING 2019-2020

During the 2019/2020 the Municipality was able to spend 100% of municipal infrastructure grant, as a result of good performance on infrastructure spending, the Municipality was allocated an additional amount of R 5 000 000.00 of MIG during the year. It is worth to report that by end June 2020, Municipality was able to spend 100% of MIG amounted to R34 809 000.00. The following projects were approved and funded through MIG and Internal

funding through the municipality. The projects were implemented and completed in the 2019/2020 financial year:

No.	Project Description	Ward	Project Status	Project Budget
01	Waterfall Sport field	3	Completed	R6 352 046.97
	Nambithane Access Road	5	Completed	R3 360 032.81
	Mwolokohlo to Sthupha Access Road	11	Completed	R2 175 452.13
	KwaNovimba Access Road	18	Completed	2 711 286.21
	Zesuliwe Access Road	7	Completed	R7 508 552.67
	Mthukutheli /Mona CDC	15	Completed	R4 730 999.39
	Nondwengu Community Development Centre (CDC)	10	Completed	R4 674 039.21
	Mthebeni Access Road Rehabilitation	14	Completed	R528 039.75
	Febe Access Road Rehabilitation	2	Completed	R540 256.50
	Esigedleni Hall Renovation	19	Completed	R200 000.00
	Thafamasi Hall Renovation	18	Completed	R200 000.00
	Bhamshela Thusong Centre Renovation	6	Completed	R988 396.50
	Onyazini/Khenana Electrification	2	Completed	R4 044 117.31
	Mcathu Electrification	8	Completed	R6 448 255.02
<p><b>Through the funding assistance of the Integrated Grant (IG) received from the Department of Public Works. The municipality appointed 73 EPWP workers through a job creation program.</b></p>				

TABLE 13: CAPITAL PROJECTS ACHIEVEMENTS

#### 1.4.4 SOLID WASTE MANAGEMENT

The Ndwedwe Municipality is responsible for solid waste management within its jurisdiction. The municipality has developed an Integrated Waste Management Plan (IWMP) as per the requirements of the National Environmental Management Waste Act (59 of 2008) as amended (hereafter referred to as the Waste Act) to sustain and improve waste management in the municipal area. The IWMP was approved and adopted by the Ndwedwe Council in February 2019. The IWMP is an integral part of the IDP and therefore it must be aligned to the Municipality's IDP.

##### 1.4.4.1 WASTE AWARENESS & RECYCLING INITIATIVES BY EPWP

The Ndwedwe recycling was identified as the critical program to be implemented by the Municipality. As part of the EPWP, the Municipality has appointed a number of people since January 2014 to assist in collection and disposal of waste to skip bins within Ndwedwe town. As noted above due to large quantities of waste that is generated by the community in areas around town.

The municipality has appointed 14 EPWP beneficiaries and 22 green deeds beneficiaries collaboratively, out of this 22 EPWP, 7 of them conduct door to door campaigning and teaching about importance of waste collection, minimization reduction and recycling of waste.

## 1.5 FINANCIAL OVERVIEW

Ndwedwe local municipality is a highly grant dependent municipality with a high number of indigent households, as a result the municipality cannot generate sufficient income to fund its operations adequately.

In the current year the annual financial statements were prepared in accordance with the Standards of Generally Recognized Accounting Practice (GRAP) issued by the Accounting Standards Board in accordance with section 122 (3) of the Municipal Finance Management Act (Act 56 of 2003).

## 1.6 ORGANISATIONAL OVERVIEW

### 1.6.1 ORGANISATIONAL STRUCTURE

A 5-Year organogram as required by the 2014 Regulations on the Employment of Conditions of Service of Senior Managers (Chapter 3), provides that the Municipal Council must adopt a 5-Year Organogram aligned to the IDP. The 5-Year Organogram is annually reviewed based on the affordability of Council. Ndwedwe Organogram was adopted on the 30 May 2020. The Municipality's organisational structure has six (6) administrative components that are managed and headed by the Municipal Manager as follows:

- Office of the Municipal Manager
- Economic and Development Planning
- Finance
- Technical Services
- Corporate Services
- Community Services

### 1.6.2 HUMAN RESOURCE ACHIEVEMENTS

Prior to the inception of the 2016 elected Council, the municipality management committee had less than 10 members in its extended management committee. To date, the extended management committee has more than 20 members in its sitting. The greatest achievement is that the Department has appointed 5 senior managers and 10 managers to expand the municipal think tank at its strategic management level. The appointment of these senior managers and managers have significantly strengthened the strategic thinking capacity in the municipal management committee (MANCO). The appointees are as follows: -

	The Appointed Senior Manager/ Manager	Position
1.	Mr MF Hadebe	The Municipal Manager

2.	Mr S. Majola	The Chief Financial Officer
3.	Mr DSG Khuzwayo	Director Economic Development & Planning
4.	Mr D. Mzolo	Director Technical & Infrastructure Services
5.	Dr M.G. Ntuli	Director Corporate Services
6.	Mr T. Hlatshwayo	Manager: Public Participation
7.	Mr S. Gwamanda	Manager Social Cohesion
8.	Ms V.L. Naidoo	Manager IDP & PMS
9.	Ms T. Nxumalo	Manager Mayoralty & Support
10.	Ms Z. Khuluse	Manager LED
11.	Ms K. Mapipa	Manager Legal Services
12.	Mr MG Mkhwanazi	Manager Youth Development
13.	Mr S. Ngidi	Manager Budgeting & Reporting
14.	Ms T. Nyawose	Manager Public Works
15.	Mr S. Mthembu	Manager IT
16.	Ms NP Nkabinde	Manager Supply Chain Management

TABLE 14: NDWEDWE APPOINTEES FROM 2016 TO CURRENT

Ndwedwe local municipality has a total number of 129 employees employed, however 35 is temporary employed and 94 permanents employed.

Department	Permanent employees	Contract employees
Office of the Municipal Manager	6	15
Finance	18	5
Department of Corporate Services	32	2
Department of Community Services	16	5
Economic Development and Planning	9	2
Technical Services	13	6
Total	94	35

TABLE 15: NUMBER OF EMPLOYEES

### 1.6.3 FILLING OF CRITICAL POSTS

Ndwedwe Local Municipality has managed to ensure that all critical posts are filled in line with the organogram. The Municipal Manager's position was filled in the 2019/2020 financial year and there are four Section 56 posts that are filled described as follows: Chief Financial Officer; Director Corporate Services; Director Economic Development and Planning; and Director Technical Services.

## 1.6.4 VACANCY RATE

Ndwedwe has a total number of 35 vacant positions of which 24 posts have been budgeted and 11 posts are not yet budgeted for, the remainder of the posts will be budgeted for in the next financial year.

Job title	Vacant Position Funded	Unfunded vacant positions
Office of the Municipal Manager	3	0
Finance	4	0
Department of Corporate Services	5	0
Department of Community Services	10	11
Technical Services	1	0
Economic Development and Planning	1	0
Total	24	11

TABLE 16: VACANT POSITIONS

## 1.7 AUDITOR-GENERAL REPORT

Section 4(1)(d) of the Public Audit Act of 2004 states that the Auditor General(AG) must audit and report on the accounts, financial statements, and financial management of municipalities. The Municipality committed itself to the principles of innovation service delivery to take us forward into the future. NLM have obtained a unqualified opinion during the 2018/2019 financial year. See Chapter 6 for a more detailed AG report for 2018/2019.

## 1.8 STATUORY ANNUAL REPORT PROCESS

In terms of Section 127 (2) of the Local Government: Municipal Finance Management Act (MFMA) 56 of 2003, every municipality must deal with its Annual Report within seven months after the end of a financial year.

A copy of the Draft Annual Report 2019/2020 financial year will be submitted to Senior Management and the Auditor-General for scrutiny. After the comments of Senior Management has been included, the Draft Annual Report will be submitted to the Auditor-General. The Draft Annual Report will be tabled to the Council for consideration and noting. The Draft Annual Report will be submitted to the Auditor-General, Provincial Treasury and the Provincial Department responsible for Local Government in the Province. Thereafter the Draft Annual report will be published for public comment by the end of January. The Municipal Public Accounts Committee (MPAC) will meet to discuss the Draft Annual report, and a recommendation on whether it is approved or rejected will be drafted in the Oversight report within two months after the approval of the Annual Report. The Oversight and Annual reports will be tabled to Council for approval after all the comments have been considered

by the end of March. The table below illustrates a more detailed look into the legislative requirements.

Section of Legislation	Requirement	Legislative Provision
Section 127, 129, 130 and 131 of the MFMA.	Tabling the audited Annual Report within 6 / 7 months after the end of the financial year.	The Auditor-General's reports are issued during the period of November/December. Once the AG audit reports have been issued no further changes are allowed as the audit process is completed
Section 127, 129, 130 and 131 of the MFMA.	Tabling of the audited Annual Report and Annual financial statements to Council	December
Section 75 of MFMA and Section 21 of the MSA for publication on website	Audited Annual Report is made public, e.g. posted on municipality's website.	December
Section 129 of the MFMA.	Municipal Public Accounts Committee (MPAC) finalises assessment on Annual Report.	December / January
Section 129 of the MFMA.	Council adopts Oversight report.	December / January
Section 75 of MFMA and Section 21 of the MSA for publication on website	Oversight report is made public	The entire process, including oversight reporting and submission to provincial legislators is completed in December / January
Section 132 of the MFMA	Oversight report is submitted to Legislators, Treasuries and Provincial Departments	

TABLE 17: OVERVIEW OF THE STATUTORY ANNUAL REPORT PROCESS

## CHAPTER 2 – GOVERNANCE

### COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The municipality operates within the plenary system and has 19 wards. Governance comprises of both political and management governance and in addition intergovernmental relation, public participation and accountability. Political structure is responsible for executive and legislative powers and functions in terms of the constitution as well as relevant National and provincial legislations. Administration structure is responsible for cooperative governance and administration of the affairs of municipality.

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE
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The Constitution section 151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community. The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant National and Provincial legislation. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it. The overall executive and legislative authority vests in Council. The Council must, therefore, take all the major decisions of the municipality. The Municipal Systems Act, Act 32 of 2000 (Section 2) states that a municipality is constituted by its political structures, municipal administration and its community. Ndwedwe Local Municipality is therefore structured as follows:

#### Political Governance Structures

- Municipal Council
- Exco
- Portfolios
- Municipal Public Accounts Committee (MPAC)

#### The Municipal Administration

The Administration comprises of the Office of the Municipal Manager and 4 Directorates; however, the position of the Chief Financial Officer position is vacant.

#### Community Structures

- Ward Committees



## POLITICAL GOVERNANCE

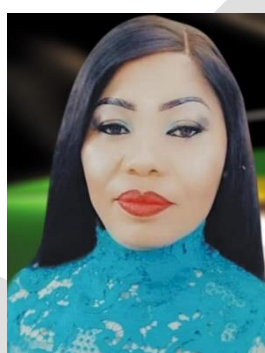
### INTRODUCTION TO POLITICAL GOVERNANCE

Municipal elections take place every five years, the implication of this is that the composition of all the Municipality's political structures changed immediately prior to the commencement of the financial year.

The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant National and Provincial legislations. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it.



HIS WORSHIP THE MAYOR N.V CHILI



DEPUTY MAYOR Z.S THOOLSI



HONOURABLE SPEAKER G.K NGIDI

### 1.1 THE MUNICIPAL COUNCIL

The Ndwedwe Local Council political consists of 37 Councillors, of which 19 are ward councillors directly elected by Community and 18 councillors which are elected by political parties to be represented in Council. The table below provides a list of Councillors, their office and political affiliations.

- 27 African National Congress Councillors;
- 8 Inkatha Freedom Party Councillors;
- 1 Economic Freedom Fighters; and
- 1 Democratic Alliance Councillor.

The list below indicates the number of Councillors as follows:

	NAME	WARD
1.	CLLR GK NGIDI (The Honourable Speaker) (Exco)	PR-ANC
2.	CLLR N V CHILI (His Worship the Mayor) (Exco)	PR-ANC
3.	CLLR ZS THOOLSI (Deputy Mayor) (Exco)	PR-ANC
4.	CLLR M P BUSANI (EXCO Member)	PR-ANC
5.	CLLR S ZONDI	PR-ANC
6.	CLLR SG DLADLA	PR-ANC
7.	CLLR H LB MAKATHA	PR-ANC
8.	CLLR T MHLANGA	PR-ANC

9.	CLLR M V SHEZI	PR-ANC
10.	CLLR SB SIBISI (EXCO Member)	1
11.	CLLR N D C MAPHUMULO	2
12.	CLLR R M CELE	3
13.	CLLR MM KHUZWAYO	4
14.	CLLR M N GWAMANDA	5
15.	CLL S E DLADLA	6
16.	CLLR B J BLOSE	7
17.	CLLR S Z MFEKA	8
18.	CLLR T M MASINGA	9
19.	CLLR M NGIDI	10
20.	CLLR M MTHETHWA	11
21.	CLLR L M NDLOVU	12
22.	CLLR M K NKOSI	13
23.	CLLR L G NGCOBO	14
24.	CLLR P S SHEZI (EXCO MEMBER)	15
25.	CLLR D M GOQO	16
26.	CLLR VMR MAGUBANE	17
27.	CLLR LZ MAKHANYA	18
28.	CLLR P S GOBA	19
29.	CLLR B R MZOBE	PR-DA
30.	CLLR S S HLOPHE	PR-EFF
31.	CLLR R T NKWANYANA (EXCO Member)	PR-IFP
32.	CLLR J LUTHULI	PR-IFP
33.	CLLR T S JALI	PR-IFP
34.	CLLR N Y MLOTSHWA	PR-IFP
35.	CLLR M V PHEWA	PR-IFP
36.	CLLR MB VILAKAZI	PR-IFP
37.	CLLR S M SISHI	PR-IFP

TABLE 18: LIST OF COUNCILLORS

The Municipal Structures Act, Act 118 of 1998 (Section 37(c) requires Municipal Councils to meet quarterly to ensure compliance with the legislative requirement however the Council can meet at any time to consider special items on the agenda. However, in order to meet compliance requirements in relation to such issues as Performance Report, Mid Term Performance Assessment, Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every in two months. It has otherwise delegated to its Executive Committee power to exercise all powers of the Council in respect of matters not specifically excluded from delegation in terms of Section 160 (2) of the Constitution and Section 59 of the Systems Act.

In order to facilitate maximum participation by Councillors in the decision making processes of the Council and its Committees, all Councillors are provided with copies of the agenda and minutes of all meetings of the Council, it's Executive Committee, its Portfolio Committee and its Sub-Committees and Task Teams.

The overall executive and legislative authority vests in Council. The Council, therefore, takes all the major decisions of the municipality. If on any matter there is an equality on votes cast, the Speaker exercise a casting vote in addition to that of him being a Councillor.

### 1.1.1 THE EXECUTIVE COMMITTEE

Ndwedwe Municipality has established an Executive Committee consisting of eight Councillors. Although the manner in which the composition of the Executive Committees should be determined is not prescribed by legislation, when establishing the Executive Committee, the Council was mindful of the provisions of Section 160(8) of the Constitution of the Republic of South Africa, which requires that: -

“Members of a Municipal Council are entitled to participate in its proceedings and those of its committees in a manner that: -

- Allows parties and interests reflected within the Council to be fairly represented;
- Is consistent with democracy; and
- May be regulated by national legislation.”

In keeping with the requirements of that Section of the Constitution, the Executive Committee was constituted on the basis of proportional representation, giving the following membership:

- African National Congress: 5 Councillors; and
- Inkatha Freedom Party Councillor: 2 Councillor

The list below indicates the number of EXCO Councillors as follows:

EXCO COUNCILLORS	WARD
CLLR N V CHILI (Mayor) (Exco Member)	PR-ANC
CLLR ZS THOOLSI (Deputy Mayor) (Exco)	PR-ANC
CLLR M P BUSANI (EXCO Member)	PR-ANC
CLLR SB SIBISI (EXCO Member)	1
CLLR R T NKWANYANA (EXCO Member)	PR-IFP
CLLR P S SHEZI (EXCO Member)	15

TABLE 19: LIST OF EXCO COUNCILLORS

The Executive Committee holds ordinary meetings once a month with additional special meetings convened as and when necessary.

The Terms of Reference of the Executive Committee require that, amongst other things, it:

-

- perform the functions of an Executive Committee set out in the Local Government: Municipal Structures Act, 1998;
- take such action as may be necessary to ensure compliance by the Council with all legislation relating to or affecting local government;
- exercise 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;

- consider and determine any particular matter or issue or any matter of policy referred to the Committee by the Municipal Manager;
- take any necessary or incidental decisions for the management or administration of any resolution of the Council.

### 1.1.2 PORTFOLIO COMMITTEES

The Ndwedwe Municipality has established six (6) Portfolio Committees to assist the Executive Committee as follows:

<b><u>FINANCE COMMITTEE</u></b>	<ul style="list-style-type: none"> <li>• Cllr NV Chili - (Mayor) Chairperson ANC</li> <li>• Cllr SZ Mfeka ANC</li> <li>• Cllr BJ Blose ANC</li> <li>• Cllr MK Nkosi ANC</li> <li>• Cllr TM Masinga ANC</li> <li>• Cllr MV Shezi ANC</li> <li>• Cllr SS Hlophe EFF</li> <li>• Cllr RT Nkwanyana IFP</li> <li>• Cllr NDC Maphumulo ANC</li> <li>• Cllr MS Sishi IFP</li> </ul>	ANC ANC	
<b><u>EDP COMMITTEE</u></b>	<ul style="list-style-type: none"> <li>• Cllr ZS Tools - Chairperson(Exco) ANC</li> <li>• Cllr HLB Makhatha ANC</li> <li>• Cllr DM Goqo ANC</li> <li>• CllrM Mthethwa ANC</li> <li>• Cllr PS Goba ANC</li> <li>• Cllr MM Khuzwayo ANC</li> <li>• Cllr MM Gwamanda ANC</li> <li>• Cllr MS Sishi IFP</li> <li>• Cllr RT Nkwanyana IFP</li> <li>• Cllr Hlophe EFF</li> <li>• Inkosi PB Gumede</li> </ul>	ANC ANC ANC ANC ANC ANC ANC ANC ANC ANC	ANC
<b><u>HR COMMITTEE</u></b>	<ul style="list-style-type: none"> <li>• Cllr T Mhlanga ANC</li> <li>• Cllr MM Khuzwayo ANC</li> <li>• Cllr LZ Makhanya ANC</li> <li>• Cllr RM CELE ANC</li> <li>• Cllr MK Nkosi ANC</li> <li>• Cllr S Zondi ANC</li> <li>• Cllr J Luthuli ANC</li> <li>• Cllr PS Shezi (Exco) IFP</li> <li>• Cllr BR Mzobe DA</li> <li>• MR BA Buthelezi (ADCS)</li> <li>• Inkosi T Cibane</li> </ul>	ANC ANC ANC ANC ANC ANC ANC ANC ANC	ANC IFP
<b><u>COMMUNITY SERVICES COMMITTEE</u></b>	<ul style="list-style-type: none"> <li>• Cllr MP Busane -chairperson ANC</li> <li>• Cllr NDC Maphumulo ANC</li> <li>• Cllr VMR Magubane ANC</li> </ul>	ANC ANC ANC	

	<ul style="list-style-type: none"> <li>• Cllr SE Dladla ANC</li> <li>• Cllr M Vilakazi IFP</li> <li>• Cllr NY Mlotshwa IFP</li> <li>• Cllr LG Ngcobo ANC</li> <li>• Cllr LM Ndlovu ANC</li> <li>• Cllr HLB Makhatha ANC</li> <li>• Cllr BJ Blose ANC</li> <li>• Inkosi S Khumalo ANC</li> </ul>
<b><u>INFRASTRUCTURE COMMITTEE</u></b>	<ul style="list-style-type: none"> <li>• Cllr SB Sibisi - Chairperson ANC</li> <li>• Cllr MN Gwamanda ANC</li> <li>• Cllr SZ Mfeka ANC</li> <li>• Cllr S Zondi ANC</li> <li>• Cllr M Ngidi ANC</li> <li>• Cllr SE Dladla ANC</li> <li>• Cllr LG Ngcobo ANC</li> <li>• Cllr TM Masinga ANC</li> <li>• Cllr PS Shezi IFP</li> <li>• Cllr S Jali IFP</li> <li>• Inkosi B Ngcobo ANC</li> </ul>
<b><u>MPAC</u></b>	<ul style="list-style-type: none"> <li>• Cllr RM Cele - Chairperson ANC</li> <li>• Cllr MN Gwamanda ANC</li> <li>• Cllr SE Dladla ANC</li> <li>• Cllr LM Ndlovu ANC</li> <li>• Cllr HLB Makhatha ANC</li> <li>• Cllr S Zondi ANC</li> <li>• Cllr MV Phewa IFP</li> <li>• Cllr LZ Makhanya IFP</li> <li>• Cllr BR Mzobe DA</li> </ul>

TABLE 20: LIST OF PORTFOLIO COMMITTEES

Each of the Committees has defined terms of reference covering the whole range of the functions of the Municipality. The Portfolio Committees meet once per month and the recommendations of the Portfolio Committees are submitted to the meeting of the Executive Committee following the meeting of the Portfolio Committee. Portfolio Committees do not have any delegated powers. In addition, in view of the priority to which the Council affords Economic Development; it has established a Municipal Entity to focus on Economic Development in the District. The activities of the Entity are monitored by the Economic Development and Planning Portfolio Committee.

### 1.1.3 SUB-COMMITTEES

The Council has also established a number of Special purpose committees and sub-committees are as follows:

- Budget Committee;
- Local Labour Forum;
- Youth Sub-Committee;
- Gender Sub-Committee;

#### 1.1.4 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

Following the guidelines of the Department of Co-operative Governance and Traditional Affairs the Council has established a Municipal Public Accounts Committee. The Committee consists of 5 Councillors of the Municipality, who are not members of the Executive Committee. The Chairperson of the Committee is appointed by the Council from amongst the members of the Committee.

The Committee examines: -

- the financial statements of all executive organs of Council;
- any audit reports issued by the Auditor General on the affairs of the Municipality and its Municipal Entity.
- any other financial statements or reports referred to the Committee by the Council; □ the annual report on behalf of the Council. It also: -
  - reports to the Council, through the Speaker, on any of the financial statements and reports referred to above;
  - develops the annual oversight report based on the annual report;
  - initiates any investigation in its area of competence; and
  - performs any other function assigned to it by resolution of the Council.

#### 1.1.5 AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE

The Council is required by law to establish the following Committees:

- Audit Committee;
- Performance Management Audit Committee; and

The law does, however, permit the Council to appoint a single Committee to perform all of those functions. The Audit Committee operates under a Charter approved by the Council and submits reports on its activities to the Council twice annually. However, to improve communication between the Audit Committee and the Council, the Mayor and the Chairperson of the Municipal Public Accounts Committee have a standing invitation to attend all meetings of the Audit Committee.

#### 1.1.6 INTERNAL AUDIT CAPACITY AND FUNCTIONALITY

The Municipality has appointed an external service provider to act as an Internal Audit unit which operates in terms of an Audit Plan developed by the Audit and Performance Management.

### ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE
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The Municipal Manager is the Head of the Administration and Accounting Officer of the Municipality and is primarily responsible for service delivery. The administration comprises the Office of the Municipal Manager and 4 Directorates namely Corporate Services, Technical

Services, Community Services and Financial Services Directorate. The Municipal Managers office comprises Public Participation, Social Cohesion, Mayoral Support and Communications, IDP and PMS Unit and Risk Management and Internal Audit.

The functions of the Municipality are set out in Section 156, read together with Schedules 4B and 5B of the Republic of South Africa Constitution Act, Act 108 of 1996. Section 84 of the Municipal Structures Act, Act 117 of 1998 regulates the division of these functions between the District and Local Municipality.

DRAFT

Ndwedwe Local Municipality administration structure led by the Municipal Manager comprises of five departments

Directorate	Title, Name and Designation	Functions
Office of Municipal Manager	Municipal Manager	<p>The functions and responsibility of the Municipal Manager are contained in Section 55 of the Local Government Municipal Systems Act, Act 32 of 2000:</p> <p><i>“(1) As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for:</i></p> <ul style="list-style-type: none"> <li><i>(a) the formation and development of an economical, effective, efficient and accountable administration</i></li> <li><i>(i) equipped to carry out the task of implementing the municipality’s integrated development plan in accordance with Chapter 5:</i> <ul style="list-style-type: none"> <li><i>(ii) operating in accordance with the municipality’s performance management system in accordance with Chapter 6; and</i></li> <li><i>(iii) responsive to the needs of the local community to participate in the affairs of the municipality;</i></li> </ul> </li> <li><i>(b) the management of the municipality’s administration in accordance with this Act and other legislation applicable to the municipality;</i></li> <li><i>(c) the implementation of the municipality’s integrated development plan, and the monitoring of progress with implementation of the plan;</i></li> <li><i>(d) the management of the provision of services to the local community in a sustainable and equitable manner;</i></li> <li><i>(e) the appointment of staff other than those referred to in section 56, subject to the Employment Equity Act, 1998 (Act No. 55 of 1998);</i></li> <li><i>(f) the management, effective utilisation and training of staff</i></li> <li><i>(g) the maintenance of discipline of staff</i></li> <li><i>(h) the promotion of sound labour relations and compliance by the municipality with applicable labour legislation;</i></li> <li><i>(i) advising the political structures and political office bearers of the municipality</i></li> <li><i>(j) managing communications between the municipality’s administration and its political structures and political office bearers;</i></li> <li><i>(k) carrying out the decisions of the political structures and political office bearers of the municipality;</i></li> <li><i>(l) the administration and implementation of the municipality’s by-laws and other legislation;</i></li> </ul>



		<p><i>(m) the exercise of any powers and the performance of any duties delegated by the municipal council, or sub-delegated by other delegating authorities of the municipality, to the municipal manager in terms of section 59:</i></p> <p><i>(n) facilitating participation by the local community in the affairs of the municipality;</i></p> <p><i>(o) developing and maintaining a system whereby community satisfaction with municipal services is assessed;</i></p> <p><i>(p) the implementation of national and provincial legislation applicable to the municipality; and</i></p> <p><i>(q) the performance of any other function that may be assigned by the municipal council.</i></p> <p><i>(2) As accounting officer of the municipality the municipal manager is responsible and accountable for—</i></p> <p><i>(a) all income and expenditure of the municipality;</i></p> <p><i>(b) all assets and the discharge of all liabilities of the municipality; and</i></p> <p><i>(c) proper and diligent compliance with applicable municipal finance management legislation”</i></p>
<b>Financial Services</b>	<b>Chief Financial Officer</b>	<p>The Chief Financial Officer is responsible for all financial management and processes in the municipality and includes the following components:</p> <ul style="list-style-type: none"> <li>• Valuation roll</li> <li>• Asset management</li> <li>• Supply chain management and procurement</li> <li>• Financial system development</li> <li>• Statutory reporting</li> <li>• Credit control</li> <li>• Payroll</li> <li>• Budget and Treasury Office</li> <li>• Financial Statements.</li> </ul>
<b>Planning, Development and Technical Services</b>	<b>Economic Development and Planning</b>	<p>The Accounting Officer may in terms of S 77 of the MFMA delegate any of the powers or duties assigned to an Accounting Officer:</p> <ul style="list-style-type: none"> <li>• Planning - IDP</li> <li>• Local Economic Development - business plans to secure funding.</li> <li>• Service Delivery - Operational and strategic in terms of planning.</li> <li>• Building control</li> </ul>

<b>Corporate Services</b>	<b>Corporate Service</b>	<ul style="list-style-type: none"> <li>• Human resource management</li> <li>• To build a transparent administrative body capable of achieving transparency and integrity whilst addressing employment equity and affirmative action</li> <li>• To promote skills development throughout the administration structure</li> <li>• Information and Communications Technology;</li> <li>• Administration and Auxiliary Services;</li> <li>• Legal Services</li> </ul>
<b>Community Services</b>	<b>Community Services Directorate Vacant</b>	<p>Responsible for the operations and performance in the following sections:</p> <ul style="list-style-type: none"> <li>• Facilitate community involvement in terms of consultative processes</li> <li>• Sports &amp; Recreation,</li> <li>• Arts &amp; Culture;</li> <li>• Social and Community Development;</li> <li>• Library Services;</li> <li>• Facility Management.</li> <li>• Traffic Law Enforcement;</li> <li>• Disaster Management</li> </ul>
<b>Technical and Infrastructure Development</b>	<b>Technical Services Directorate</b>	<p>The Technical Services Directorate is responsible for the following:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of roads and storm water within the municipality's jurisdiction</li> <li>• Refuse removal, solid waste disposal, landfill sites and street cleaning</li> <li>• Maintenance of Council buildings</li> <li>• Maintenance of municipal parks, public open spaces</li> <li>• Maintenance and expansion of municipal cemeteries.</li> </ul>

TABLE 21: ADMINISTRATION STRUCTURES

#### STRATEGIC PRIORITY: HUMANS RESOURCES AND ORGANISATIONAL DEVELOPMENT

This responsibility vests with the Corporate Services Directorate which entails responsibilities appearing hereunder:

- Training and Development
- Employment Equity
- Management of Municipal Council Structures
- Human Resources Management
- Labour Relations
- Recruitment and selection
- Fleet Management
- Records Management

#### STRATEGIC PRIORITY: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

This responsibility vests with the Technical Services directorate which entails responsibilities appearing hereunder:

- Roads and transport Programmes
- Waste Management
- Projects maintenance
- Electricity and Electrification

#### STRATEGIC PRIORITY: ECONOMIC DEVELOPMENT AND PLANNING

This responsibility vests with the Economic Development and Planning directorate which entails responsibilities appearing hereunder:

- Economic Development
- Facilitation of Integrated Human Settlements
- Local Economic and Development
- Planning and Development
- Sports and Recreation
- Disaster Management
- Library services

#### STRATEGIC PRIORITY: FINANCIAL VIABILITY AND MANAGEMENT

This responsibility vests with the Finance directorate which entails responsibilities appearing hereunder:

- Municipal Budget and Treasury Services
  - Expenditure and Revenue services
  - Asset Management
  - Overall Management of SCM (Supply Chain Management)

#### STRATEGIC PRIORITY: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

This responsibility vests with the Office of the Municipal Manager and entails which entails responsibilities appearing hereunder:

- Overall Management of the Municipality
- Sound Municipal Operational Systems
- Implementation of Council Resolutions
- Overall Municipal Administration
- Public Participation
- Special Programmes
- Integrated Development Plan
- Performance Management System

## COMPONENT B: INTERGOVERNMENTAL RELATIONS (IGR)

Section 3 of the Municipal Systems Act, Act 32 of 2000 requires municipalities to exercise their executive and legislative authority within the constitutional system of co-operative government envisaged in section 41 of the Constitution.

The Municipality strives to participate in as many of the available structures and forums as possible. The Municipality participates in National, Provincial and District Intergovernmental forums and District Mayor’s Forum structures.

The Inter-Governmental Relations Framework Act, (Act No 13 of 2005), requires all spheres of government to coordinate, communicate, align and integrate service delivery effectively, to ensure access to services. In this regard the Municipality complies with the provisions of the Act.

## 1.1 INTERGOVERNMENTAL STRUCTURES

Cooperative governance is on the arrangement entered into by spheres of government with the objective of fast-tracking service delivery within the Constitutional mandate thereof. The forums have been established within the province to ensure effectiveness of intergovernmental relations.

### DISTRICT INTERGOVERNMENTAL STRUCTURES

The Ndwedwe Municipality is part of the IGR structures in the ILembe District Municipality (IDM). IGR in the IDM was initially introduced in 2006 and has since developed fully. There is coordination in the functions of the District family of municipalities. It has provided a platform for the District municipalities to plan and synchronize all the programme and or projects that are inter-reliant as provided by the IDPs. There are 10 Fora within the district, with the District Intergovernmental forum being the highest authority. All Fora are constituted by senior officials from the Local Municipalities, District Municipality, Provincial and National Sector Departments. Each forum meets as indicated in the structure above to discuss issues pertaining to its portfolio and functions with an aim to devise a plan on how these entities can collectively work towards achieving their respective IDP objectives and National priorities/outcomes.

The Sub-Fora then report to the Technical Support Forum (made up by Municipal Managers) for discussion and recommendation. The Technical Support Forum in turn reports to the District Intergovernmental Forum (Mayors Forum). In addressing service delivery issues, the iLembe District municipality has established a number of forums where the family of municipalities within the district are represented. These forums provide a platform for engagement on the different service delivery issues and for coordination and monitoring of the effectiveness of these forums. Ndwedwe Municipality is fully participating in the following IGR Structures as follows:

No.	Name Of The Forum	Chairperson	Frequency
1	DIF - District Intergovernmental Forum	District Mayor	Quarterly
2	TSF - Technical Support Forum	Municipal Manager of ILembe District Municipality	Monthly

3	3 DAFF - District Area Financial Forum (CFOs)	Municipal Manager of Ndwedwe local Municipality	Quarterly
4	District Government IT Officers Committee (DGITOC)	Municipal Manager of ILembe District Municipality	Quarterly
5	Disaster Management Advisory Forum (DMAC)	Municipal Manager of KwaDukuza Local Municipality	Quarterly
6	Performance Management System Forum (PMSF)	Municipal Manager of Mandeni Local Municipality	Quarterly
7	Local Economic Development Forum (LEDF)	Municipal Manager of Mandeni Local Municipality	Bi-Monthly
8	District Communicators Forum (DCF)	Municipal Manager of Ndwedwe Local Municipality	Monthly
9	Planning Development Forum (PDF)	Municipal Manager of Mandeni Local Municipality	Monthly
10	Infrastructure Forum (IF)	Municipal Manager of KwaDukuza Local Municipality	Monthly
11	Speakers' Forum	District Speaker	Monthly

TABLE 22 : IGR STRUCTURES

The above forums are established to share best practices among others and to ensure compliance. These forums focus mainly on issues of progressive governance and unblocking bottleneck within certain spheres; hence such forums must be attended to check and report on service delivery. Once these forums are successful, service delivery will be achieved, and we will have communities that are happy and satisfied.

## COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

### OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

The Constitution (Section 152) sets out the objects of local government, one of which is the provision of democratic and accountable government to local communities. This is reiterated by Section 15 (b) of the Municipal Systems Act which requires a municipality to establish and organise its administration to facilitate and a culture of accountability amongst its staff.

A second constitutional objective is the encouragement of local communities and community organisations in the matters of local government. This is reiterated by the Chapter 4 of the Municipal Systems Act, Act 32 of 2000 which deals exclusively with community participation. A Municipality is required to develop a culture of community participation and develop a system of participatory municipal governance that compliments formal representative governance. The municipality is also required to supply its community with information concerning municipal governance, management and development.

### PUBLIC MEETINGS

## PUBLIC PARTICIPATION

Public participation is defined as an open, accountable process through which individuals and groups within selected communities can exchange views and influence decision-making. It is further defined as a democratic process of engaging people, deciding, planning, and playing an active part in the development and operation of services that affect their lives. Our primary public participation mechanisms are our Ward Committees and public meetings.

In terms of chapter 4, section 16 and chapter of the Municipal Systems Act no. 32 of 2000, the municipality is required to involve the community in all municipal affairs. The municipality ensures that its communities are informed; consulted and engaged, see below table.

Ndwedwe Local Municipality organized four successful Mayoral IDP Izimbizo from October and November 2019 and one IDP/Budget and Speaker Izimbizo's held on the 3 December 2019 in which local community were consulted on its development needs and priorities. The Mayor outlined very eloquently projects the municipality has been implemented and completed in the previous financial year 2018/2019 and the projects that are planned and currently being implemented in the 2019/2020 financial year. The following IDP Public Participation meetings and Mayoral IDP Izimbizo were held as follows:

ACTIVITY	WARD ATTENDING	VENUE	TIME	DATE
IDP Forum	Stakeholders	Jonny Makhathini Hall	10H00	28/10/20
IDP Mayoral Izimbizo	15,16, 17, 18, 19	Thafamasi (Ward 18)	10h00	30/10/20
	02, 04, 05, 06	Nsuze sports-field (ward 2)	10h00	10/11/20
	01, 03, 07, 08	Glendale sports-field (ward 1)	10h00	13/11/20
	9,10 11, 12, 13, 14	Matholamnyama sports-field (ward 11)	10h00	19/11/20
Speakers Izimbizo	08,09,10,11, 19	Maqokomela Sport field (Ward 10)	10h00	27/11/20

**TABLE 23: PUBLIC/ STAKEHOLDER PARTICIPATION DURING IDP PROCESS**

### Cluster 1: Date: 30 October 2020

#### Ward: 15, 16, 17, 18 and 19 at Thafamasi (Ward 18)

WARD	ISSUES
15	Emayekeni area compliments
16	Request grant for Ventekens
	Request one representation from Education
	Request Computer training
	Request for electricity at Nobanga area
	Reported that there was a disaster caused by hail storm
	Crèches operate without a permit

	Reported on housing issues
	Request lightning conductors
17	There are no water tankers at Embuyeni
	Requested progress of Esphamandla hall

**Cluster 2: Date: 10 November 2020**

**Ward: 02, 04, 05, 06 at Nsuze sports-field (ward 2)**

WARD	ISSUES
02	Request for water tankers at Ntabakhathaza
	Request for water tankers at Ngcwensa because the pumps are not working
04	Request water and security at Ezimpangeni
	Request for assisting disabled people
05	At KwaNgubane there is no access road and electricity
	Request for support on sports
	Enquired about the operating process for water tankers
	Housing is an issue in this ward
06	At eMahlabathini water pumps are not working, resulting in water being wasted
	Most of the standpipes are leaking

**Cluster: 3:Date: 13 November 2020**

**Wards: 1,3,7,8 at Glendale sports-field (ward 1)**

WARD	ISSUES
01	No water and electricity at Mshinini
	Voting station is far from Mnsonono
07	Follow up on the projects that were presented in the last Izimbizo

**Cluster: 4:Date: 19 November 2020**

**Wards: 9,10,11,12,13,14 at Matholamnyama sports-field (ward 11)**

WARD	ISSUES
9	Request for a bridge at Mayelisweni
	Request access road at Ozwathini
	Request renovations and security at Cana Hall
	No water at Montebello
11	Compliments on building an access road from the clinic to wards
	Request progress on housing projects
	Complaints regarding Eskom
12	Complaints regarding water
	Communities are not involved in demarcation processes
	There is no bridge at Sokhulu area
	Bad conditions of road D986 and DH36
	Request for housing at Mthebeni area
	Report of a tent for agriculture

14	Ntubeni area there was no public meeting called
	Complaints about councillors not responding to SMS's and calls
	Employment of local labourers

TABLE 24: PUBLIC PARTICIPATION MEETINGS

## PUBLIC MEETINGS

In terms of the Local Government: Municipal Systems Act No. 32 Of 2000 and Regulations, Chapter 4 Stress Community Participation. Public participation meetings are convened once every quarter where public representatives and sector departments are invited, this platform is crucial to ensure stakeholder participation and alignment in the IDP process takes place. In addition, broader public engagements are held with the communities of the respective local municipalities. The municipality utilise the following mechanisms for public participation which are articulated in the IDP Process Plan:

- Website - posting of strategic documents in the website in terms of section 75 of the MFMA
- IDP Representative Forum - a forum for all stakeholders to deliberate on development
- Road shows - A district - wide IDP/Budget road show will be hosted in April to engage communities on:
  - Draft IDP and Budget IDP
  - Performance Management

The extent to which the community understand the above-mentioned issues has not reach a level where the municipality will conclude in saying that public participation is at an adequate level. Some of the communities over a long period engagement with the municipality are beginning to understand some of the development issues, but majority still do not understand.

Public meetings are beneficial to the municipality because of the following:

- Dissemination of information,
- Community participation in the development of municipal plans,
- IDP/Budget inputs,
- Being aware of the concerns of residents,
- Providing clarity on issues and accountability of the municipality to its residents.

## PUBLIC PARTICIPATION STRUCTURES

The strategic mission of the Public Participation Units to enable political office bearers to fulfil their constitutional functions and electoral mandate by:

- Providing professional, effective and efficient support services to the three principals in support of their obligations;



- Effectively planning and overall co-ordination and monitoring public participation process through activities of public hearings and Public meetings;
- Ensuring effective functioning of Ward Committees in the district;
- Liaising with other state departments in pursuance of goals and objectives enshrined in the constitution, section 41, Chapter Two, Co-operative Governance and intergovernmental relations Framework Act, 2005;
- Rendering support services, speech writing, protocol and ceremonial services, services to the Speaker, Mayor, Deputy Mayor and Speaker and Municipal Manager and other Directorates within the municipality.

The Municipality is currently in the process of reviewing its Public Participation Strategy. It recognizes the benefits of public participation in its activities. These benefits are:

- Increased level of information in communities
- Better need identification for communities
- Improved service delivery
- Community empowerment
- Greater accountability
- Better wealth distribution
- Greater community solidarity
- Greater tolerance of diversity

## PUBLIC PARTICIPATION AND COMMUNICATION STRUCTURES

The Ndwedwe Communication Plan for public participation does exist, was adopted in 2017. Currently, the municipality conducts its public participation through the following structures:

- **IDP Representative Forum:** this Forum is constituted by Ward Councillors, Ward Committee Members, Traditional Leaders, Community Development Workers (CDWs), Community Based Organisations (CBOs), Non-Governmental Organisations (NGOs); District Municipality, Sector Departments, State Owned Enterprises (SOEs), etc. This Forum is consulted in respect of the IDP, PMS, budget, and other strategic decisions by the municipality. The Forum is able to sit two or three times in a financial year. The attendance of the meetings of the Forum has increased considerably over the years. The challenge remains on the part of the government departments and SOEs to honour invitations.
- **Mayoral Izimbizo:** The Izimbizo is one way of involving the communities to the activities of the municipality. The communities are normally consulted at this level when the Mayor tables the IDP and Budget. This financial year, the Izimbizo will be improved to include a systematic reporting to the communities in respect of IDP-Budget Implementation, etc. It is, however, important to note that the Izimbizo are not a replacement of IDP forums but are complementary in their nature.

- District Forums: ILembe District Municipality has, on more than one occasion, held successful forums/Izimbizo. This is particularly important considering that the District is directly responsible for the delivery of water and sanitation functions.
- Ward Committees: since the establishment of the Ward Committees by the Office of the Speaker, there has been a considerable improvement in the functioning of these structures. The Speaker's Office is currently considering making a serious performance audit of these structures. This would ensure that planned meetings are held and that there is great interaction between the community members and the committee, and that Traditional Councils are effectively engaged for greater participation. All wards in Ndwedwe have their Ward Committees which are functional. These forums sit once a month. This structure reports to the ward Councillor, and the information is escalated to the Municipality.
- Community Development Workers (CDWs): the CDWs have proven to be very useful in terms of ensuring successful service delivery. These are responsible for community-based planning and Ward Plans. They are also assisting in information gathering for ward committees and providing a general support to ward committees in advising residents on how to solve their problems. However, there is room for improvement in terms of leveraging the development support and role of CDWs in the administrative machinery of the municipality.
- Joint Coordinating Committee (JCC) (Synergizing partnership between local government and traditional councils): since the Department of Local Government and Traditional Affairs started this initiative; the municipality took the opportunity to ensure that there are systematic working relations between itself and traditional councils. The meetings of the JCC have proven to be successful since the inception of this partnership. There is, however, a need to ensure that both Councillors and Amakhosi are trained to ensure that the partnership becomes a success. Such training is going to start at the level of clarifying roles and functions, i.e. ground rules for effective partnership. Amakhosi do participate in Council meetings as part of Section 81 of Municipal Structures Act.
- Municipal Staff (Public Participation Officers): The Office of the Speaker is responsible for public participation. However, this Office cannot function effectively if it is not assisted by dedicated personnel. To that effect, the municipality has appointed two Public Participation Officers.

The review of the Public Participation Strategy would reinforce the current culture of participation by systemically channelling all the efforts to a much more effective participation. The following are the challenges that has been identified in the strategy.

- There is no manufacturing, commercial, tourism or tertiary services employment opportunities currently in the area.
- Overcoming difficulties in accessing tribal land for development opportunities.
- The backlog in the provision of basic services such as water, sanitation, electricity, and housing.

- Inadequate road infrastructure has negative impact on the economy as well as on the general accessibility to certain sections of the Municipality.
- Steep landscape and fragmented settlement pattern have negative impact on municipality's internal and external linkages, rendering the servicing of the area to be costly and being conditionally suitable for a series of land uses and activities including commercial agriculture, and cost-efficient housing.

## WARD COMMITTEES

Ward Committees are statutory committees established in terms of Part 4 of Chapter 4 of the Local Government Municipal Structures Act, Act 117 of 1998. Ward committees play a vital role in bridging the gap between the Community and the Municipality. Ward Committees are not political but are nevertheless elected for a period of five years that runs concurrently with the term of office of the Municipal Council. All the wards within Ndwedwe Local Municipality have elected the wards 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. Ndwedwe has 190 *Ward Committees Members* within 19 wards. The ward committees in the Municipality are largely functional with the support they receive from municipality and COGTA. The ward committee membership is 100%.

### Functionality of Ward Committees

Functionality of Ward Committees					
Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	<b>CLLR S.B. SIBISI</b> - Nokulunga C - Kholwani Dube - Zibuyile Mngadi - Zamantugwa Khumalo - Mygirl Mbonambi - Duduzile Gumede - Musawenkosi Jama - Patrick Mthethwa - Dlokwane N Nzuzza - Thembinkosi Obed Cele	Yes	10	10	4
2	<b>CLLR NDC MAPHUMULO</b> - Welcome Ndimande - Melusi Ndimande - Nkosinathi Mkhwanazi - Nomkhosi Mzobe	Yes	10	10	4

	<ul style="list-style-type: none"> <li>- Thandazile Nzama</li> <li>- Nonjabulo Mkhize</li> <li>- Philisiwe Mthembu</li> <li>- Phinda W Hlatshwayo</li> <li>- Thembani Gcabashe</li> <li style="padding-left: 20px;">Falakhe Nkuna</li> </ul>				
3	<b>CLLR RM. CELE</b> <ul style="list-style-type: none"> <li>- Sicelo Shabalala</li> <li>- Mziwamandla Buthelezi</li> <li>- Lydia Masinga</li> <li>- Messy Maphumulo</li> <li>- Bheki Hlatshwayo</li> <li>- Thandekile Gumedede</li> <li>- Nhlanhla Mthembu</li> <li>- Philangenkosi Cele</li> <li>- Phumelele Thwala</li> <li style="padding-left: 20px;">Wonderboy Ngcobo</li> </ul>	Yes	10	10	4
4	<b>CLLR MM. KHUZWAYO</b> <ul style="list-style-type: none"> <li>- Thobile Mavundla</li> <li>- Mzikayifani Dladla</li> <li>- Bhekumuzi Enock Shange</li> <li>- Vincent N Khuzwayo</li> <li>- Snenhlanhla Dube</li> <li>- Bhekumuzi Ngcobo</li> <li>- Thandiwe Myeza</li> <li>- Bhekumuzi Mavundla</li> <li>- Smangele Dladla</li> <li style="padding-left: 20px;">Thobani Ndelu</li> </ul>	Yes	10	10	4
5	<b>CLLR MN. GWAMANDA</b> <ul style="list-style-type: none"> <li>- Erick Makhanya</li> <li>- Kwazi Mkhize</li> <li>- Nozipho Sibisi</li> <li>- Sindisiwe Gwamanda</li> <li>- Zakhele Mthwana</li> <li>- Ndumiso Mnyaka</li> <li>- Teddy Mnguni</li> <li>- Nqobile Nkwakhwa</li> <li style="padding-left: 20px;">Mgunyathi Makhanya</li> </ul>	Yes	10	10	4
6	<b>CLLR SE. DLADLA</b> <ul style="list-style-type: none"> <li>- Thamsanqa Maphumulo</li> <li>- Khethukuthula Mthembu</li> <li>- Nokuphila Dube</li> <li>- Bongwe Ngidi</li> <li>- Phillis Maphumulo</li> <li>- Thembi Ngcobo</li> <li>- Ntozini Dladla</li> <li>- Makhosazane Maphumulo</li> <li>- Ntozonke Maphumulo</li> <li style="padding-left: 20px;">Zimisele Khanyile</li> </ul>	Yes	10	10	4
7	<b>CLLR B.J BLOSE</b> <ul style="list-style-type: none"> <li>- Matilda Ngcobo</li> <li>- Qaphela Ngcobo</li> <li>- Thembelani Mngoma</li> <li>- Sihle Mngadi</li> <li>- Sibusiso Luthuli</li> <li>- Vukani Luthuli</li> </ul>	Yes	10	10	4

	<ul style="list-style-type: none"> <li>- Musawenkosi Dladla</li> <li>- Nokuthula Xulu</li> <li>- Mzuvele Mavundla</li> <li style="padding-left: 20px;">Slindile Mhlungu</li> </ul>				
8	<b>CLLR SZ. MFEKA</b> <ul style="list-style-type: none"> <li>- Ntombeyiningi Maphumulo</li> <li>- Zanele Mfeka</li> <li>- Philani Khubisa</li> <li>- Mziwenkosi Mgobhozi</li> <li>- Sicelo Shange</li> <li>- Zamokuhle Zwane</li> <li>- Zandile Ngcobo</li> <li>- Nombuso Ncube</li> <li>- Sthembile Mngadi</li> <li style="padding-left: 20px;">Simphiwe Zungu</li> </ul>	Yes	10	10	4
9	<b>CLLR TM. MASINGA</b> <ul style="list-style-type: none"> <li>- Vukani Mzila</li> <li>- Nkosinathi Ngcobo</li> <li>- Ndumiso Nzama</li> <li>- Londiwe Mbambo</li> <li>- Skhumbuzo Ngcobo</li> <li>- Bongeka Mzobe</li> <li>- Nkosinathi Ndlovu</li> <li>- Nonhlanhla Mkhize</li> <li>- Doctor Luthuli</li> <li style="padding-left: 20px;">Mbuyiseni Dlamini</li> </ul>	Yes	10	10	4
10	<b>CLLR M. NGIDI</b> <ul style="list-style-type: none"> <li>- Skhumbuzo Cele</li> <li>- Bhekokwakhe Cibane</li> <li>- Maria Mchunu</li> <li>- Kate Doli Ngcobo</li> <li>- Mpilo Eunice Makhathini</li> <li>- Khanyisile Gumbi</li> <li>- Gcinokwakhe Mabaso</li> <li>- Thulisile Ngcobo</li> <li>- Mxolisi Ngcobo</li> <li style="padding-left: 20px;">Lynette Ngcobo</li> </ul>	Yes	10	10	4
11	<b>CLLR M. MTHETHWA</b> <ul style="list-style-type: none"> <li>- Themba P Ngcobo</li> <li>- Sizakele Phewa</li> <li>- Zukiswa Mdluli</li> <li>- Lindokuhle Mdimma</li> <li>- Thulisile P Gumede</li> <li>- Ntomifuthi Ngidi</li> <li>- Ntuthuko Ngobese</li> <li>- Fikani N Khumalo</li> <li>- Mlungisi Mngadi</li> <li style="padding-left: 20px;">Khumbulani Nduli</li> </ul>	Yes	10	10	4
12	<b>CLLR LM. NDLOVU</b> <ul style="list-style-type: none"> <li>- Maxwell Chili</li> <li>- Richman Ngwane</li> <li>- Nokuthula Khuzwayo</li> <li>- Nonhlanhla Dube</li> <li>- Khayelihle Mkhize</li> <li>- Thamsanqa J Mhlongo</li> <li>- Thokozile N Mnyandu</li> </ul>	Yes	10	10	4

	<ul style="list-style-type: none"> <li>- Andries Nkwanyana</li> <li>- Langalakhe Ngwane</li> <li>- Cordelia T Manqele</li> </ul>				
13	<b>CLLR M.K. NKOSI</b> <ul style="list-style-type: none"> <li>- Sibusiso Mnguni</li> <li>- Nompumelelo Sithole</li> <li>- Sifiso Gumede</li> <li>- Lindiwe Mbatha</li> <li>- Millicent Zuma</li> <li>- Nondumiso Meyiwa</li> <li>- Sibusiso Chili</li> <li>- Nontobeko Shangase</li> <li>- Zamani Mchunu</li> <li>- Bavumile Magwaza</li> </ul>	Yes	10	10	4
14	<b>CLLR L.G. NGCOBO</b> <ul style="list-style-type: none"> <li>- Julius Makhanya</li> <li>- Zibuse Ngcobo</li> <li>- Mthokozisi Dube</li> <li>- Thembeke Mlangeni</li> <li>- Rose Bhengu</li> <li>- Thobeka Mzobe</li> <li>- Mpume Khanyile</li> <li>- Sanele Zungu</li> <li>- Khayelihle Sibisi</li> <li>- Nomthandazo Khati</li> </ul>	Yes	10	10	4
15	<b>CLLR P.S. SHEZI</b> <ul style="list-style-type: none"> <li>- Bongani Mdima</li> <li>- Thembekile Dlomo</li> <li>- Nomonde Dingile</li> <li>- Elias Kubheka</li> <li>- Mandlenkosi Cele</li> <li>- Innocent Mkhize</li> <li>- Phumelele Mpanza</li> <li>- Bonginhlanhla Sithole</li> <li>- Zanele Khuzwayo</li> <li>- Zwelakhe Hlophe</li> </ul>	Yes	10	10	4
16	<b>CLLR D.M. GOQO</b> <ul style="list-style-type: none"> <li>- Mzophetho Ngcobo</li> <li>- Simangele Ndlovu</li> <li>- Mpikiswano Maphumulo</li> <li>- Thembinkosi Simamane</li> <li>- Enock Nzama</li> <li>- Thulisile Maphumulo</li> <li>- Thembisio Madondo</li> <li>- Bongive Nzama</li> <li>- Gqibeni Gcabashe</li> <li>- Cebolozakha Luthuli</li> </ul>	Yes	10	10	4
17	<b>CLLR V.M.R. MAGUBANE</b> <ul style="list-style-type: none"> <li>- Celiwe Bhengu</li> <li>- Mlungisi Mthembu</li> <li>- Lindiwe Shangase</li> <li>- Sakhile Mthiyane</li> <li>- Zibuyile Smamane</li> <li>- Banothile Mgobhozi</li> <li>- Philile Dube</li> <li>- Bheki E Shabane</li> </ul>	Yes	10	10	4

	Quietness Bhengu				
18	<b>CLLR L.Z. MAKHANYA</b> - Celiwe Khumalo - Sicelo Mbatha - Thandekile Shangase - Zibuyile Khuluse - Lucky Moahloli - Dumisile Gumede - Senzosini Gumede - Phindile Mthembu - Nokuthula Mbatha Busisa Shezi	Yes	10	10	4
19	<b>CLLR P.S. GOBA</b> - Dumisani Nzama - Khayelihle V Hlophe - Manqoba Mthethwa - Senzeni Nene - Mkhumbi Lushozi - Fikile Msomi - Zakhona Gumede - Sibongiseni Goba - Nomfundo Phakathi Lindiwe Hlophe	Yes	10	10	4

TABLE 25: FUNCTIONALITY OF WARD COMMITTEES

### 1.3.2 WARD BASED PLANS

Ndwedwe Municipality has ward based plans that were initiated in 2018. The Municipality has conducted its Ward based planning in the following indigent Wards: 2, 4, 16, 17 and 18. The table below show priorities identified during ward based planned and these are aligned into the Municipal IDP.

PROJECT DESCRIPTION	WARD	PRIORITY
<b>WARD 1</b>	<b>WARD</b>	<b>PRIORTIY</b>
Electricity	1	1
CDC: Glendale, Hullets, Msonono and Tshepula	1	2
Access Roads: Nhangwini, Pheyane	1	3
Housing: Msonono, Hullets and Parukapad	1	4
Nhangwini Hall renovations	1	5
Glendale cemetery	1	6
Nhangwini Clinic	1	7
<b>WARD 2</b>	<b>WARD</b>	<b>PRIORTIY</b>
<b>Water</b>	<b>2</b>	<b>1</b>
Electricity Type 2	2	2
Dalibho CDC	2	3
Access Roads Re-Gravelling: Nene; Mwandla, Busani, Mhlongo - NtabaP; Cibane ,Nzuza; Ensimbini to Mdletsheni, Mazombe.	2	4

Nsuzo Sport ground Renovations	2	5
Wewe Clinic	2	6
Speed humps at Nsuzo and Shelembe (Done)	2	7
Road: D1518, D1619- D2490	2	8
Vulamehlo, Gcwensa, Creches, Dalibho	2	9
Housing	2	10
Mabutho Hall	2	11
Skills Development	2	12
Agricultural Development and Youth Development	2	13
Tourism Development	2	14
Sanitation Infill	2	15
Co-operatives Support	2	16
Grazing Camp	2	17
<b>WARD 3</b>	<b>WARD</b>	<b>PRIORITY</b>
Mthombusa CDC	3	1
Waterfall School access road	3	2
Housing	3	3
Land	3	4
Nyangaye Access Road	3	5

Waterfall creche	3	6
Waterfall camp fencing	3	7
Glendale camp fencing	3	8
KwaMagwaza cemetery	3	9
Glendale CDC renovation	3	10
Mthombisa Access Road	3	11
Clinic	3	12
Waterfall community garden fencing	3	13
Glendale deepening tank	3	14
Agriculture: Village	3	15
College : Sawing Skills	3	16
Electricity Infill's: Gweni and Mkhumbuzi	3	17
Department Roads: P716, D1511, L1090, D869 and D1604	3	18
<b>WARD 4</b>	<b>WARD</b>	<b>PRIORITY</b>
CDC Ngcongcongca and Phambela	4	1
Access Road: Myayiza, Mahlshaneni, Okhalweni, Phoyiseni and Kwanzuza	4	2
Mjobhozini Bridge and Computer centre in Umvoti	4	3
Creche: Mandlakazi and Ovanzini	4	4



Halls Renovations: Ezimpangeleni, Chibini and Mjota	4	5
Creche Renovations: Zimpangeleni, Sioni and Chibini	4	6
Sports field : Ovanzini, Phambela, Chibini and Mandlakazi	4	7
Dipping Tank :Kwandeve and wind mill Zimpangeleni	4	8
Mlamula Phase 2 Eco Housing	4	9
Shopping Centre Mvoti	4	10
Taxi Rank Mvoti	4	11
<b>WARD 5</b>	<b>WARD</b>	<b>PRIORITY</b>
Water supply	5	1
Access Roads: Wollongo, Mahlabathini and Mathwala	5	2
Renovation: KwaDeda Club houses	5	3
Connection of KwaDeda Sport field lights	5	4
Electricity tubing of Nambithani Hall	5	5
Zichwayini/Ngunjini Creche	5	6
Housing: Mlamula Phase 2	5	7
Infill's: Electricity and Sanitation	5	8
Electricity Reconnection of Deda Sportground	5	9
Agricultural Co-operative Development	5	10
<b>WARD 6</b>	<b>WARD</b>	<b>PRIORITY</b>
Access Roads: Mabheleni, Noordsberg, Zichwayini.Matsheketseni, Qhubakahle, Mkhuzza, Zichwayini, Phambela, Simunye,	6	1
Noordsburg Multi-Functional	6	2
water	6	3
Sanitation	6	4
Road: D1523 D 889	6	5
Agricultural Cooperation	6	6
SportGround: Qhubakahle	6	7
Matsheketseni Primary School	6	8
Bhamshela Town Development	6	9
Electricity infill projects	6	10

<b>WARD 7</b>	<b>WARD</b>	<b>PRIORITY</b>
Housing	7	1
Mvuadla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road, P712 Road, Mdanda and Qumiataba Road	7	2
eTsheni Bridge	7	3
Sports Field: Hlalakahle	7	4
Zakhele Library	7	5

Sthukzise Creche renovations	7	6
Lightning conductor	7	7
Water and Sanitation	7	8
Luthuli Community Hall	7	9
Creches: Zakhele, Gogovuma and Mary grey	7	10
Fencing gardens: Isinandi, Sinamuva, Xanyana and Faya.	7	11
Regravelling of (D1617, D891 and D1629)	7	12
Clinic: Luthuli clinic	7	13
May Grey Signage	7	14
Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheel Chair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza	7	15
Hospice	7	16
eTsheni Tourism Development	7	17
<b>WARD 8</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity	8	1
Water	8	2
Housing	8	3
Umhlali Foot Bridge	8	4
Access Road: Mcathu, Makhalegijima, Ntabamhlophe, Maqongqwane and Tsheni	8	5
Mcathu Sportfield	8	6
Creches: Masibumbane and Thokozani	8	7
<b>WARD 9</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity Khanyisa sport field	9	1
Sotobe sport field	9	2
Goge sport field	9	3
Mayekelisweni sport field	9	4
Nhlangakazi sport field	9	5
Housing RDP	9	6
Access Roads: Nembeni, Njabulo, Thusi, Cuba, Sibhebheni, Shlwini, Jomo, Makhotha, Mamayaba Roads	9	7
Electricity	9	8
Creches: Montobello, Mayekelisweni, Ozwathini and Nhlangakazi	9	9
Renovation Mantobela hall	9	10
Ozwathini and Nhlangakazi CDC	9	11
Sanitation	9	12
Business Centre/ Market Stall	9	13
<b>WARD 10</b>	<b>WARD</b>	<b>PRIORITY</b>

Halls: Maqokomela and Dikwayo (hall renovations)	10	1
Market Stalls (Magongolo renovations)	10	2
Creche: Magongolo	10	3

Grazing Camp: Magongolo	10	4
Access road: Nkumbanyuswa,	10	5
Access Road (Magongolo , Vilakazi)	10	6
Access Road ( Magongolo, Esgodini) maintenance	10	7
Access Road (Magongolo to Dikwayo) maintenance	10	8
Sportfield Dikwayo	10	9
<b>WARD 11</b>	<b>WARD</b>	<b>PRIORITY</b>
<b>Access Roads:</b> Nsimbini, Ntathakusa to Mayika, Mwolokohlo to Sjoti, D1509 and D864	11	1
Creche: Sibonelo and Sanguphe	11	2
Mayika Sport Ground	11	3
Renovation of Matholamnyama Sport Ground	11	4
Renovation of Thabang Luthuli Hall	11	5
Matholamnyama bridge	11	6
Sonkombo Hospice	11	7
Co-operatives Support	11	8
Toilets	11	9
Nkumbanyuswa Housing project	11	10
Qadi Housing project	11	11
Industrial Development	11	12
Fencing of Community Gardens	11	13
Nozandla Tourism	11	14
<b>WARD 12</b>	<b>WARD</b>	<b>PRIORITY</b>
Bridges: Sokhulu and Mgezengwana	12	1
Access roads: Engosini, Ekohlwa, Isithupha, Jika to Sthupha Clinic, Hloniphani to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ethafeni to Nkwambase	12	2
Halls: Sthupha, Ezibomvini Khohlwa hall	12	3
Sport fields: Ezibomvini, Ekohlwa, Mthebeni, Nkwambase, Hloniphani and Ngedleni	12	4
P715 Tar Road (From Cell C to Noodrburg Road)	12	
Hloniphani Multi-Purpose Centre	12	5
Solar Gysers	12	6
Streetlights	12	8
Creches: Mthebeni, Zibomvini, Hloniphani, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	9
Kwambase Clinic	12	10

Mgqwayini Primary School	12	11
Tourism Development	12	12
Housing (Qadi)	12	13
<b>WARD 13</b>	<b>WARD</b>	<b>PRIORITY</b>
Umsunduze, Emakhawula and Entaphuka CDC	13	1
Nhlabamkhosi to Epitsini regravelling	13	2
Electricity at Lihlithemba	13	3
Electricity infill's	13	4
01601 (Mbeki Tuck shop to Ejikeni Tar)	13	5
Nhlabamkhosi bridge (concrete steep)	13	6
Masango Creche and Preschool	13	7
Vumizono Steep Concrete (Mona Road)	13	8
Inhlabamkhosi Creche	13	9

Housing	13	10
<b>WARD 14</b>	<b>WARD</b>	<b>PRIORITY</b>
Umdloti Bridge	14	1
Nompande Sportsfield	14	2
Electricity infill	14	3
Toilets infill	14	4
Bhanoyi Road	14	5
Edabe Creche	14	6
Ezindlovni -Jele Road	14	7
Mthebeni Bridge	14	8
Bhethemu Road	14	9
Edabe Road	14	10
School (Msunduze/ Bhanoyi)	14	11
<b>WARD 15</b>	<b>WARD</b>	<b>PRIORITY</b>
Ogunjini project Phase 2, Type 2 Eskom and Ndwedwe	15	1
Roads: Mayekeni, Shakavillage(Mnguni Road) and Mzileni, Nhlabathi, Phewa	15	2
Ndwedwe Central Indoor Sports Centre	15	3
Nyongwana and Ngwane Road (concrete	15	4
Cricket Sports field	15	5
Art and Culture Centre	15	6
Qadi housing project	15	7
Nkumbanyuswa housing project	15	8
15 Boreholes (iLembe or Public Works)	15	9
Crèches: Mzamo, Mpungeni, Mzokhulayo and Mutwa/Madimeni	15	10

Geysers	15	11
Mzokhulayo Sports field and Netball court	15	12
Swimming Pool Academy	15	13
<b>WARD 16</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity	16	1
Sanitation (Infill)	16	2
Water	16	3
Umsilili Hall, Meyane Hall	16	4
Uqeko Bridge, Hoqweni Bridge, Msilili Bridge, Nonoti, Mahedeni bridge	16	5
Access Roads: Chameni, Mahedeni, Dlayejwana, Mnamani, Mbhukubha , Nonoti, Ediphini to Ntendeni, Mgezanyoni, Gade	16	6
Housing Phase 2	16	7
Fencing of Community Gardens and Grazing Camps (Malangeni, Cibane and Wosiyane)	16	8
Renovations: Siphesihle, Gweni Hall, Cibane Creche,	16	9
P716, D1604, D1512	16	10
Msilili Creche construction	16	11
Ndaka and Nobanga Sportground	16	12
Cibane Hall	16	13
Msilili and Wosiyane CDC	16	14
Renovation of Cibane sportground	16	15
Msilili Clinic	16	16
<b>WARD 17</b>	<b>WARD</b>	<b>PRIORITY</b>
Water	17	1
Mdloti Bridge	17	2
Housing	17	3
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	4
Toilets	17	5
Access Roads: Gem road, Khalweni road, Magawini road, Sxubhelo	17	6
Road: P716, D1543, A3826, L1042	17	7
Grazing camp	17	8
Street lights	17	9
Networks	17	10
Type 2 Electricity	17	11
Mathonsi Sports field	17	12
Fencing of gardens	17	13
Maintenance of springs	17	14
<b>WARD 18</b>	<b>WARD</b>	<b>PRIORITY</b>

Electricity	18	1
Water	18	2
Housing	18	3
KwaLoshe Game Reserve	18	4
Thafamasi Pay Point	18	5
Makhuluseni Cattle Grazing Camp	18	6
Makhuluseni and Mission Netball Fields	18	7
Bridges: Makhuluseni to KwaShangase	18	8
Ndwedwe Mission Soccer field	18	9
Renovation of Makhuluseni and KwanoVimba Deeping Tanks	18	10
KwaNovimba Access Road Regravelling	18	11
D1512 Road Construction	18	12
Renovation of KwaShangase Hall	18	13
Renovation: Thafamasi Creche	18	14
Re-gravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Creche Renovation	18	16
Thafamasi CDC Security Provision	18	17
<b>WARD 19</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity Infill's: Mantingwane and Mahedeni	19	1
Housing	19	2
Grazing Camps Inkambu	19	3
Agricultural projects Co-operative Support	19	4
Access Roads: Mantingwane and Zishozini	19	5
Matshungutshu Road and Bridge	19	6
Halls: Simamane and Hlophe	19	7
Creches: Hlophe and Mangangeni	19	8
P102 Tar Road	19	9
Mkhukhuze Market	19	10
Water and Sanitation	19	11
Mdloti Bridge	19	12

TABLE 26: WARD PRIORITRES

#### 1.4 IDP PARTICIPATION AND ALIGNMENT

The following table provides an overview of the alignment of our IDP to the criteria as set out in Section 26 of the Municipal Systems Act.

IDP Participation and Alignment Criteria*	Yes/No
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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 54/56 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

TABLE 27: IDP PUBLIC PARTICIPATION ALIGNMENT

## 1.5 DISASTER RISK REDUCTION AND MANAGEMENT

Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans. Ndwedwe Municipality, as an area that is prone to various natural hazards, has complied with these legislative requirements through the development and implementation of its disaster risk management plan. The Disaster Management Unit presently falls within Community Services Department. There is a Disaster Management Officer. The Disaster Management Unit of the Municipality deals with both pro-active and reactive disaster management issues and encompasses more than the department which is responsible for the function.

### 1.5.1 Legislative Framework

In addition to the Municipal Systems Act 32 of 2000 and the Disaster Management Act 57 of 2000, the Constitution of the Republic of South Africa (Act 108 of 1996) places a legal obligation on the Government of South Africa to ensure the health (personal and environment) and safety of its citizens. Therefore, the primary responsibility for disaster risk management in South Africa rests with Government. The Disaster Management Act, 57 of 2002 requires that:

- Each District Municipality / Metro establishes a policy framework for disaster management in consultation with the local municipalities, which is consistent with national frameworks;

- Each District Municipality must establish a disaster management centre; and
- Each Local Municipality must prepare and implement a disaster management plan.

The Act defines a disaster as a progressive or sudden, widespread or localized, natural or human - caused occurrence which:

- causes or threatens to cause:
  - i) death, injury or disease
  - ii) damage to property, infrastructure or the environment; or
  - iii) disruption of the life of the community; and
- is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources.

As per Section 26 of the Municipal Systems Act 32 of 2000 and sections 52 and 53 of the Disaster Management Act 57 of 2002, Ndwedwe Local Municipality has reviewed its disaster management plan as an integrated part of the Integrated Development Plan. The plan establishes the arrangements for disaster risk management within Ndwedwe Local Municipality. The purpose of the NLM DRMP is to document the institutional arrangements for disaster risk management planning which includes the assignment of primary and secondary responsibilities for priority disaster risks posing threats in the NLM.

It also provides the broad framework within which the disaster risk management planning requirements of the Act will be implemented by the departments and other entities included in the organizational structure of the NLM. It establishes the operational procedures for disaster risk reduction planning as well as the emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in council's area.

Based on the National Disaster Policy, the DRMP seeks to:

- Provide for an integrated and coordinated disaster management framework that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective responses to disasters and post-disaster recovery;
- Provide for the establishment of local disaster management advisory forum and technical task teams;
- Provide for the framework for the mobilization of stakeholders and community members during disaster outbreaks;
- Provide for the framework for medium and long-term development programmes aimed at preventing natural disasters; and
- Provide for the framework for regulating and managing working conditions for employees participating in the management of disaster outbreaks.

### 1.5.2 Risk Reduction and Prevention

Once Risk Assessments were conducted, all identified risk were listed and then prioritised with the aim of coming up with adequate Disaster Risk Reduction (DRR) programmes. In ensuring prevention and mitigation against disasters, Ndwedwe Municipality has developed relevant Disaster Risk Reduction (DRR) strategies that are implemented on an ongoing basis in partnership with iLembe District Municipality. Some of the developed DRR strategies included:



- Integrated Development and Service Delivery;
- Ongoing Community Awareness Campaigns and Capacity Building Programmes;
- Implementation of The Early Warning System (Weather and Climate);
- Land Use Management;
- Protection and effective utilisation of Wetlands;
- Installation of Lightning Conductors and other various methods.

### 1.5.3 Response and Recovery

As required by the disaster management legislation, the District must play its meaningful role as and when incidents are reported. To ensure rapid and effective response to incidents, the District partners with other stakeholders (such as Local Municipalities) to conduct necessary assessments. Assessments are usually conducted to verify the extent of damages and also to determine the assistance required by affected communities. Once assessments are conducted, the District Issues Relief Aid to ensure that affected communities are able to temporarily cope with the situation. Thereafter, as required by the Disaster Management Act 57 of 2002 (Act), Sector Departments are then engaged to fulfil their mandatory obligations in terms of recovery and rehabilitation. As required by the Act, iLembe District continues to prepare and implement Contingency Plan to ensure the high state of readiness during all seasons.

### 1.5.4 Education, Training, Research and Public Awareness

The issue of building disaster management capacity within the district is of utmost importance. It is in this view that the District continues to implement community awareness and capacity building programmes. The district has also adopted a strategy to partner and collaborated with other disaster management stakeholders top ensure that such programmes are implemented in an integrated manner within the Ndwedwe local municipal area. One of the main objectives of conducting community awareness campaigns is to ensure that communities exercise risk avoidance behaviour and take precautionary measures as all times.

## 1.5 WASTE MANAGEMENT

Waste management (waste collection, waste storage, waste minimization, and waste disposal) is the biggest challenge within the Ndwedwe Municipality. There are several challenges faced by Ndwedwe Municipality regarding waste management. These include, amongst others:

- Compliance with the Waste Management Act, 2008 (Act 59 of 2008) including, but not limited to preparation of the Integrated Waste Management Plan (IWMP), designation of Waste Management Officers (WMO's), and development of Municipal waste management by-laws in order.
- Lack of waste management information system and lack of waste generation data. This includes information on waste streams/types produced within the Municipality.

- Improvement of asset for waste management and prioritization of waste management needs by the Municipalities.
- Lack of recycling initiatives.
- Issues of illegal dumping and creating awareness on waste management.
- The need to extend waste management services into areas which are currently not serviced by the Municipality as stated in the Constitution. Currently, the waste services are currently focusing on urban areas which include Ndwedwe Village, Bhamshella, and Glendale.

### 1.5.1 Waste collection and Temporary Storage within the Ndwedwe Municipality

Section 156 (in conjunction with Schedule 4B and 5B) of the Constitution of South Africa (Act 108 of 1996), assigns cleansing and solid waste removal and disposal to Municipalities. To better perform this function, the NEM: Waste Act (Act No. 59 of 2008) better known as NEM: WA, came into effect, to amongst other objectives, to consolidate all polices and legislation governing waste in South Africa. Municipalities and other government institution are compelled to comply with a number of sections of the Act, which are discussed below:

Section of NEM:WA	Description	Status
Section 11	Section 11 of the Act compels institutions responsible for waste management to develop a tool to manage their waste, which is known as the Integrated Waste Management Plan (IWMP).	The Draft IWMP has been completed The status of the Landfill sites: Ndwedwe Municipality is using a privately owned landfill site.
Section 10 (3)	For the National Department, Provinces and Municipalities to designate waste management officers (WMOs), to be done in writing, to ensure that there is constant communication between all three spheres of government on the implementation of the Waste Act	There is a designated Waste Management Officer in Ndwedwe Local Municipality.
Section 60 & 63	Section 60 & 63 of the Waste Management Act requires Municipalities to report about waste which requires the development of waste information management system.	Currently there is no waste information management within Ndwedwe Municipality. This activity form part of the Ndwedwe IWMP implementation plan to be completed during 2019/2020 financial year.

**TABLE 28: STATUS OF WASTE MANAGEMENT COMPLIANCE AT NDWEDWE MUNICIPALITY**

Within Ndwedwe Municipality, the waste management function is currently under the Community Services Department. There is a Waste Management Officer, However, the challenge is, the scope of work is too much for an individual person and more staff is required to perform the waste management function. Part of the waste management is outsourced to Dolphin Coast and part is performed by the Municipality.

The waste services are currently focusing on urban areas which include Ndwedwe Village, Bhamshella, and Glendale. Most of the rural areas are currently not serviced by the Municipality. It is the intention of the Municipality to identify all areas used as dumps and properly document such as areas including putting necessary signage to raise awareness on illegal dumping. It is important also to develop a strategy to deal with the current dumping and prevent future illegal dumping. Table 26 below and shows the provision of waste management services within Ndwedwe Municipality.

Ndwedwe Municipality is made up of 19 wards, composed of approximately 29200 households. Approximately 28 152 households are currently receiving waste management services. Approximately 27 123 households within Ndwedwe Municipality are not receiving waste services. There is an urgent need for Municipality to extend waste services to all citizens of Ndwedwe, especially rural areas and previously disadvantaged communities.

The graphic representation of the waste removal in Ndwedwe is provided in the graph in Figure 6 below:



**FIGURE 2: REPRESENTING THE PROVISION OF WASTE MANAGEMENT SERVICES IN NDWEDWE LOCAL MUNICIPALITY (INFORMATION ADAPTED FROM CENSUS, 2011)**

Illegal waste dumping is also another challenge facing the Municipality. It is the intention of the Municipality to identify all areas used as dumps and properly document such as areas including putting necessary signage. It is important also to develop a strategy to deal with the current dumping and prevent future illegal dumping. Ndwedwe Municipality should

prioritise projects towards rehabilitation of illegal dumping areas and developing a waste management information system.

**Section 6 (1)** of the Waste Act establishes a National Waste Management Strategy (NWS) for achieving the objects of the Waste Act. The National Waste Management Strategy (NWS) has been developed to promote waste minimisation and recycling; it contains eight goals. Municipalities should comply with these goals and Table 25 below discusses how Ndwedwe Municipality is performing against the targets set by the NWS.

Goal	Description	Targets 2016	Ndwedwe Municipality Status Quo
<b>Goal 1</b>	Promote waste minimisation, re-use, recycling and recovery of waste.	<ul style="list-style-type: none"> <li>▪ 25% of recyclables diverted from landfill sites for re-use, recycling or recovery.</li> <li>▪ All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes.</li> <li>▪ Achievement of waste reduction and recycling targets set in IWMPs for paper and packaging, pesticides, lighting (CFLs) and tyre industries</li> </ul>	<ul style="list-style-type: none"> <li>▪ No waste minimisation, reuse, recycling and recovery programme is currently in place within Ndwedwe Municipality.</li> <li>▪ The Ndwedwe Municipality is currently planning the establishment of a waste buy-back centre towards recycling</li> <li>▪ The Municipality to explore recycling opportunities and seek partnerships with private sector</li> <li>▪ Ndwedwe Municipality to support its local recyclers in their recycling opportunities.</li> </ul>
<b>Goal 2</b>	Ensure the effective and efficient delivery of waste services.	<p>95% of urban households and 75% of rural households have access to adequate levels of waste collection services.</p> <p>80% of waste disposal sites have permits.</p>	<p>Approximately 20 % of households within the Municipality receive basic waste collection services</p> <p>Ndwedwe to extend the services to rural areas.</p>
<b>Goal 3</b>	Grow the contribution of the waste sector to the green economy.	<p>69 000 new jobs created in the waste sector</p> <p>2 600 additional SMEs and cooperatives participating in waste service delivery and recycling</p>	<ul style="list-style-type: none"> <li>▪ No permanent jobs has been created within the Municipality.</li> <li>▪ Temporary jobs though EPWP have been created within the Municipality</li> <li>▪ No SMEs or cooperatives participating yet.</li> </ul>

				Ndwedwe Municipality to create job opportunities under waste management
<b>Goal 4</b>	Ensure that people are aware of the impact of waste on their health, well-being and the environment.	80% of municipalities running local awareness campaigns. 80% of schools implementing waste awareness programmes.	▪	<ul style="list-style-type: none"> <li>▪ Approximately 20 % awareness campaigns have been undertaken throughout Municipality</li> <li>▪ 20 % of schools within the Municipality are currently implementing waste awareness programmes</li> </ul> <p>There is a need for the municipality to strengthen its education and awareness campaign to ensure sustainability in the programme.</p>
<b>Goal 5</b>	Achieve integrated waste management planning.	All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs. All waste management facilities required to report to SAWIS have waste quantification systems that report information to WIS.	▪	<ul style="list-style-type: none"> <li>▪ Ndwedwe Municipality has finalised its IWMP in 2017</li> <li>▪ Currently no waste quantification systems that report information to WIS is currently in existence.</li> </ul>
<b>Goal 6</b>	Ensure sound budgeting and financial management for waste services.	All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs.		There is a budget allocated for the provision of waste services within Ndwedwe Municipality. Although this is budget is not sufficient.
				Ndwedwe to establish waste management tariff structure.
<b>Goal 7</b>	Provide measures to remediate contaminated land.	Assessment complete for 80% of sites reported to the contaminated land register. Remediation plans approved for 50% of confirmed contaminated sites.		Ndwedwe Municipality need to identify illegal dump sites within its jurisdiction. This information will be utilised for rehabilitation purposes and to plan for clean-up campaigns.
<b>Goal 8</b>	Establish effective compliance	50% increase in the number of successful enforcement actions		No EMLs are appointed within the Municipality to ensure

	with and enforcement of the Waste Act.	against non-compliant activities. 800 EMIs appointed in the three spheres of government to enforce the Waste Act.		compliance and enforcement of the Waste Act. There is a need for Ndwedwe Municipality to draft Waste Management by-laws.
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**TABLE 29: NATIONAL WASTE MANAGEMENT STRATEGY**

### 5.1.2 Disposal of waste within the Municipality

No public landfill site currently in existence within the Municipality. The Waste Act promotes the reduction of the number of the landfill sites developed within a specific region. In that light, a need exists for the Municipality to consider developing their own landfill site or supporting the idea of developing a regional landfill site which will be shared by all the Local Municipalities under the iLembe District Municipality. According to the Community Survey 2016, refuse removal for the Ndwedwe Municipality is in table below.

Provision of waste in Ndwedwe local Municipality (Source Statistics SA Census, 2011)						
Ward	Number of Households per ward	Number of households receiving waste collection services at least once a week	Number of households whose refuse is collected from a central collection point at least once a week	Number of household with supervised disposal of waste on site	Number of households not receiving waste services	Total number of households with access to waste collection services
1	1997	411	158	None	1429	569
2	1095	9	8	None	1078	17
3	2992	152	33	None	2807	185
4	1304	23	5	None	1276	28
5	1310	40	183	None	1087	223
6	1912	31	45	None	1835	76
7	983	7	12	None	964	19
8	1472	22	6	None	1444	28
9	1038	9	153	None	847	162
10	1481	31	13	None	1438	44

11	7747	42	1	None	1451	43
12	2171	52	226	None	1892	278
13	1608	60	9	None	1539	69
14	1119	22	3	None	1094	25
15	1468	16	26	None	1426	42
16	1377	17	12	None	1349	29
17	1348	46	15	None	1288	61
18	1384	39	21	None	1324	60
19	1646	40	51	None	1555	94
<b>Total</b>	<b>29200</b>	<b>1069</b>	<b>980</b>	<b>None</b>	<b>27123</b>	<b>2052</b>

TABLE 30: PROVISION OF WASTE IN NDWEDWE LOCAL MUNICIPALITY (SOURCE STATISTICS SA CENSUS, 2011)

Indicator	Sub Indicator	Households	% of total households
Refuse removal	Local authority/Private/community members at least once a week	312	0.9%
	Local authority/Private/community members less often than once a week	70	0.2%
	Communal refuse dump	1 527	4.6%
	Own refuse dump	29 379	87.7%
	Dump or leave rubbish anywhere (no rubbish disposal)	1 817	5.4%
	Other	395	1.2%

TABLE 31: REFUSE REMOVAL IN NDWEDWE (COMMUNITY SURVEY, 2016)

#### b) Waste Management Programmes

The waste management programmes taking place in Ndwedwe as highlighted in the table below.

Programme	Scope	Allocated Budget	Duration
EPWP	As part of the EPWP, the Municipality has appointed a number of people since January 2014 to assist in collection and disposal of waste to skip bins within Ndwedwe town. As		

	noted above due to large quantities of waste that is generated by the community in areas around town.		
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**TABLE 32: SHOWING NDWEDWE WASTE MANAGEMENT PROGRAMMES**

### 1.5.3 Implementation of Ndwedwe Integrated Waste Management Plan

The Municipality has adopted its IWMP in 2017, and this was forwarded to the Department of Economic Development Tourism and Environmental Affairs for approval, as required by the NEM: Waste Act. The Table below outlines the implementation plan of the Ndwedwe IWMP.

Target	Actions	2018	2019	2020	2021	2022
<b>Waste collection and transportation</b>	Ensure 100% collection in rural and informal areas				X	
	Random collection monitoring to improve service quality	X				
	Extending entrepreneur programme to unserved rural areas	X				
	Establish central collection nodes			X		
	Community entrepreneurs to be supported on collections in certain wards	X				
	Establish waste co-operatives in areas with no community entrepreneurs			X		
	Municipality to develop a core collection capacity in the Municipality		X			
	Provide bin liners to households in higher density areas				X	
	Develop waste transporter and waste handler database.		X			
<b>Waste minimisation, recycling and reduction</b>	Pre-sorting waste as it arrives at the transfer station					X
	Establishment of a drop off centre	X				
	Registration of recyclers and annual audits		X			
<b>Waste treatment, disposal, including regionalisation</b>	Establish composting initiatives within the Municipality.		X			
	Establish composting initiatives at transfer stations			X		
	Gathering of waste information through waste auditing	X				



<b>Waste management information</b>	Submission of regular reports to SAWIS	X	X	X	X	X
	To conduct annual waste sampling, or whenever necessary		X			
	To establish a waste recycler database	X				
<b>Institutional capacity</b>	Appoint a Municipal Waste officer/ manager	X				
	Capacity building and awareness	X	X	X	X	X
	Re-allocation of roles and responsibilities as per the revised organogram		X			
	Develop/update waste management By-Laws	X				
	Members of Council to be fully aware of waste management, its function, legal aspects and resource requirements (on an on-going basis)	X	X	X	X	X
<b>Financial arrangements</b>	Access grant funding for waste services and allocate budget for waste services in line with the IWMP implementation plan.	X	X	X	X	X
	Ongoing monthly reporting on the cost of waste management	X	X	X	X	X
	Update indigent register annually	X				
<b>Monitoring and compliance</b>	Compliance monitoring	X				
	Establish Public feedback loop	X				
	Appoint and capacitate staff to enforce waste By-Laws		X			

TABLE 33: INTEGRATED DEVELOPMENT PLAN IMPLEMENTATION PLAN

## COMPONENT D: CORPORATE GOVERNANCE

### OVERVIEW OF CORPORATE GOVERNANCE

Corporate governance is the system rules, practices and processes by which municipalities direct and control their functions in relation to the relevant stakeholders. The Municipality strives to govern compliance with applicable laws and adopted non-binding rules, codes and standards in a way that supports the Municipality being ethical and a good corporate citizen.

The Municipality strives to govern compliance with applicable laws and adopted non-binding rules, codes and standards in a way that supports the Municipality being ethical and a good corporate citizen. The Municipality therefore embarked to adhere to the disclosure requirements of the King IV principles.

#### 1.1 AUDIT UNIT

The Municipality has the Internal Audit Unit as required by Section 165(1) of the MFMA and an

Internal Auditor who reports to the Municipal Manager, however this unit is outsourced to Ntshidi & Associates. Section 165 (2) of the MFMA requires the Internal Auditor to;

*a) prepare a risk-based audit plan and an internal audit program for each financial year;  
b) advise the accounting officer and report to the audit committee on the implementation of*

*the internal audit plan and matters relating to—*

*i. internal audit;*

*ii. internal controls;*

*iii. accounting procedures and practices;*

*iv. risk and risk management;*

*v. performance management;*

*vi. loss control; and*

*c) perform such other duties as may be assigned to it by the accounting officer”.*

The Internal Auditor drives the Risk Committee, Audit Committee, and Performance Committee as well as Anti-corruption, The Fraud and Ethics Committee oversee and monitor clean corporate governance.

## 1.2 RISK MANAGEMENT

Section 62(i) (c) of MFMA requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality endeavours to minimise risk by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. Responsibility for the risk management resides mostly with line management in all departments however every employee is responsible for risk management. The Ndwedwe Municipality is assisted by the Ilembe District Municipality through a shared services arrangement to assist in mitigating risks.

## 1.3 SUPPLY CHAIN MANAGEMENT

The Municipality has a Supply Chain Management Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and its 2011 B-BBEE Regulations, the Municipal SCM Regulations and the SCM Policy. The Unit has all four elements of the SCM Unit, namely, demand, acquisition, logistics and disposal management.

Prospective suppliers or service providers wishing to do business with the council are on an ongoing basis afforded an opportunity to get registered on the municipality's database of accredited service providers/suppliers. There is an official solely dedicated to performing this function and on a regular basis issue

reminder to entities that must update their information or documents. Registration/accreditation is only approved after thoroughly checking and verification of the documents and information submitted with the database application forms. Vendors are required to select at most three areas of specialization/commodities

The Municipality annually holds an emerging contractors/suppliers' workshop with the aim of assisting local and emerging companies to successfully participate in the Council's SCM systems. This initiative was introduced after it was established that most entities had limited understanding of the SCM processes, resulting in them being disqualified during the process and subsequently lodging unsubstantiated objections/appeals which they lose in turn. This session seeks to empower them with knowledge on compliance matters to enable them to participate successfully in the municipality's procurement processes. Amongst external stakeholders that participate in this are; the KZN Provincial Treasury, KZN Department of Economic Development and Tourism, SMME's, CIDB, SARS, KZN Treasury: Municipal Bid Appeals tribunal (Objections) and Department of Public Works (EPWP Programme).

Ndwedwe Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avoid the potential of any fraudulent activities from occurring. Quotations for transactions below R 30,000 are solicited from entities listed on the database according to their areas of specialization/commodities. All procurement requests exceeding R30 000 up to R200, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process. The Annual Procurement Plan and Procurement Timetable is in place. These tools play a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes.

#### 1.4 BYLAWS

Municipal By-laws are public regulatory laws which apply in the Municipal Area. Section 11(3) (m) of the Local Government Municipal Systems Act, Act 32 of 2000 empowers the Municipal Council with the legislative authority to pass and enforce Municipal By-laws. A Municipal Council may only pass By-laws on matters falling within its functional mandate. By-laws are superseded by Provincial and National legislation as well as the Constitution. The main difference between a By-law and a law passed by National and Provincial Government is that a By-law is made by a non-sovereign body, which derives its authority

from another governing body, and which can only be made in respect of specific matters within a specific geographic area. It is therefore a form of delegated legislation.

The municipality has developed, adopted and promulgated various municipal bylaws. These bylaws are under the custody of various municipal departments and the department ensure the bylaws are adhered to. Businesses and developments within the municipal area are expected to operate within the municipal bylaws.

## 1.5 POLICIES

These are the policies in place that regulate the conduct of our human capital in executing their duties and responsibilities. Some matters are regulated in terms of collective agreements and legislation the following Policies are in place:

Name of Policy	Date of adoption
Fleet management policy	Reviewed date ( 29 /05/2019)
Bursary Policy	Reviewed date ( 29/08/2019)
Pauper and Burial Indigent Policy	Reviewed date( 30/10/2019)
ICT Policies	Reviewed date(29/10/2019)
PMS Policy	Reviewed date ( 30/01/2019)
Internship and scarce experiential learning critical & scarce skills policy	New date of adoption(28/11/2019)
ICT Policies <ul style="list-style-type: none"> <li>• ICT Policy and Framework</li> <li>• ICT Security Control Policy</li> <li>• ICT User Access Management Policy</li> <li>• ICT Service Level Agreement Management Policy o (External Service Providers/Vendors)</li> <li>• CT Disaster Recovery Policy</li> <li>• ICT Data Backup Recovery Policy</li> <li>• ICT Standard Operating Procedure</li> <li>• Hardware and Software Standardization Policy</li> </ul>	(2018 /02/09)
SCM Policy	(2018/05/30)
Budget Policy	(2019/05/30)
Property Rates Policy	(2018/05/30)
Petty Cash Policy	(2018/05/30)

TABLE 34: POLICIES

## 1.6 WEBSITE

The Local Government Municipal Systems Act, Act 32 of 2000 (Section 21(B)) requires the Municipality to establish an official website. The Municipality's official website: [www.ndwedwe.gov.za](http://www.ndwedwe.gov.za)

The Municipality is required to place all information that must be made public in terms of the Municipal Systems Act, Act 32 of 2000 and the Municipal Finance Management Act, Act 56 of 2003 (MFMA) on this Website. Section 75 of the MFMA specifies that the following documents must be placed on the Website.

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	Immediately after budget approval
All current budget-related policies	Yes	Immediately after budget approval
The previous annual report (Year -1)	Yes	Annually
The annual report (Year 0) published/to be published	Yes	Annually
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes	July
All service delivery agreements (Year 0)	No	
All supply chain management contracts above a prescribed value (give value) for Year 0	Yes	As and when required.
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	N/A	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
Public-private partnership agreements referred to in section 120 made in Year 0	Yes	As and when required.
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes	Quarterly

TABLE 35: DOCUMENTS PUBLISHED

This website serves as an integral part of the Ndwedwe Local Municipality's communication infrastructure and strategy. It allows easy access to relevant information, serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance.

## CHAPTER 3 - SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

### 3.1 EXECUTIVE SUMMARY

This section highlights the performance achievements, challenges and measures taken to improve municipal performance during the 2020/2021 financial year.

The annual performance report includes key performance areas (KPA) which forms part of the IDP 2020/21. These KPAs have been included in the municipal scorecard for 2020/21 financial year. It also presents the year end performance results for 2020/21. The report is based on the narrative form as per the National key performance areas as follows:

1. Municipal Institution Transformation and Development
2. Basic Service Delivery
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation

### 3.2 PERFORMANCE MANAGEMENT SYSTEM PROCESSES

The Organisational Performance Framework must be reviewed annually and adopted. The Ndwedwe Framework was reviewed and adopted by Council on the 11 June 2021. Organisational Performance forms an integral part of the implementation of the Integrated Development Plan (IDP) operational plans that are monitored and progress is reported annually against the targets set out as well as challenges experienced during the 2020/2021 financial year.

According to 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.

The performance management system is a tool that measures the implementation of an organisation's strategy. It also provides a mechanism to measure whether targets meet the strategic objectives that are set by municipalities and employees. In Ndwedwe municipality the PMS implementation and management process is carried out at 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.

### 3.3 PERFORMANCE AND SUPPORTING INFORMATION

According to the Municipal systems act PMS implementation ensures responsibility on individual departments and its employees to collect relevant data and information to support the monitoring process. In this respect, a portfolio of evidence (POE's) 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/or not met.

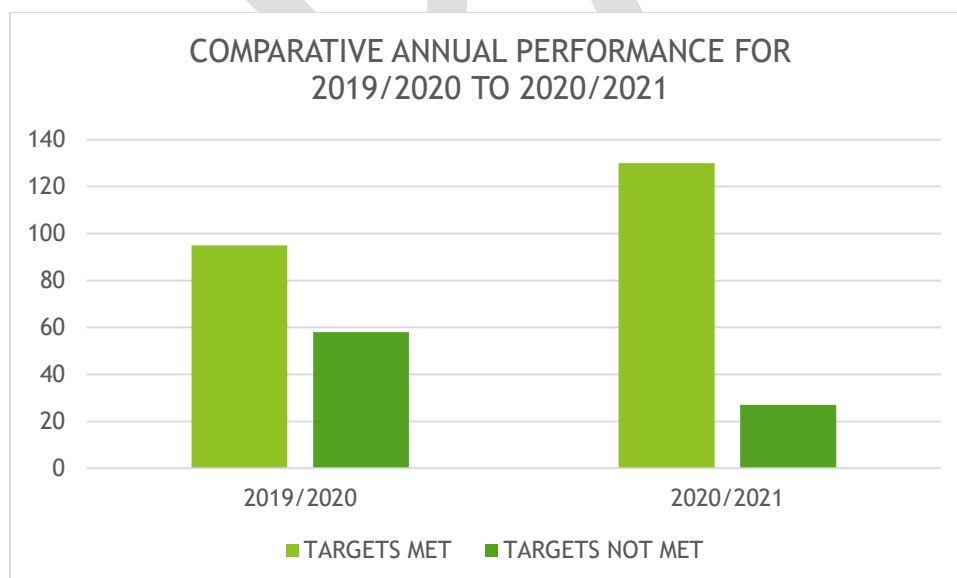
### 3.4 COMPARATIVE ANNUAL PERFORMANCE FOR 2019/2020 AND 2020/2021 FINANCIAL YEAR

The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs, focuses on Section 46 of the Municipal systems Act requirements.

The table below indicates the Ndwedwe municipality's organisational annual performance reporting compared over the last two financial years for the 2019/2020 and 2020/2021.

FINANCIAL YEARS	TARGET MET	TARGET NOT MET	TOTAL KPI's
2019/2020	95	58	153
2020/2021	115	40	155

TABLE 36: COMPARATIVE TARGET ACHIEVEMENT INFORMATION



### 3.5 MAIN CHALLENGE

The COVID-19 pandemic has impacted all aspects of our society and government across all three spheres. COVID-19 has governments around the world operating in a context of radical uncertainty, and faced with difficult trade-offs given the health, economic and social challenges raised by the crisis. All economic sectors were affected by the pandemic. The projects that were not achieved will be prioritised by management and recommence in the 2020/2021 financial year.

### 3.6 ORGANISATIONAL PERFORMANCE PER NATIONAL KPA

The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs focuses on Section 46 of the Municipal Systems Act requirements. The Ndwedwe Local Municipality Annual performance was satisfactory, **74%** reported as achieved and **26%** reported as non-achieved. The figure below depicts the performance of Ndwedwe in relation to various business units. A more detailed look into each department is outlined under departmental results.

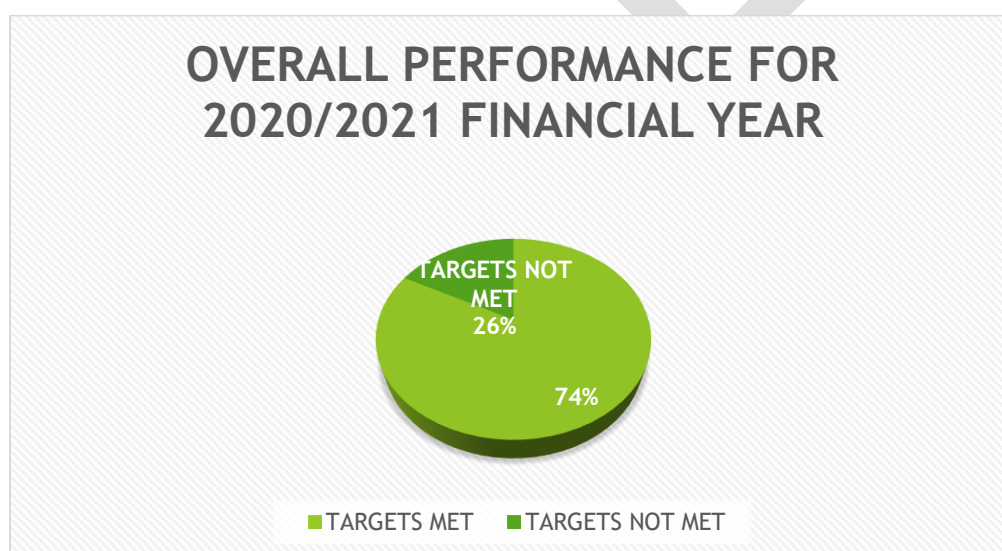


FIGURE 3: ANNUAL PERFORMANCE FOR 2020/2021 FY

Total targeted KPI's for Annual Performance for 2020/2021	Targets met	Targets not met
155	115	40
	74%	26%

TABLE 37: ANNUAL PERFORMANCE FOR 2020/2021 FY



<b>BUSINESS UNITS</b>	<b>TARGET MET % FOR ANNUAL PERFORMANCE EXCLUDING NON-ACHIEVED</b>
<b>Office Of the Municipal Manager Department</b>	<b>71%</b>
<b>Corporate Services Department</b>	<b>65%</b>
<b>Technical Services Department</b>	<b>68%</b>
<b>Economic Development and Planning Department</b>	<b>88%</b>
<b>Finance Department</b>	<b>86%</b>
<b>Community Services Department</b>	<b>73%</b>

**TABLE 378: PERFORMANCE PER DEPARTMENT**

### KPA 1: Municipal Institutional Development and Transformation

To improve, attract, develop and retain human capital and to facilitate institutional transformation and organisational development. The table below indicates the total number of targets that have been met.

#### 2020/2021

<b>NATIONAL KPA's</b>	<b>TOTAL KPI's</b>	<b>TARGETS MET</b>	<b>TARGETS NOT MET</b>	<b>TOTAL TARGETS MET %</b>
<b>Institutional Transformation &amp; Development</b>	<b>20</b>	<b>13</b>	<b>7</b>	<b>65%</b>

**TABLE 38: KPA 1: PERFORMANCE OF TARGETS**

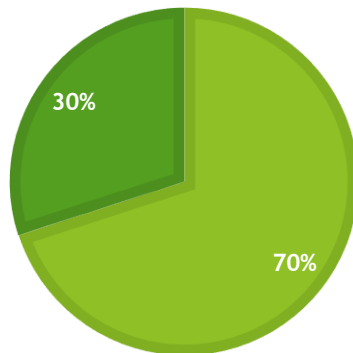
#### 2019/2020

<b>NATIONAL KPA's</b>	<b>TOTAL KPI's</b>	<b>TARGETS MET</b>	<b>TARGETS NOT MET</b>	<b>TOTAL TARGETS MET %</b>
<b>Institutional Transformation &amp; Development</b>	<b>14</b>	<b>7</b>	<b>7</b>	<b>50%</b>

The Figure below illustrates the performance of the KPA 1.

## KPA 1: INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

■ Targets Met ■ Targets Not Met



**FIGURE 1: PERFORMANCE OF THE KPA 1**

### PERFORMANCE HIGHLIGHTS

- 8 WSP trainings were implemented.
- 1% of budget spent on the municipality WSP.
- 12 Backup reports submitted.
- 4 ICT Steering Committee meetings were held.
- 12 Monthly C track system generated reports were completed.
- 12 Monthly repairs and maintenance reports were generated.
- 5 Interns and 0 Inservice trainees were employed.
- Overachieved. 12 Council meetings were held.
- 10 EXCO meetings were held.
- 10 Security Services reports were generated.
- 4 SLAs drafted.
- 4 OHS Trainings were conducted on 14, 15 October 2020 and 26 and 27 October 2020.
- 4 Bursary progress reports were completed.
- 1 Progress Report on Risk Management was completed.

### CHALLENGES

- Ref CS-03-20/21: 9 posts were filled instead of 10. Due to COVID-19 lockdown restrictions the posts were not filled.
- Ref CS-06-20/21: The service provider did not conduct the test.
- Ref CS-14-20/21: Trainings on Policies and Legislations meetings were not held due to COVID-19 lockdown restrictions.
- Ref CS-15-20/21: 1 Instead of 4 OHS Committee meetings were held. Due to COVID-19 lockdown restrictions the OHS Committee meetings were not held.
- Ref CS-18-20/21: 1 instead of 4 EAP programs was held on 25 November 2020. Due to COVID-19 lockdown restrictions the EAP program was not held.

- Ref CS-19-20/21: 6 instead of 8 Policies/plans/strategies were reviewed on 23-25 November 2020. Cost containment policy, Disposal policy, Infrastructure maintenance policy, SCM policy, Variation policy and Human Resource Policy. Due to COVID-19 lockdown restrictions the OHS meetings were not held.

## MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref CS-03-20/21: The posts will be filled in the 1st Quarter of the new financial year 2021/2022.
- Ref CS-06-20/21: Test to be conducted in the month of July 2021
- Ref CS-14-20/21: The trainings will take place in the new financial year 2021/2022.
- Ref CS-15-20/21: The OHS Committee meetings will take place in the new financial year 2021/2022.
- Ref CS-18-20/21: The EAP meeting will take place in the new financial year 2021/2022.
- Ref CS-19-20/21: Policies/plans/strategies will be reviewed and developed in the new financial year 2021/2022.

## KPA 2: BASIC SERVICE DELIVERY

One of the core functions of the municipality is to ensure and facilitate the provision of sustainable infrastructure delivery in order to eradicate backlogs. The table below indicates the total number of targets that have been met.

### 2020/2021

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Basic Service Delivery	28	19	9	68%

### 2019/2020

NATIONAL KPA's	TOTAL KPI's	TARGET MEET	TARGET NOT MET	TOTAL TARGETS MET%
Basic Service Delivery	34	17	17	50%

TABLE 39: KPA 2: PERFORMANCE OF TARGETS

The Figure below illustrates the performance of the KPA 2.

## KPA 2: BASIC SERVICE DELIVERY

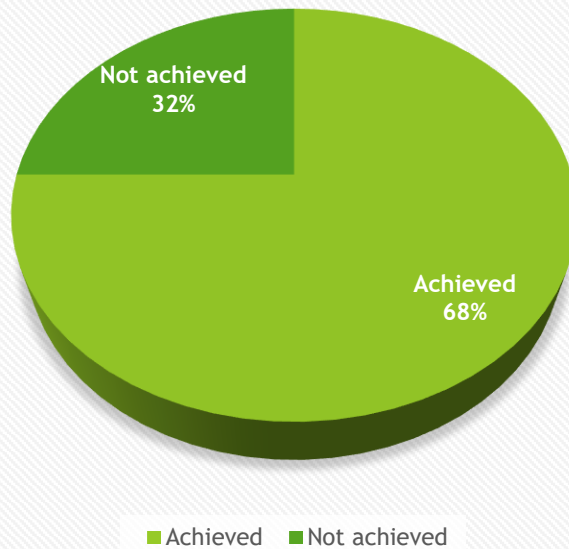


FIGURE 2: PERFORMANCE OF KPA 2

### PERFORMANCE HIGHLIGHTS

To ensure and facilitate the provision of sustainable infrastructure in order to eradicate backlogs.

- 2.3km Construction of Zondo Access Road and **Stormwater pipes/stone pitching has been completed.**
- 1,75km Final layer works for Construction of Gudlintaba Access Road has been completed as of 31 December 2020
- Project Completed. 1,75km Construction KwaNovimba Access Road has been completed.
- Project completed. 0.5km Construction of Chamani Access Road has been completed.
- Project Completed. Rehabilitation of Noorsburg access road has been completed.
- Construction of Nhlanguwini sports field has been completed.
- Construction of Mandlakazi sports field has been completed.
- Construction (Paving, Security guard house and fencing) of Hloniphani Hall & Creche Ward 12 has been completed.
- Augmentation of water supply and installation JoJo tanks has been completed.
- Renovations to Johnny Makhathini Hall has been completed
- Maintenance Projects (Ceiling, doors, windows, road re-gravelling) has been completed.
- Rehabilitation of Nhlanguano Access Road Ward 4 has been completed.
- Rehabilitation of Cemetery Access Road Ward 15 has been completed.

- Construction (Paving, Security guard house) of Mary Grey Sport Centre Phase 2 has been completed.
- Generator Installation-EDP Offices & Bhamshela Thusong Centre, Supply and installation of Generator has been completed
- Ndwedwe Street Lights, Supply and installation of high mast lights has been completed.
- Instead of 80 EPWP workers 83 has been appointed.
- 100% Capital expenditure has been spent.
- 3 Quarterly reports for road maintenance has been prepared
- 1 Progress Report on Risk Management has been prepared.

## **CHALLENGES**

- Ref: TS-01: 3.7km Construction of Ngonyameni Access Road and Stormwater pipes has not been completed. This was due to community protests as the local community demanded subcontracting work that led to the extension of the project into the new financial year.
- Ref TS-03: Not achieved. 2km Road layer works Construction of Nhlabamkhosi to Epitsini Access Road project was stopped by community and resulted to the delay of the project. Attached is progress report indicating progress as end 30 June 2021.
- Ref TS-04: Not Achieved. 2.9km Final Road layer works (gravel material) for Construction of Nembeni Access Road project was delayed due to slow progress/performance by the contractor on site. Attached is the progress report indicating progress as end 30 June 2021.
- Ref TS-05: Not Achieved. 2.5km Road layer works Construction of Etsheni Access Road project was delayed due to the Appointed Contractor surrendered/withdrawal on the project. Attached the letter from the contractor Withdrawal.
- Ref TS-07: Paving, Roofing, plastering of Mangangeni CDC has not been completed. This was due to community protests as the local community demanded subcontracting work that led to the extension of the project into the new financial year.
- Ref TS-14: Not achieved. Construction of Ndwedwe Testing Station project delayed due to waiting for the permission to occupy (PTO) to be issued by Ingonyama Trust Board for Testing Centre site.
- Ref TS-15: Construction of INEP Electrification project delay due to Eskom in providing Network Planning Report (NPR). Progress report indicating progress as end 30 June 2021.
- Ref TS-16: Not Achieved. Installation of reticulation networks pproject was delayed due to slow performance by the Contractor. Another delay due to Eskom scanning/programming of meters for the 288 beneficiaries. Attached is the progress report indicating progress as end 30 June 2021
- Ref TS-24: Not Achieved. Ndwedwe Street Lights project was delayed is due to Eskom in providing Outage authorization/registration of high mast for the meter. Attached is the progress report indicating progress as end 30 June 2021.

## MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref TS-01: The project will be completed in the quarter 1 of the new financial year.
- Ref TS-03: The project will be completed in the quarter 1 of the new financial year.
- Ref TS-04: The project will be completed in the quarter 1 of the new financial year.
- Ref TS-05: A new Contractor has to be appointed. The project will be completed in quarter 1 of the new financial year.
- Ref TS-07: The project will be completed in the quarter 1 of the new financial year.
- Ref TS-14: The PTO to be issued by Ingonyama Trust Board for Testing Centre site in quarter 1 of the new financial year.
- Ref TS-15: Eskom to resolve and provide Network Planning Report (NPR). The project will be completed in the quarter 1 of the new financial year.
- Ref TS-16: Close monitoring on the Contractor will be done to complete the project. The project will be completed in the quarter 2 of the new financial year.
- Ref TS-24: The project will be completed in quarter 1 of the new financial year.

## KPA 3: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

To develop a resilient economy that creates sustainable decent jobs and reduces poverty. To facilitate the provision of support necessary for the development of SMME's and cooperatives throughout the municipality continues to upscale agriculture development.

The table below indicates the total number of targets that have been met.

### 2020/2021

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
LOCAL ECONOMIC DEVELOPMENT	17	15	2	88%

### 2019/2020

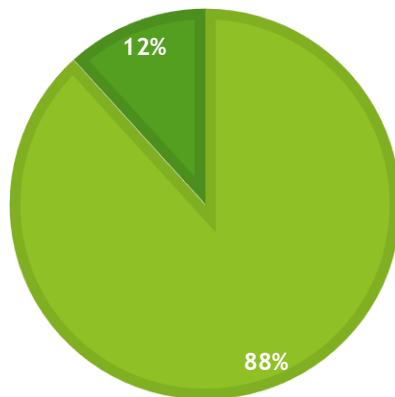
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Local Economic Development	16	10	6	63%

TABLE 40: KPA 3: PERFORMANCE OF TARGETS

The Figure below illustrates the performance of the KPA 3.

## KPA 3: LOCAL ECONOMIC DEVELOPMENT

■ TARGET MET ■ TARGET NOT MET



**FIGURE 3: PERFORMANCE OF KPA 3**

### PERFORMANCE HIGHLIGHTS

- 1 Agricultural Indaba was hosted on 1 June 2021.
- 1 Maskandi Festival was held on 2 October 2020.
- 7 Instead of 2 Cooperatives were supported with Community gardens.
- Achieved. 10 SMME's were supported in quarter 2.
- Instead of 10 Cooperatives 16 were developed and supported.
- 36 Instead of 8 Cooperatives developed (fencing of community gardens) for COVID-19 respond by 30 June 2021
- 14 Instead of 10 Emerging Contractors were trained.
- 2 LED Forum meetings were held on 1 December and 29 April 2021.
- Submission of SPLUMA application to Surveyor General complete.
- Achieved. Service provider appointed for LUMS in the last financial year.
- Spatial Development Plan Inception report was completed by 31 December 2020.
- The Final LED Strategy has been adopted.
- The Final Agricultural Sector Plan has been adopted.
- Agricultural items and Tools purchased.
- 1 Progress Report on Risk Management was completed.

### CHALLENGES

- Ref EDP-03-20/21: The Tourism Indaba was not attended due to COVID-19 lockdown restrictions.
- Ref EDP-09-20/21: 1 Instead of 3 Housing Forum reports was presented on 2 May 2021. The Housing Forum meetings was not held, the report was not presented due to Covid-19 lockdown restrictions.

## MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref EDP-03-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref EDP-09-20/21: Management will ensure that the target is prioritised in the new financial year.

## KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

The finance department continuously ensures that effective and efficient municipal financial management is crucial. By improvement of cash flow liquidity and promotion of sound financial management.

The table below indicates the total number of targets that have been met.

### 2020/2021

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Financial Viability and Management	22	20	2	91%

### 2019/2020

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Financial Viability and Management	22	21	1	95%

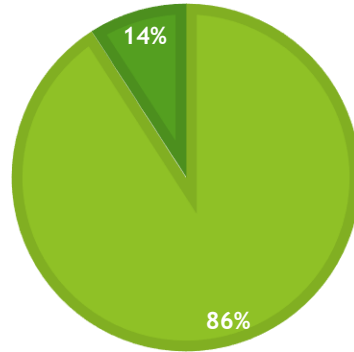
TABLE 41: KPA 4: PERFORMANCE OF TARGETS

The Figure below illustrates the performance of the KPA 4.



## KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

■ TARGET MET ■ TARGET NOT MET



**FIGURE 4: PERFORMANCE OF KPA 4**

### PERFORMANCE HIGHLIGHTS

- 12 Monthly Transactional Mscoa reports submitted to Finance Portfolio and Council.
- 1 MFMA 72 Report submitted.
- The Adjusted Budget was adopted by Council on 31 March 2021.
- Final Budget was adopted by Council on 11 June 2021.
- 73% of Revenue collected.
- 11 Policies adopted by Council.
- Supplementary General Valuation Roll was produced and submitted KZN COGTA by 30 June 2022
- 4 Quarterly reports generated for Screening of State Employees from SCM database submitted.
- 4 Quarterly report for Appointment of Local Service Providers submitted to Council Portfolio committee.
- 12 Monthly Governance Reports (Debtors Reconciliation Book) reports were submitted.
- 12 Monthly Property Rates Reconciliations reports were submitted.
- 12 Bank Reconciliations reports were submitted.
- 12 Monthly Investment Reports were submitted.
- 12 Monthly Grants registers were submitted at the end of 30 December 2020
- Achieved. Creditor's payment done within 30 days of submission.
- Third Party payment were produced and completed.
- Adopted Financial statements submitted to Auditor General, Treasury and CoGTA by 30 September 2020.
- 45% Debt Total Borrowings and Revenue was completed.
- 1 Progress Report on Risk Management was completed.

## CHALLENGES

- Ref F-02-20/21: 12 Monthly Section 71 MFMA reports completed however for the last quarter the reports were submitted late to Treasury.
- Ref F-19-20/21: The Finance department was resolving errors on the system, as a result the MFMA was submitted late.
- Ref F-20-20/21: 3 Instead of 4 quarterly SCM reports were submitted to Council. 1 Quarterly SCM report was completed however due to no Council sitting the SCM report was not approved.

## MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref F-02-20/21: The municipality will ensure that compliance deadlines are adhered to, in the new financial year.
- Ref F-19-20/21: The department implemented a checklist in place to ensure that there will be no errors in the new financial year.
- Ref F-20-20/21: Management will ensure that the Council meetings sit every quarter in the new financial year.

## KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To promote good governance and public participation by conducting annual assessments for ward committees, conduction of municipal employees for section 57 and conducting of Municipal Izimbizo's.

The table below indicates the total number of targets that have been met.

2020/2021

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Good Governance and Public Participation	38	27	11	71%

2019/2020

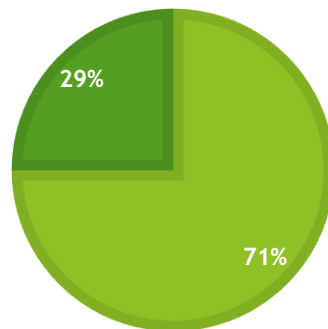
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Good Governance and Public Participation	35	24	11	69%

TABLE 42: KPA 5: PERFORMANCE OF TARGETS

The Figure below illustrates the performance of the KPA 5.

## KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

■ Achieved ■ Not achieved



**FIGURE 5: PERFORMANCE OF KPA 5**

### PERFORMANCE HIGHLIGHTS

- 2019/2020 AR was approved and adopted by Council on 11 June 2021.
- 2019/2020 AR was approved and adopted by Council on 11 June 2021.
- 2021/2022 IDP/Budget & PMS Process plan was adopted by Council on 30 September 2020
- Final IDP 2021/2022 was adopted by Council on 11 June 2021.
- Achieved. 1 Speakers Izimbizo was held on 4 December 2020.
- Achieved. 4 Mayoral Izimbizo's were held on 30 October 2020, 10, 13, 19 November 2020.
- 1 Ward Committee training was held.
- 2 Ward Committee meetings were held.
- 24 Media Slots were conducted.
- 1 Progress Report on Risk Management was completed.
- 1 Ethics/Risk Committee meeting was held.
- Risk assessment process & develop risk register for 2021/2022 by 30 June 2022
- 43 Instead of 40 Sports development programmes hosted by 30 June 2021
- 1 Mayoral Sports Cup was hosted.
- 1 Sports and Recreation Capacity Building Workshop was held on 20 to 22 November 2020
- Youth SMME Seminar Support for Equipment was hosted.
- Exam prayer was held on 09 October 2020 at Qinisani.
- Youth Summit target was met.

- 1 Award ceremony for Top achievers was hosted.
- 2 Youth Revolutionary Programmes was hosted.
- 1 Career Guidance programmes was held on 24 October 2020.
- 1 Faith based Youth forum was held.
- 1 Young Local Artists Support workshop was held.
- 2 Youth Council Advisory meetings were held on 11-13 September 2020 and 11 -13 November 2020
- 1 Ward Committee training was held.
- The target was met in quarter 2. 1 Quarterly progress report prepared for the Feeding of Homeless/ Food Distribution for Covid 19 Respond was held on 28 November 2020.
- Overachieved. 3 Community and Awareness Campaigns (festive season public safety campaign was held in partnership with Ndwedwe and UMshwati and Radio promos for Covid 19 Respond held in December 2020
- 4 Training for Youth on Health, Safety and Disaster Management for Covid 19 Respond programmes were completed.

## CHALLENGES

- Ref MM-01-20/21: The reports were not submitted to the Audit Committee due to their Contract came to an end.
- Ref MM-03-20/21: The Oversight report was submitted to Council on 11 June 2021 but not presented due to Chairperson of MPAC not present.
- Ref MM-16-20/21: Strategic Risks Assessment was conduct on 26 & 27 May 2021. the Operational Risks Register for 2021/2022 was schedule to take for 28 and 29 June 2021. However, due to Covid 19 level 4 locked down restrictions announced by SA President, the meeting had to be rescheduled.
- Ref MM-17-20/21: Risk Mngt Framework and Policy was reviewed by 23 June 2021. However, it was not adopted by EXCO and Council.
- Ref MM-18-20/21: Risk Anti- Fraud & Strategy and Policy was reviewed by 23 June 2021. However, it was not adopted by EXCO and Council.
- Ref MM-21-20/21: The Symposium was not hosted due to COVID-19 lockdown restrictions.
- Ref MM-22-20/21: The ECD's sport day was not hosted due to COVID-19 lockdown restrictions.
- Ref MM-23-20/21: 1 Salga Games (males and females football,netball males and females,cricket,tennis,indigenous games,athletics,boxing,karate,swimming,rugby,basketball,valleyball,dance was hosted on 12 and 13 December 2020, The SALGA Games was not hosted due to COVID-19 lockdown restrictions.
- Ref MM-26-20/21: 1 Instead of 3 Job readiness workshop was held on 24 October 2020, The Job readiness workshop was not hosted due to COVID-19 lockdown restrictions.

- Ref MM-35-20/21: 38 Youth were recruited for Driver license program. 15 has Learner's license and 5 failed. 11 Youth has passed the Driving license test. 5 Youth left the program.

#### MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref MM-01-20/21: The municipality in the process in appointing the new ACM. This has been escalated to EXCO to resolve the matter.
- Ref MM-03-20/21: Oversight report will be submitted for adoption at the next Council meeting scheduled for 8 July 2021 in the new financial year.
- Ref MM-16-20/21: The register will be submitted at the next Risk Mngt Committee to be held on 1st quarter of the new financial year 2021/2022.
- Ref MM-17-20/21: Risk Mngt Framework and Policy will be submitted for adoption to Exco and Council in the 1st Quarter of the new financial year 2021/2022.
- Ref MM-18-20/21: Risk Anti- Fraud & Strategy and Policy will be submitted for adoption to Exco and Council in the 1st Quarter of the new financial year 2021/2022.
- Ref MM-21-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref MM-22-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref MM-23-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref MM-26-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref MM-35-20/21: Management will ensure that the target is prioritised in the new financial year. The remainder of the Youth who has failed re-booked their License.

#### KPA 6: COMMUNITY AND SOCIAL SERVICES

To facilitate the provision of infrastructure throughout the municipality. The table below indicates the total number of targets that have been met.

##### 2020/2021

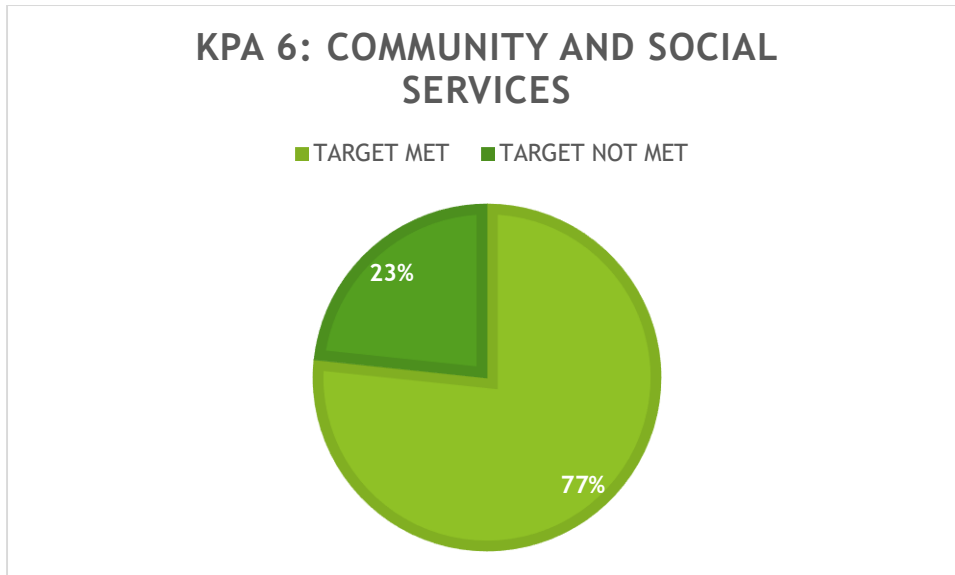
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Community and Social Services	30	23	7	77%

##### 2019/2020

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Community and Social	32	16	16	50%

**TABLE 43: KPA 6: PERFORMANCE OF TARGETS**

The Figure below illustrates the performance of the KPA 6.



**FIGURE 6: PERFORMANCE OF KPA 6**

### PERFORMANCE HIGHLIGHTS

- 912 Municipal waste collections were done.
- 1 Refurbished and Functional Telecentre has been completed.
- 100% of Sanitisation of Community Spaces for COVID-19 respond were completed.
- 100% of applications processed for Burial Assistance for COVID-19 were completed.
- 1 Women's Commemoration meeting was on held 29 September 2020.
- 1 Disability Safety awareness was held on 3 December 2020 and 24 May 2021.
- 1 Disability games was held on 24 May 2021.
- 1 Christmas program was held on 18 December 2020.
- 4 Civil Society Forums was held on 22 September and 23 October 2020, 30 March, and 7 June 2021
- 2 HIV/AIDS events and awareness was held on 4 December 2020 and 26 April 2021.
- 2 - 16 Days of Activism programs were hosted on 8 and 10 December 2020.
- 1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event was held by 28 November 2020
- 10 OSS Meetings were held on 2,10 September, 8,22 October 2020, 3, February 2021 via Microsoft teams, 7 April, 5 May, 14, 18, 19 June 2021.
- Achieved. The Breast Cancer awareness was held on 6 November 2020
- 5 Instead of 4 OSS and LAC Meetings were held on 7 April, 5 May, 14, 18, 19 June 2021.

- Achieved. 1 Safety Prayer was held on 11 December 2020.
- 3 Child Protection Programs was held on 26 May, 3, 29 June 2021
- 2 Dress a Child Campaigns were held were Vouchers for R800 were handed out to 50 beneficiaries per ward by Councillors.
- 8 Disaster Awareness Campaigns were held on 21, 22 September 2020 and 28 October 2020 and 7, 8 December 2020, 1 April, 8 and 9 April 2021.
- Final Reviewed Disaster Management Sector Plan was adopted by Council on 11 June 2021
- 12 Monthly reports were submitted to the Provincial disaster management centre.
- 1 Progress Report on Risk Management was completed.

## **CHALLENGES**

- Ref COM-01-20/21: 38 Books were procured due to budget limitations, as the bookstore increased the purchase price.
- Ref COM-03-20/21: 100% of Households access to waste collections were not completed. Due to the incompleteness of the truck schedules and Indigent register not submitted.
- Ref COM-04-20/21: The Final Reviewed Integrated Waste Management Plan was not approved and adopted by Council due to OSS cabinet day. The Portfolio meetings were not sitting due to the planning for OSS cabinet day.
- Ref COM-11-20/21: The dress a child campaign was not held due to the unrest and COVID-19 lockdown restrictions.
- Ref COM-18-20/21: 3 Operation MBO meetings was held on 2 December 2020, 3 June 2021, and 29 June 2021. The Operations MBO meetings were not held due to COVID-19 lockdown restrictions.
- Ref COM-20-20/21: 3 Instead of 4 Disability and Senior Citizens forum meetings were held on 9 October 9 November 2020 and 26 March 2021. The Disability and Senior Citizens forum was not held due to COVID-19 lockdown restrictions.
- Ref COM-26-26-20/21: The Disaster Advisory meetings was not held due to COVID-19 lockdown restrictions.
- Ref COM-27-20/21: The Local Disaster Management Workshop was not held due to COVID-19 lockdown restrictions.

## **MEASURES TAKEN TO IMPROVE PERFORMANCE**

- Ref COM-01-20/21: The municipality will ensure that a market research budget costing is done prior to budgeting of the books for the new financial year.
- Ref COM-03-20-21: To monitor the truck schedules on a weekly basis and update the Indigent register in the new financial year.
- Ref COM-04-20-21: The plan will be approved at the next Council sitting in the new financial year.
- Ref COM-11-20/21: Management will ensure that the target is prioritised in the new financial year, for the uniforms to be handed over by end of July 2021. As the uniforms have been purchased by municipality.

- Ref COM-18-20-21: Management will ensure that the target is prioritised in the new financial year.
- Ref COM-20-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref COM-26-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref COM-27-20/21: Management will ensure that the target is prioritised in the new financial year.

## **KEY AREAS TO NOTE**

### **IMPROVING PERFORMANCE**

This section highlights key areas for improving of performance, even in the cases where the targets have been met or exceeded. These will include, inter alia:

- To improve the cash flow liquidity and promotion of sound financial management;
- The supply chain management continues to implement the framework policy and adherence to the approved policy;
- Restructuring as a possible solution for an inappropriate structure;
- Process and systems improvement strategies to remedy poor systems and processes;
- Training and sourcing additional capacity where skills and capacity shortages are identified;
- Change management and diversity management education programmes to address organisational culture;
- Review of the IDP where Councillors will address shortcomings in the strategy;
- Development of appropriate departmental business plans and operational plans to guide performance in each department.

### **DETERIORATING PERFORMANCE**

This section highlights key areas for deterioration of performance, even in the cases where the targets have been missed. In order to improve performance, the Ndwedwe Local Municipality throughout the performance management phases will analyse poor performance, through coaching sessions from top to lower levels of the administration and appropriate response strategies will be developed.

Poor performance in municipalities is often characterised by disclaimers and adverse opinions from the Auditor General and community protests for inadequate service delivery. The worst measure that is taken for worst performing municipalities is the Section 139 intervention by the MEC for Local Government in the province.

### **ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDER**

All service provider's performance is monitored and reviewed on a monthly and quarterly basis, however as defined in the Systems Act Section 76 the service providers performing the core functions of the Ndwedwe Local Municipality are rated below in table.



Performance Analysis and rating criteria for contractor performance rating purposes, the following rating criteria is used:

PERFORMANCE WEIGHTING		
1	POOR	Performance did not meet most contractual requirements and contains serious problem(s) for which correction actions were ineffective.
2	SATISFACTORY	Performance did not meet some contractual requirements, contractors actions appear only marginally effective or were not fully implemented.
3	GOOD	Contractual performance of contractor contains some minor problems for which corrective action taken by the contractor appear or were satisfactory
4	VERY GOOD	Performs meets contractual requirements some minor problems for which corrective action taken by the contractor were effective
5	EXCELLENT	Performance meets contractual requirements with few minor problems for which corrective actions by contractor were highly effective.

The performance ratings of service providers performing the core function of the municipality are as follows:

<b>Assessment Key</b>	
<b>Good (G)</b>	<b><i>The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract</i></b>
<b>Satisfactory (S)</b>	<b><i>The service has been provided at acceptable standards and outside of the timeframes stipulated in the SLA/Contract</i></b>
<b>Poor (P)</b>	<b><i>The service has been provided below acceptable standards</i></b>

Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project @	Comparison with previous year 2019/2020		Current Financial Year 2020/2021		Assessment of Service Providers Performance		
				Targ et	Actu al	Targ et	Actu al	G	S	P
Quiet Storm Trading	04/11/2020	Zondo Access Road Ward 15	3 928 746.00					G		
Yimpie Projects	04/11/2020	Nhlabamkhosi to Epitshini Access Road Ward 13	3 244 387.21					G		
Sukumasakhe968 Trading	04/11/2020	Ngonyameni Access Road ward 18	5 700 606.00					G		
Zeest Trading JV	04/11/2020	Nembeni Access Road Ward 09	4 959 482.00					G		
P4S Trading	05/02/2021	Etsheni Access Road Ward 07	2 636 305.00					G		
Umzulu Trading	03/06/2020	Gudlintaba Access Road Ward 17	1 780 000.00					G		
Bokosi Projects	17/03/2021	Bhamshela Road Intersection Access Ward 06	6 000 000.00					G		
Pee Gee Trading	05/02/2020	Bhamshela Thusong Telecentre Renovations	395 325.00					G		
Dodwana Construction cc	27/01/2021	Type 3 Infills Electrification Ward 16 (Egweni)	1 800 000.00					G		
Esethu isipho contruction and trading	27/01/2021	Type 3 Infills Electrification Ward 1 & 4 (Doringkop/Glendale/Ngconganga)	6 038 986.02					G		
Umzulu Trading	05 /02/2021	Pentecoste Community Hill Renovation Ward 14	374 838.19					G		
Magubane Plant and Contractors	20/11/2020	COVID 19 Road Maintenance	10 176 000.00					G		
Tripple Guard Construction	20/11/2020	COVID 19 Road Maintenance	3 816 000.00					G		
Schize trading (PTY)LTD	05/02/2021	Febe Access Road Ward 02	400 119.50					G		

		Rehabilitation Phase 2								
Sim and Lukho Property Development and Construction	05/02/2021	Sphamandla Hall Ward 17	317 225							G
Sim and Lukho Property Development and Construction	05/02/2021	Qinisani Market Stalls Renovations Ward 08	504149.10							G
Havilah commercial project	05/02/2021	Qhubakahle Access Road Re-gravelling Ward 06	759 616.00							G
Magubane Plant and Contractors	05/02/2021	Okhalweni Access Road Rehabilitation Ward 17	311 336.74							G
Siqu Group	05/02/2021	Ntabamhlophe Access Road Re-gravelling Ward 08	394 550.63							G
Pee Gee Trading	05/02/2021	Nsuze CDC Renovations Ward 02	234 158.10							G
Havilah commercial project	05/02/2021	Ndodombi Access Road Rehabilitation Ward 14	357 060.00							G
Siqu Group	05/02/2021	Nambithane Hall Renovations Ward 05	290 528.22							G
Siqu Group	05/02/2021	Mvoti Sport Ground Refurbishment Ward 04	797 535.20							G
Intesezingeni Construction	05/02/2021	Nsongweni Access Road Rehabilitation Ward 12	392 112.16							G
Sele and Musa Trading	05/02/2021	Gweni Creche Renovations Ward 16	402 876.34							G
Sele and Musa Trading	05/02/2021	Cibane Hall Renovations Ward 16	530 780.78							G
SHM4 Projects	16/02/2021	Ndwedwe High Mast Lights Ward 15, 06	1 800 000.00							G

## CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

### COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

#### 4.1 INTRODUCTION TO THE MUNICIPAL WORKFORCE PERSONNEL

The Municipal Manager and four Directors are appointed on a fixed term contract in terms of Section 57 of the Municipal Systems Act 32 of 2000. On the 1<sup>st</sup> July 2020 the municipality was able to successfully appoint the Municipal Manager, Mr M.F Hadebe will commence his duties on the 1 July 2020 of the new financial year 2020/2021.

The reviewed staff establishment of the Municipality was adopted and approved on 11 June 2021. The amendments and review of the staff establishment was done to make the Municipal Staff establishment to be aligned with the strategic directive of the new Council's term of office, *i.e.* 2017 - 2022.

The Municipality's organisational structure has six (6) administrative components that are managed and headed by the Municipal Manager as follows:

- Office of the Municipal Manager
- Economic and Development Planning
- Finance
- Technical Services
- Corporate Services
- Community Services

Ndwedwe local municipality has a total number of 130 employees however 30 is contractually employed and 100 permanently employed.

Department	Permanent employees	Contract employees
Office of the Municipal Manager	6	15
Finance	18	6
Department of Corporate Services	32	0
Department of Community Services	22	2
Economic Development and Planning	09	2
Technical Services	13	5

Total	100	30
-------	-----	----

TABLE 44: NUMBER OF EMPLOYEES PER DEPARTMENT

Ndwedwe local municipality has a total number of 16 Interns, in-service and casual staff employed. The summary no. of employees/staff as at 30 June 2020.

	Normal	Resigned
Officials Permanent	98	2
Officials on Contract	25	0
Councillors	36	0
Casual Staff & In-Serves	11	0
<b>Totals</b>	<b>170</b>	<b>2</b>

TABLE 46: STAFF COMPLEMENT

## 4.2 HUMAN RESOURCE ACHIEVEMENTS

Prior to the inception of the 2016 elected Council, the municipality management committee had less than 10 members in its extended management committee. To date, the extended management committee has more than 20 members in its sitting. The greatest achievement is that the Department has appointed 4 senior managers and 12 managers to expand the municipal think tank at its strategic management level. The appointment of these senior managers and managers have significantly strengthened the strategic thinking capacity in the municipal management committee (MANCO). The appointees are as follows: -

	The Appointed Senior Manager/ Manager	Position
1.	Mr MF Hadebe	The Municipal Manager
2.	Mr S. Majola	The Chief Financial Officer
3.	Mr DSG Khuzwayo	Director Economic Development & Planning
4.	Mr D. Mzolo	Director Technical & Infrastructure Services
5.	Ms PP Mbonambi	Director Community and Social Services
6.	Mr S. Gwamanda	Manager Social Cohesion
7.	Ms V.L. Naidoo	Manager IDP & PMS
8.	Ms T. Nxumalo	Manager Mayoralty & Support
9.	Ms Z. Khuluse	Manager LED
10.	Ms K. Mapipa	Manager Legal Services

11.	Mr MG Mkhwanazi	Manager Youth Development
12.	Mr S. Ngidi	Manager Budgeting & Reporting
13.	Ms T. Nyawose	Manager Public Works
14.	Mr S. Mthembu	Manager IT
15.	Ms NP Nkabinde	Manager Supply Chain Management
16.	Ms B. Zulu	Manager: Internal Audit
17.	Mr PV Ngiba	Manager Disaster Management

TABLE 45: NDWEDWE APPOINTEES FROM 2016 TO CURRENT

### 4.3 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

SUMMARY NO. OF EMPLOYEES/STAFF FOR THE FINANCIAL YEAR  
2020/2021

Department	Permanent employees	Contract employees
Office of the Municipal Manager	6	15
Finance	18	6
Department of Corporate Services	32	0
Department of Community Services	22	2
Economic Development and Planning	09	2
Technical Services	13	5
<b>Total</b>	<b>100</b>	<b>30</b>

TABLE 46: STAFF COMPLEMENT

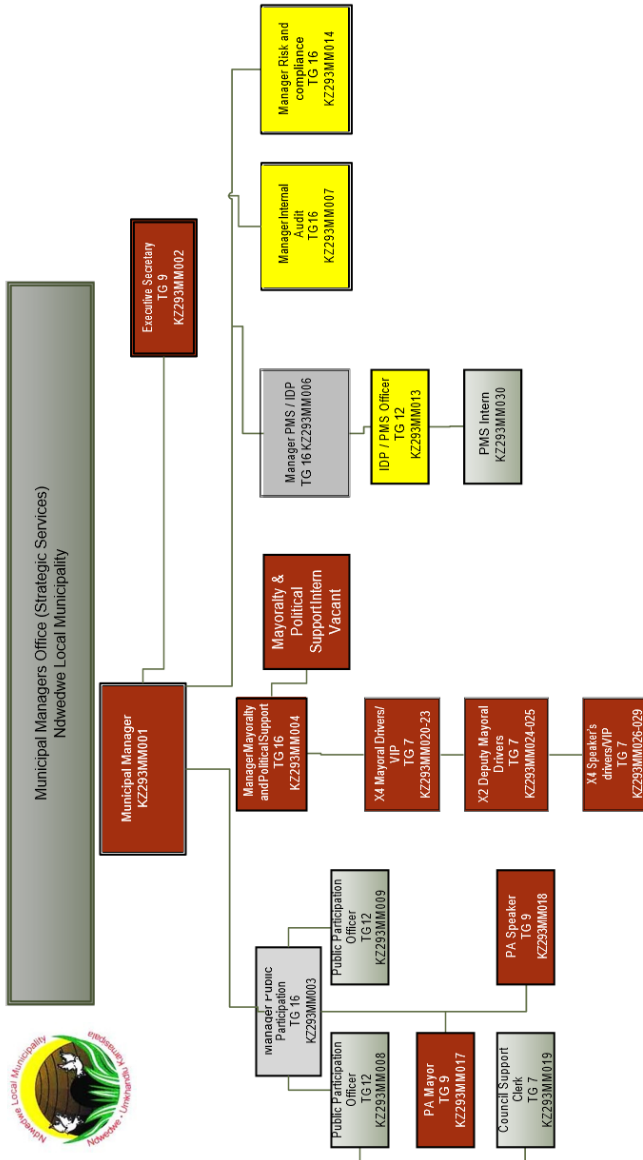
The Organogram is to a large extent taken into account the need for the proper re-engineering of the institution so that the municipality is orientated towards meeting its strategic directives. 78% of the vacant posts have been filled. The Municipality has staff compliments of 130. It is always the Council's vision that the Organogram should always be aligned to its strategic directives. This approach ensures that the municipality, through the filling of strategic posts, is able to deliver on its strategic objectives.

The Organogram below shows the structures of different departments within the Municipality. The number of filled posts, posts budgeted for, those not currently budgeted for as well as the contract post has been indicated.

#### LEGEND

FILLED	BUDEGETED/VACANT	NOT BUDGETED	CONTRACT

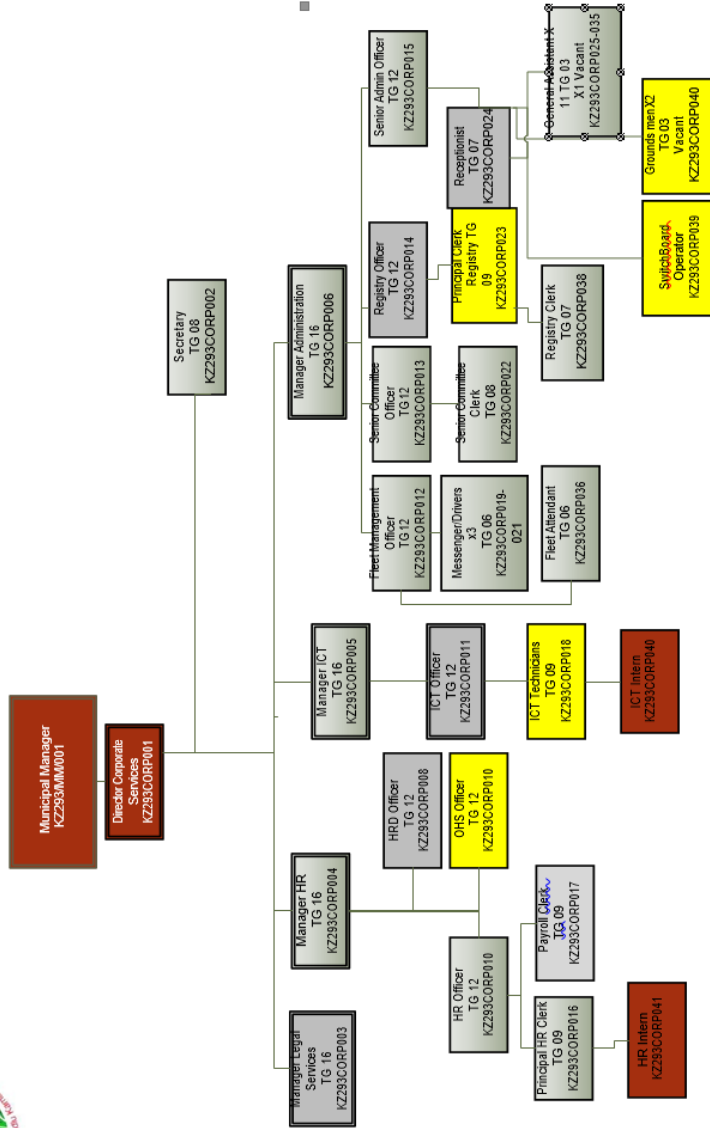
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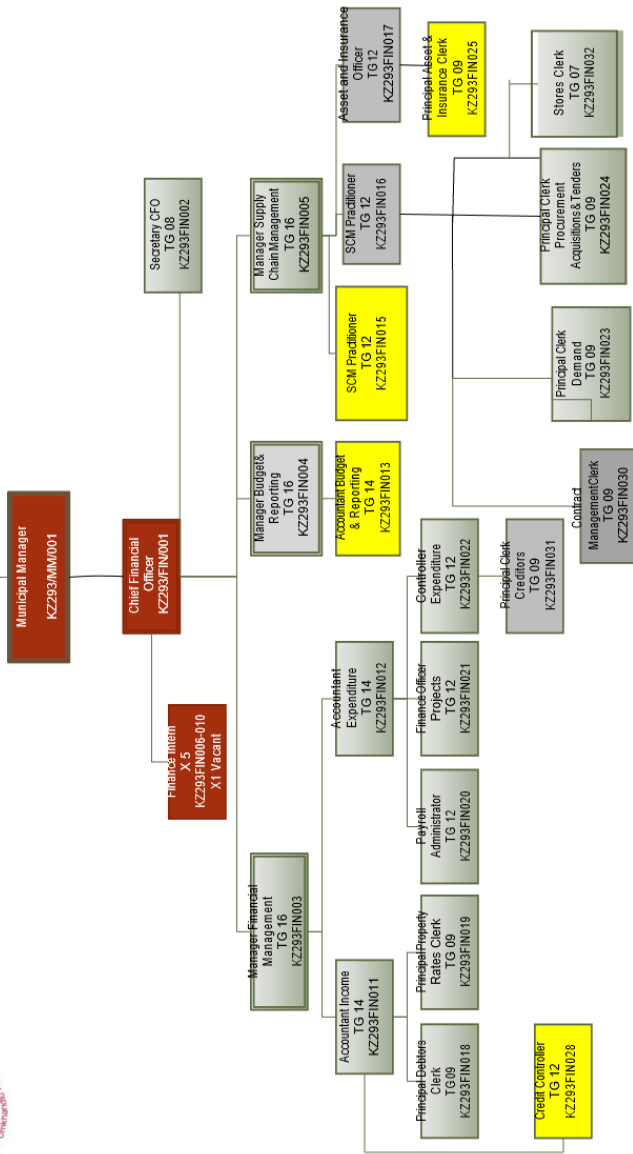


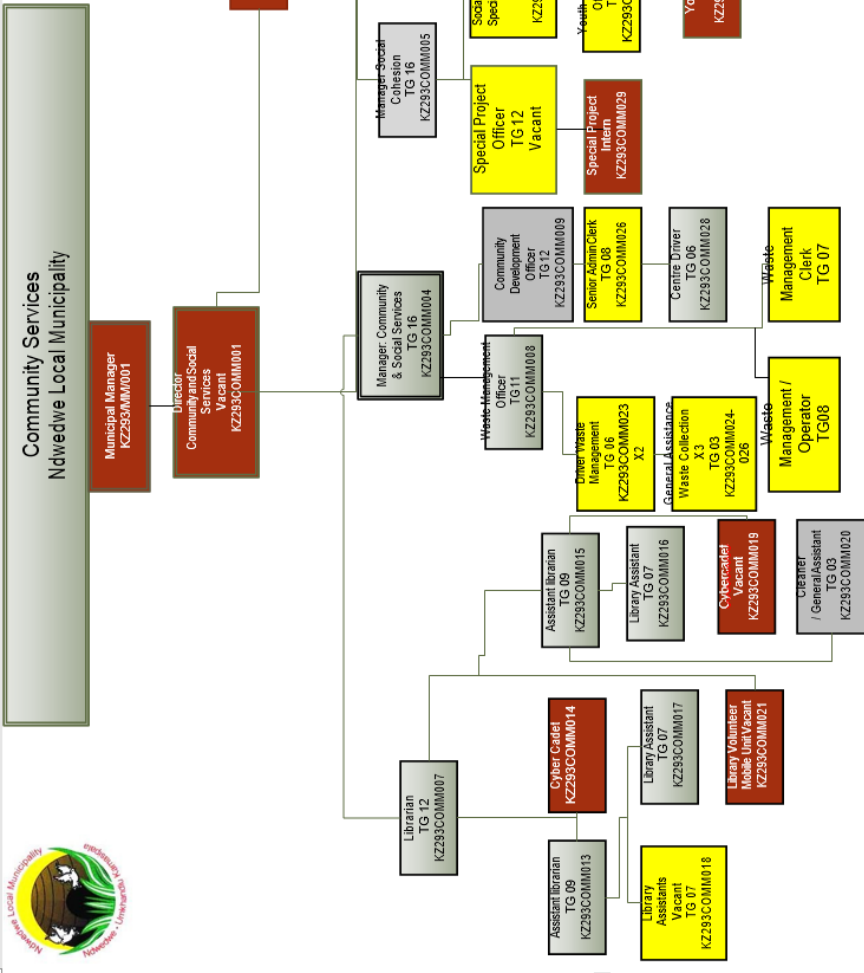
**Corporate Services  
Ndwedwe Local Municipality**

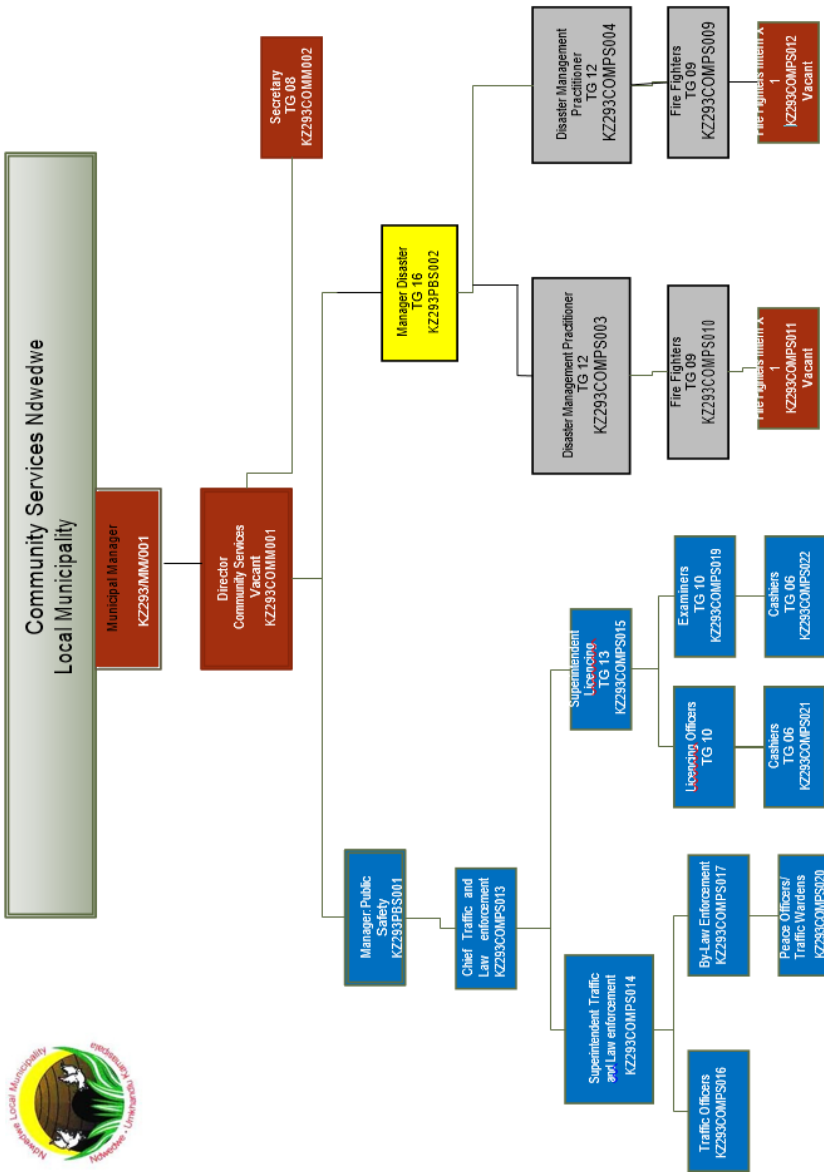




**Budget & Treasury Ndwedwe  
Local Municipality**

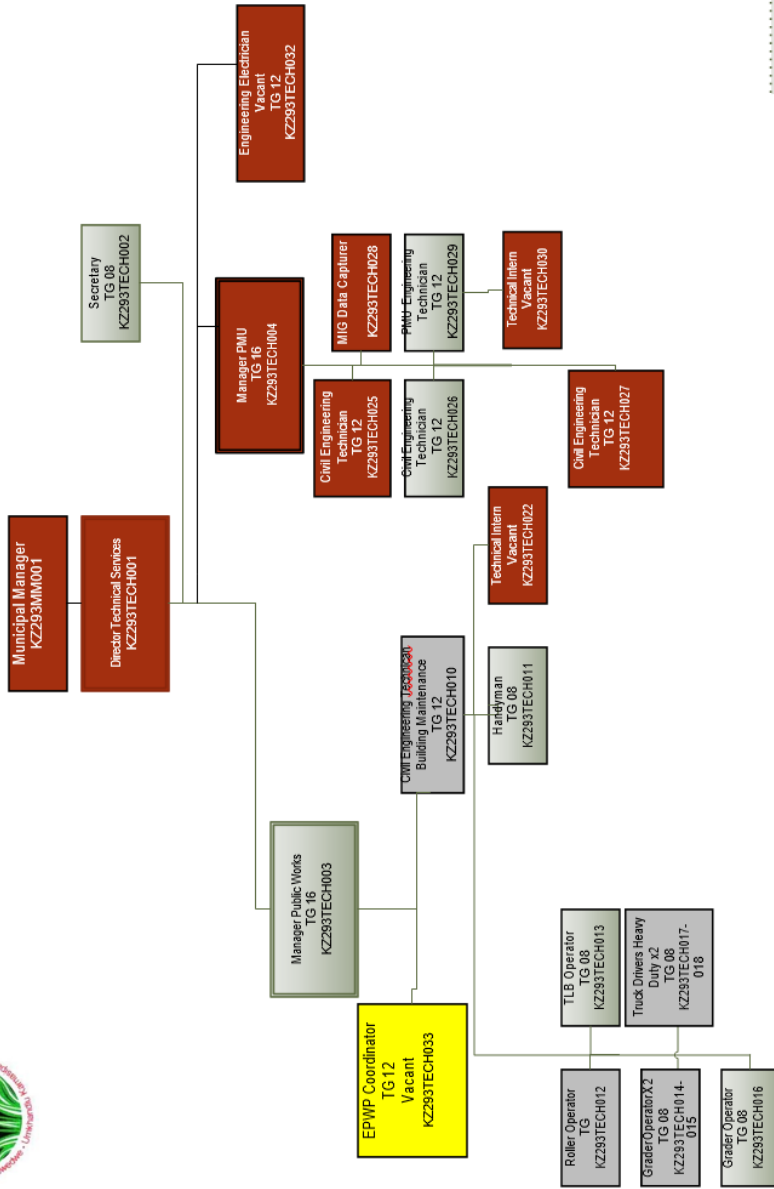




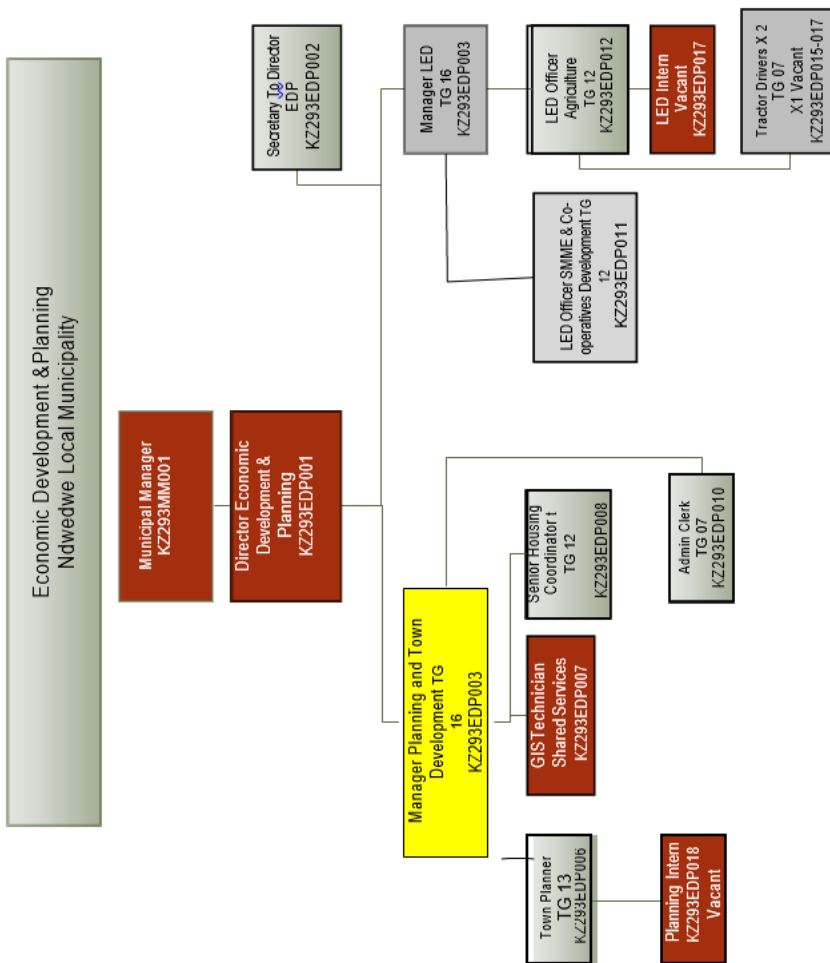




# Technical Services Ndwedwe Local Municipality



.....  
Date: 08.07.21



## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

### 4.4 MANAGING THE MUNICIPAL WORKFORCE

Section 67 of the Local Government Municipal Systems Act, Act 32 of 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure- fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act, Act 55 of 1998.

#### 4.4.1 WORKFORCE LEVELS

Ndwedwe Municipality has filled the following posts which are critical for the successful implementation of its IDP:

Ndwedwe Municipality has filled the following posts which are critical for the successful implementation of its IDP:

- **Municipal Manager:** this post is filled. The Municipal Manager drives the strategy of the Municipality as mandated by Council. This post is critical for the functioning of the whole institution and the achievement of the strategic objectives of the Municipality. In the execution of the duties, the MM is assisted by the Manager: Public Participation, Manager: Mayoralty and Communications, Manager: PMS and Manager: Youth.
- **Director Economic Development and Planning:** this directorate is responsible for the sustainable economic growth and development, and delivery of infrastructure and basic services, to a particular extent, the position is filled. These responsibilities include Integrated Development Planning, Local Economic Development, Tourism, agricultural development, environmental/development planning, and sustainable human settlements (Housing Development). Since the filling of this post, the Municipality has made a noticeable progress in terms of developing LED and Tourism Strategy, Agricultural Sector Plan, frameworks for nodal development and Housing Sector Plan.
  - Some of the projects (whether at the level of studies or otherwise) that are dictated by the above overlapping frameworks have or are currently being implemented, e.g. projects such as Nhangakazi tourism project and Kwaoshe projects; there are food massification agricultural projects that are currently being implemented (e.g. Makhuluseni Project); the municipality is currently building agri-processing Manufactories closer to the Ndwedwe town centre. Studies regarding the development of nodal areas are currently being conducted; there are housing projects that are currently being implemented and some are being packaged as per the Housing Sector Plan.
- **Director Financial Services (CFO):** this directorate is responsible for financial management and viability of the municipality. Because of the filling of the post, the municipality is now in a position to map out how it intends, for example, to implement the MPRA; develop Indigent register, attend to issues of financial control; take measure steps to address the concerns that have been raised by the Auditor-General, including those that would be raised by the Audit Committee from time to time when performing its functions.
  - Issues regarding the raising of revenue are being attended to. E.g. the municipality is currently developing Tariffs that would enable it to get revenue from the utilization of municipal halls, market stalls, etc. In the

execution of financial duties, the CFO is assisted by the Manager Accountant, Manager: SCM and Manager: Budget.

- **Director: Community Services:** The director post is vacant; however, the position has been advertised. This directorate which has been established in 2015/ 2016 financial year. Its core functions are; Traffic and Motor Licensing, Waste Collection, Cemeteries, Parks and Recreation, Libraries, Sport and Disaster Management. In the execution of the duties has been carried out by Manager: Community Services and Manager: Social Cohesion.
- **Manager Human Resources:** the incumbent is responsible for Institutional and organization development and is assisting the Director Corporate Services. The HR Unit has facilitated the development of human resources tools such as Skills Plan and other tools. All these tools are important for the successful implementation of the IDP. Human Resources Development which includes Bursaries, Skills development, Internship and In-service Programme, Human Resources Management which includes Service benefits, selection and Recruitment, Employee wellness programme, Occupational Health and safety, Performance Management Systems when it is cascaded to lower levels.
- **Manager PMS/ IDP:** The post deals with Organisational Performance Management System of the Municipality and the preparation and implementation of Integrated Development Plan. The incumbent responsibility is to ensure that there is functional performance Management System and alignment of it with the IDP. The incumbent is responsible for preparation of PMS Framework, Development of SDBIP, Preparation of Quarterly Reports and Preparation of Annual Report.
- **Director Technical Services:** the municipality has filled this post since is considered to be critical for effective service delivery. The incumbent is responsible for the delivery of sustainable infrastructure and basic services in accordance with the strategic objectives of the IDP.

## 4.5 HUMAN RESOURCE POLICIES AND PLANS

These are the policies in place that regulate the conduct of our human capital in executing their duties and responsibilities. Some matters are regulated in terms of collective agreements and legislation. The following Human Resource Policies are in place.

	Name of Policy	Completed	Reviewed	Date adopted by the Council
1.	SCM Policy	100%	Yes	30 May 2017
2.	Indigent Policy	100%	Yes	30 May 2017
3.	Credit Control Policy	100%	Yes	30 May 2017
4.	Cellular Phone Policy	100%	Yes	30 August 2017
5.	Catering Policy	100%	Yes	30 August 2017



6.	Pauper And Burial Policy	100%	Yes	30 May 2017
7.	S&T For Employees and Councillors	100%	Yes	30 May 2017
8.	Bursary Policy	100%	Yes	30 May 2017
9.	Overtime	100%	Yes	30 May 2017
10.	Provision Of Protection Personnel Political Assistance To Political Office Bearers	100%	Yes	10 January 2018
11.	Placement & Acting Policy	100%	Yes	9 February 2018
12.	Fleet Management Policy	100%	Yes	30 May 2017
13.	Recruitment Policy	100%	Yes	
14.	1. ICT Policies 2. ICT Policy and Framework 3. ICT Security Control Policy 4. ICT User Access Management Policy 5. ICT Service Level Agreement Management Policy a. (External Service Providers/Vendors) 6. CT Disaster Recovery Policy 7. ICT Data Backup Recovery Policy 8. ICT Standard Operating Procedure 9. Hardware and Software Standardisation Policy	100%	Yes	9 February 2018
15.	1. SCM Policy 2. Budget Policy 3. Property Rates Policy 4. Petty Cash Policy	100%	Yes	30 May 2018 30 May 2018 30 May 2018 30 May 2018
16.	1. Indigent Policy and register	100%	Yes	30 June 2019

**TABLE 47: PLANS & POLICIES**

➤ **Human Resource Strategy**

The Municipality has a Human Resources Strategy provides a framework of rules and regulations, which are essential for the well-being of the employees and the successful achievements of the organization's objectives, as contained in the IDP. The HR Strategy ensures that the rights of individual employees are upheld, and the objectives of the organization are achieved. It contains tools such as the Recruitment, Selection, Appointment, Staff Retention, Orientation and Induction Policy and Procedures; Employee Assistance Policy; Code of Good Practice; Conditions of Service; Leave Policy; Remuneration and Employment Benefits Policy; Training and Development Policy; Disciplinary Code, Policy and Procedures; Grievance Procedure; Workplace Policy on HIV and Aids; Smoking Policy; Termination of Employment Policy and Procedure. There are other polices that have been adopted.

➤ **Employment Equity Plan**

The municipality has the Employment Equity Plan in place. Its objectives are as follows:

- Eliminate unfair discrimination in employment policies, practices and procedures of the municipality;
- Ensure the implementation of employment equity to redress the effects of discrimination;

- Achieve a diverse workplace which broadly represents the people of Ndwedwe;
- Promote economic development and efficiency in the workplace and give effect to the obligation of the Republic as a member of the International Labour Organization (ILO);
- To identify all barriers, which prevent or hinder in any way the advancement of the designated groups;
- To create a pool of skills and competencies to meet business objectives and challenges of the future;
- To make a special effort to accommodate the people with disabilities, where possible;
- To respect the privacy of each individual and ensure that sexual harassment is not tolerated in any form whatsoever; and-
- To respect diversity and, at the same time, encourage teamwork, shared values, mutual acceptance and social interaction.

The Plan indicates the demographic representatively in respect of race, gender, disability, etc. While the municipality has made a significant impact in terms of gender representatively at non-managerial levels, there is still a great need to improve this at managerial level by employing more women. In future appointments, the municipality intends to employ more women in senior positions. Furthermore, the Municipality is addressing the issue of employing disabled people at both managerial and operational levels. The current workforce is African; however, it is hoped that a more racially balanced workforce would be established in future.

➤ **Exit Interview Questionnaire**

The exit interview has been developed to ensure that the reasons for staff leaving the Municipality as known and addressed, this will also form part of the retention strategy, based on the fact that whatever reason that is sighted by employees leaving us, corrective measures are put in place to ensure that it doesn't persist.

➤ **Skills Retention Policy**

The Municipality will be developing a **Skills Retention Policy**.

➤ **Information and Communication Technology Framework**

The purpose of Ndwedwe Municipality ICT is to formalize is to formalize an ICT usage and security policy which provides guidelines for introducing and maintaining ICT into the municipality in a controlled and informed manner, while addressing the key elements of control and security. Those who use Ndwedwe facilities are expected to do so responsible and within normal standards of professional and personal courtesy and conduct. Ndwedwe Municipality Council has approved the ICT policies in February 2018 as mentioned in the above table.

*a) The purpose of the Ndwedwe ICT Policy*

- To inform users and managers of their responsibilities when utilizing information assets, as well as for protecting technology and information assets
- To specify the mechanisms through which to acquire, configure and audit computer systems and networks in compliance with the policy
- To minimize disruption to and misuse of the Municipalities ICT infrastructure
- To ensure that the Municipalities resources are used for purpose appropriate to the business mission

- To define what users may or may not do on the various components of the system infrastructure

*b) Ndwedwe ICT Policy applies to:*

- All ICT Infrastructure and systems owned and or used by the Municipality
- All electronic communications systems and services provided by the Municipality or through third party
- All users who authenticate to the municipality infrastructure, systems and ICT facilities
- All records and data in the possession of the employees or other user.

*c) Ndwedwe Policy deals with the following domains of security:*

- Management of Information Security
- Management and Protection of ICT Infrastructure and Electronic communication
- Asset Management Physical Security and Environmental Controls
- System Acquisition development and maintenance
- Management of Third Party Relationships
- Genera; Usage and Controls of ICT Services
- ICT Risk Management

## COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

### 4.6 CAPACITATING MUNICIPAL WORKFORCE

Section 68(1) of the Local Government Municipal Systems Act, Act 32 of 2000 requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way. The Human Resources personnel deals with matters concerning the training of the staff of the Municipality.

### 4.7 SKILLS DEVELOPMENT AND TRAINING

One of our development priorities is the development of our work force. This section contains an overview of skills development that took place on each level of the organisation and progress in terms of the Minimum Municipal Competency Regulations (2007).

➤ **Workplace Skills Plan**

The Workplace Skills Plan is developed on annual basis and submitted to the LGSETA by 30 April in order to comply with Skills Development Act and to secure funding from the LGSETA to finance training interventions identified in the Workplace Skills Plan. Skills planning are central to the improvement of the overall skills level of the Municipal officials as well as the unemployed. The Municipality identifies what skills are required and develop strategies, tasks and schedules to

ensure that we build those skills in order to deliver on our Integrated Development Plan objectives.

No	Name of the Programme	No of Officials and Councillors Attended	Dates for the Training
1	OHS Training	13	29 - 30 / 07/2019
2	Pay Day Training	7	15 - 16 /08/2019 09 - 11/09/2019
3	MMDP Training	19	26- 29 /08/2019 28 - 31/10/2019 24- 28 /11/2019
4	HR Practitioners Workshop	7	7-8 /03/ 2019
5	Job Evaluation Training	1	4-8/ 03/2019
6	Risk Management Capacity Building	1	8-15 /03/ 2019
7	Evaluation Training Programme	1	14/03/19
8	# Pressforchange Women in Leadership Training	11	18-20/03/2019 5-7 /03/ 2019
9	Senior Managers Induction Programme	3	18-20 /03/2019
10	Sitting of the Council of Speakers	1	19-20 /03/ 2019
11	Municipal Legislations	12	9-10 /05/ 2019
12	Cascading of PMDS to Lower Levels	2	15/0-5/19
13	Disability Rights Awareness Workshop	18	19 -20 /06/ 2019
14	Gaps Skills	2	18- 19 /06/ 2019
15	Policy Workshop	39	10/09/19
16	Conditions of Service	22	11/11/19
17	Disciplinary Collective Agreement	2	26 - 27/11/ 2019
18	Policy Workshop	52	17- 18/10/ 2019
19	Cascading of PMDS to Lower Levels	2	12/11/19
20	Peer Learning Workshop	3	19/11/19
21	HRD Governance Training	4	11 - 14/02/ 2020
22	Arbitration and Conciliation Training	2	25 -27 /02/ 2020
23	Records Management Training	3	2 - 6 /03/ 2020

SKILLS MATRIX						
Management	Gender	Employees in post as at 30 June 2020	Learnerships	Skills programme and other short courses	Others of training	Total
MM and S57	Female	1				1
	Male	5		2		5

Councillors, senior officials and managers	Female	18		4		18
	Male	35				35
Technicians and associate professionals	Female	3		3		3
	Male	5		3		5
				5		
Professionals	Female	14		4		14
	Male	15				15
Sub total		96				96

#### 4.SKILLS DEVELOPMENT AND EXPENDITURE

SKILLS DEVELOPMENT EXPENDITURE						
MM and S57	Female	1			1000000,00	1000000.00
	Male	5				
Legislators, Senior Officials and Managers	Female	18				
	Male	35				
Professionals	Female	15				
	Male	14				
Technicians and associate professionals	Female	3				
	Male	5				
Clerks	Female	23				
	Male	09				
Service and Sales workers	Female	0				
	Male					
Plant and Machine Operators	Female					
	Male	23				
Elementary Occupations	Female	8				
	Male	5				
Sub Total	Female				10000000.00	1000000.00
	Male					

#### COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

## 4.8 MANAGING THE WORKFORCE EXPENDITURE

Section 66 of the Local Government Municipal Financial Management Act 56 Of 2003, states that the accounting officer of a municipality must, in a format and for periods as may be prescribed, report to the council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits, and in a manner that discloses such expenditure per type of expenditure.

## 4.9 EMPLOYEE EXPENDITURE PER DEPARTMENT

The following is the employee expenditure for Ndwedwe Municipality.

DESCRIPTION	FINANCE	MUNICIPAL MANAGER	CORPORATE SERVICES	COMMUNITY SERVICES	EDP	TECHNICAL SERVICES	TOTAL
Basic Salary	457 208.50	6 430 648.77	8 438 654.54	5 488 359.28	794 757.89	5 007 967.68	36 617 596.65
Basic Salary Section 57	627 121.65	713 834.00	540 864.60	627 121.65	627 121.65	581 908.67	3 717 972.22
Basic Salary FMG Interns	500 000.00						500 000.00
Basic Salary Library Grant				1 636 666.37			1 636 666.37
<b>TOTAL</b>	<b>584 330.15</b>	<b>7 144 482.77</b>	<b>8 979 519.14</b>	<b>7 752 147.30</b>	<b>421 879.54</b>	<b>5 589 876.35</b>	<b>42 472 235.25</b>
Bonus	621 434.04	324 854.21	690 721.21	529 148.66	264 083.62	298 664.23	2 728 905.97
Vehicle Allowances	234 057.00	316 800.00	350 394.58	294 058.00	124 200.00	221 307.72	1 540 817.30
Vehicle Allowances Section 57	195 360.00	268 647.23	195 365.00	195 365.00	195 360.00	195 360.00	1 245 457.23
<b>TOTAL</b>	<b>429 417.00</b>	<b>585 447.23</b>	<b>545 759.58</b>	<b>489 423.00</b>	<b>319 560.00</b>	<b>416 667.72</b>	<b>2 786 274.53</b>
Medical Aid	484 283.00	187 407.00	729 501.23	346 389.12	215 718.00	300 906.88	2 264 205.23
Medical Aid Section 57			45 230.40	20 000.00	19 368.00	50 618.00	135 216.40
<b>TOTAL</b>	<b>484 283.00</b>	<b>187 407.00</b>	<b>774 731.63</b>	<b>366 389.12</b>	<b>235 086.00</b>	<b>351 524.88</b>	<b>2 399 421.63</b>
Provident Fund	727 077.83	425 462.92	808 143.82	555 591.42	277 558.65	467 815.30	3 261 649.93
Pension Fund	552 685.12	360 007.08	683 814.00	537 368.82	234 857.32	395 843.71	2 764 576.06

TOTAL	279 762.95	785 470.00	1 491 957.82	1 092 960.24	512 415.97	863 659.01	6 026 225.99
Council Industrial	79 572.08	64 306.49	89 795.19	71 030.26	37 947.58	50 079.68	392 731.28
Council Industrial section 57	6 271.22	7 138.34	5 408.65	6 271.22	6 271.22	5 819.09	37 179.72
UIF	79 572.08	64 306.49	84 386.55	71 030.26	37 947.58	50 079.68	387 322.63
UIF Section 57	6 271.22	7 138.34	5 408.65	6 271.22	6 271.22	5 819.09	37 179.72
TOTAL	85 843.30	71 444.83	89 795.19	77 301.47	44 218.80	55 898.76	424 502.35
Housing Allowance	51 120.00	10 224.00	59 520.00	20 448.00	53 671.28	20 448.00	215 431.28

TABLE 48: EMPLOYEE EXPENDITURE

## EMPLOYEE EXPENDITURE PER MONTH

The following is the employee expenditure for Ndwedwe Municipality.

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MRT	APR	MAY	JUN	TOTAL
						MUNICIPAL	MANAGEMENT						
SALARY	430 088,23	433 777,89	434 399,05	434 399,05	469 795,84	473 289,59	523 113,65	566 410,26	591 990,08	591 296,15	592 391,30	592 391,30	6 133 342,39
						FINANCE DEPARTMENT							
SALARY	458 074,55	458 678,59	418 565,43	403 432,27	404 381,97	472 249,66	425 910,72	425 910,72	427 753,67	428 121,58	428 877,92	428 877,92	5 180 835,00
						CORPORATE DEPARTMENT							
SALARY	488 493,71	488 784,61	489 534,10	492 719,67	492 719,67	500 188,06	522 859,29	512 506,65	512 770,17	512 770,17	510 120,96	510 473,48	6 033 940,54

SALARY		SALARY	
250 895,11		247 545,53	
250 895,11		247 545,53	
195 866,48		288 753,37	
196 515,02		289 088,76	
197 447,62		301 323,04	
197 447,62		315 104,83	TECHNIC AL DEPARTM ENT
199 645,78		328 055,43	
199 645,78		328 055,43	
199 645,78		328 055,43	
199 645,78		328 055,43	
2 484 743,48	ECONOMI C DEVELOP MENT	328 055,43	
		3 657 693,64	

TABLE 49: EMPLOYEE EXPENDITURE



## CHAPTER 5: FINANCIAL PERFORMANCE

Ndwedwe Local Municipality has ensured that it improves its financial management through the implementation of relevant internal controls and adhering to legislation. Financial reporting - finance reports are presented to the Finance Portfolio Committee on a monthly basis.

### INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

## COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

### 5.1 STATEMENTS OF FINANCIAL PERFORMANCE 2019/2020

Ndwedwe Local Municipality Statement of Financial Performance (revenue and expenditure) for the year ending 30 June 2019 and 30 June 2020		
Description	2018/19	2019/20
R thousand	Audited Outcome	Audited Outcome
Property rates	13 056 877,00	17 308 097,00
Rental of facilities and equipment	445 135,00	498 080,00
Interest earned - external investments	9 687 933,00	8 279 887,00
Interest earned - outstanding debtors	541 573,00	621 023,00
Licences and permits	3 789,00	1 140,00
Transfers and subsidies	139 889 707,00	150 582 000,00
Other revenue	1 283 260,00	1 452 032,00
Gains	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>164 908 274,00</b>	<b>178 742 259,00</b>
<b>Expenditure By Type</b>		
Employee related costs	49 819 051,00	55 698 764,00
Remuneration of councillors	15 154 454,00	15 814 803,00
Debt impairment	4 376 804,00	3 042 853,00
Depreciation & asset impairment	17 405 875,00	20 964 117,00
Finance charges	6 969,00	3 561,00
Contracted services	40 622 828,00	38 027 495,00
Transfers and subsidies	19 956 031,00	12 066 556,00
Other expenditure	31 080 579,00	27 700 503,00
Losses	417 960,00	445 959,00
<b>Total Expenditure</b>	<b>178 840 551,00</b>	<b>173 764 611,00</b>
<b>Surplus/(Deficit)</b>	<b>- 13 932 277,00</b>	<b>4 977 648,00</b>
Transfers and subsidies - capital	33 655 844,00	34 852 523,00
<b>Surplus/(Deficit) for the year</b>	<b>19 723 567,00</b>	<b>39 830 171,00</b>

TABLE 50: STATEMENT OF FINANCIAL PERFORMANCE

## 5.2 GRANTS 2019/2020

The Ndwedwe Municipality is a grant-dependent Municipality and has limited funds for the development of key environmental sector plans, such as Environmental Management Plan, Integrated Development Framework, Open Space Plan and others. Despite these challenges, the Municipality is currently working towards the finalisation of the Integrated Waste Management Plan in the new financial year.

## 5.3 ASSET MANAGEMENT

Assets are managed and maintained by the Finance Directorate under which provision is made in respective operational budgets for maintenance over the life cycle of the asset. The SCM unit is responsible for maintaining the asset register, annual asset counts, capturing of newly acquired assets on the asset register and the removal of obsolete or written off assets from the asset register.

The Municipality's asset register is GRAP compliant and is accessed from the municipality's financial system Sage Evolution. Ndwedwe Local Municipality make use of a number of operating ratios and indicators to enable to benchmark financial performance.

## 5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

### 5.4.1 LIQUIDITY RATIO

Please see audited Annual Financial Statement (AFS) by Auditor General (AG) is attached at Annexure A.

### 5.4.2 COST COVERAGE

The cost coverage ratio is the ratio of the available cash plus Investments divided by monthly fixed operational expenditure.

### 5.4.3 SERVICE DEBTORS TO REVENUE

Service debtors to revenue ratio is the percentage outstanding debtors to annual revenue.

### 5.4.4 DEBTORS COVERAGE

Service debtors to revenue ratio is the percentage outstanding debtors to annual revenue.

### 5.4.5 CREDITOR SYSTEM EFFICIENCY

Creditor's systems efficiency is based on the % of creditors paid within 30 days as required by Section 65 (e) of the Municipal Finance Management Act, Act 56 of 2003.

## 5.4.6 EMPLOYEE COSTS

The following is the employee expenditure for Ndwedwe Municipality.

DESCRIPTION	FINANCE	MUNICIPAL MANAGER	CORPORATE SERVICES	COMMUNITY SERVICES	EDP	TECHNICAL SERVICES	TOTAL
Basic Salary	7 457 208.50	6 430 648.77	8 438 654.54	5 488 359.28	3 794 757.89	5 007 967.68	36 617 596.65
Basic Salary Section 57	627 121.65	713 834.00	540 864.60	627 121.65	627 121.65	581 908.67	3 717 972.22
Basic Salary FMG Interns	500 000.00						500 000.00
Basic Salary Library Grant				1 636 666.37			1 636 666.37
<b>TOTAL</b>	<b>8 584 330.15</b>	<b>7 144 482.77</b>	<b>8 979 519.14</b>	<b>7 752 147.30</b>	<b>4 421 879.54</b>	<b>5 589 876.35</b>	<b>42 472 235.25</b>
Bonus	621 434.04	324 854.21	690 721.21	529 148.66	264 083.62	298 664.23	2 728 905.97
Vehicle Allowances	234 057.00	316 800.00	350 394.58	294 058.00	124 200.00	221 307.72	1 540 817.30
Vehicle Allowances Section 57	195 360.00	268 647.23	195 365.00	195 365.00	195 360.00	195 360.00	1 245 457.23
<b>TOTAL</b>	<b>429 417.00</b>	<b>585 447.23</b>	<b>545 759.58</b>	<b>489 423.00</b>	<b>319 560.00</b>	<b>416 667.72</b>	<b>2 786 274.53</b>
Medical Aid	484 283.00	187 407.00	729 501.23	346 389.12	215 718.00	300 906.88	2 264 205.23
Medical Aid Section 57			45 230.40	20 000.00	19 368.00	50 618.00	135 216.40
<b>TOTAL</b>	<b>484 283.00</b>	<b>187 407.00</b>	<b>774 731.63</b>	<b>366 389.12</b>	<b>235 086.00</b>	<b>351 524.88</b>	<b>2 399 421.63</b>
Provident Fund	727 077.83	425 462.92	808 143.82	555 591.42	277 558.65	467 815.30	3 261 649.93
Pension Fund	552 685.12	360 007.08	683 814.00	537 368.82	234 857.32	395 843.71	2 764 576.06
<b>TOTAL</b>	<b>1 279 762.95</b>	<b>785 470.00</b>	<b>1 491 957.82</b>	<b>1 092 960.24</b>	<b>512 415.97</b>	<b>863 659.01</b>	<b>6 026 225.99</b>
Council Industrial	79 572.08	64 306.49	89 795.19	71 030.26	37 947.58	50 079.68	392 731.28
Council Industrial section 57	6 271.22	7 138.34	5 408.65	6 271.22	6 271.22	5 819.09	37 179.72
UIF	79 572.08	64 306.49	84 386.55	71 030.26	37 947.58	50 079.68	387 322.63
UIF Section 57	6 271.22	7 138.34	5 408.65	6 271.22	6 271.22	5 819.09	37 179.72
<b>TOTAL</b>	<b>85 843.30</b>	<b>71 444.83</b>	<b>89 795.19</b>	<b>77 301.47</b>	<b>44 218.80</b>	<b>55 898.76</b>	<b>424 502.35</b>
Housing Allowance	51 120.00	10 224.00	59 520.00	20 448.00	53 671.28	20 448.00	215 431.28

TABLE 51: EMPLOYEE EXPENDITURE

## 5.4.7 REPAIRS AND MAINTENANCE

Ndwedwe Local Municipality expenditure on repairs and maintenance				
Description	Budget Year 2019/20		2019/20	
	Original Budget	Adjusted Budget	Audited Outcome	Variance
R thousands	A	H		
<b>Total Repairs and Maintenance Expenditure</b>	<b>7 467</b>	<b>8 212</b>	<b>8 403</b>	<b>(191)</b>

For more information, please see AFS as attached at Annexure A.

## COMPONENT B: CASH FLOW MANAGEMENT AND INVESTMENTS

### 5.5 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Description	Ndwedwe Local Municipality capital spending on 5 largest projects for the year ending 30 June 2020		
	2019/20	2019/20	2019/20
	Budget	Audited Outcome	Variance
	R	R	R
Construction of Zesuliwe Access Road Ward 7	8 160 886,45	7 610 964,69	549 921,76
Construction of Technical Dept Offices	6 130 000,00	5 752 204,14	
Nambithane Access Road Ward 5	3 513 768,01	3 513 768,01	-
Construction of Water Fall Sports field Ward 3	3 200 000,00	2 759 308,88	440 691,12
Construction of Siyathokoza Community Hall & Creche Ward 14	3 018 572,91	2 606 114,17	412 458,74
<b>Total Capital Spending on 5 Largest Projects</b>	<b>24 023 227,37</b>	<b>22 242 359,89</b>	<b>1 403 071,62</b>

## COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

### 5.6 CASH FLOW

Cash flow management is crucial to any operation, and during the year the cash flow of the municipality was closely monitored, and we close the financial year with a positive bank balance.

### 5.7 BORROWING AND INVESTMENTS

It must be noted that the municipality does not have any borrowings hence no report can be displayed in this report.

### 5.8 PUBLIC PRIVATE PARTNERSHIPS

The Ndwedwe Local Municipality has forged strategic alliances and partnerships between the municipality and government departments, NGO's, CBO's, Private Sector to ensure speedy and coordinated delivery", these includes Department of Human Settlement, Eskom, Public Works, Department of Education, Enterprise iLembe.

## COMPONENT D: OTHER FINANCIAL MATTERS

Ndwedwe Local Municipality has ensured that it improves its financial management through the implementation of relevant internal controls and adhering to legislation. Financial reporting -finance reports are presented to the Finance Portfolio Committee on a monthly basis. All statutory returns have been submitted to National Treasury on a monthly, quarterly, bi-annually and annually basis. S71, S52 (d) & S72 reports are compiled and submitted to National Treasury. The municipality will continue to improve on internal controls in order to ensure that we achieve our goal of obtaining a clean audit opinion in the next financial year.

### 5.9 SUPPLY CHAIN MANAGEMENT

The Municipality has a Supply Chain Management (SCM) Policy in place which complies with National Treasury guidelines. The policy outlines the processes to be followed when procuring any goods or services.

The Municipality has a Supply Chain Management Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and its 2011 B-BBEE Regulations, the Municipal SCM Regulations and the SCM Policy. The Unit has all four elements of the SCM Unit, namely, demand, acquisition, logistics and disposal management. Prospective suppliers or service providers wishing to do business with the council are on an ongoing basis afforded an opportunity to get registered on the municipality's database of accredited service providers/suppliers. There is an official solely dedicated to performing this function and on a regular basis issue reminder to entities that must update their information or documents. Registration/accreditation is only approved after thoroughly checking and verification of the documents and information submitted with the database application forms. Vendors are required to select at most three areas of specialization/commodities.

The Municipality annually holds an emerging contractors/suppliers workshop with the aim of assisting local and emerging companies to successfully participate in the Council's SCM systems. This initiative was introduced after it was established that most entities had limited understanding of the SCM processes, resulting in them being disqualified during the process and subsequently lodging unsubstantiated objections/appeals which they lose in turn. This session seeks to empower them with knowledge on compliance matters to enable them to participate successfully in the municipality's procurement processes. Amongst external stakeholders that participate in this are; the KZN Provincial Treasury, KZN Department of Economic Development and Tourism, SMME's, CIDB, SARS, KZN Treasury: Municipal Bid Appeals tribunal (Objections) and Department of Public Works (EPWP Programme).

Quotations for transactions below R 30,000 are solicited from entities listed on the database according to their areas of specialization/commodities. All procurement requests exceeding R30 000 up to R200, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process. The Annual Procurement Plan and Procurement Timetable is in place. These tools play a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a

proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes.<sup>4</sup>

## 5.10 GRAP COMPLIANCE

Ndwedwe Local Municipality has fully implemented the standards of Generally Recognised Accounting Practice and has reported in terms of these accounting standards for the financial year. GRAP compliance ensures that municipal accounts are comparable and more informative for a municipality. It also ensures that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

**The audited Annual Financial Statements (AFS) for the financial year ending 2020/2021 is attached as Annexure A to this report**

DRAFT

# REPORT OF THE AUDIT & PERFORMANCE COMMITTEE FOR THE FINANCIAL YEAR ENDING 2019/2020

The Honourable Speaker  
Ndwedwe Local Municipality  
Private Bag X503  
Ndwedwe  
4342

## REPORT OF THE AUDIT COMMITTEE TO THE COUNCIL OF NDWEDWE LOCAL MUNICIPALITY

### FOR THE PERIOD ENDED 30 JUNE 2020

The audit committee has the pleasure in submitting this report to the Council of Ndwedwe Local Municipality. This report is submitted in terms of the provision of sections 121 (3) (j), 166(2) (b) and 166(2) (c) of the Municipal Finance Management Act of 2003 ("the MFMA") and covers the financial year from 1 July 2019 to 30 June 2020.

The legal responsibilities of the Audit Committee are set out in terms of the Municipal Finance Management Act, No. 56 of 2003 (Section 166) read in conjunction with the National Treasury's MFMA Circular 65.

#### Audit Committee members and attendance at meetings

The Audit Committee comprises of (four) 4 independent, external members. Two of the members viz Ms S Gertze (Chairperson) and Mr G Simelane were appointed on the 01 October 2020. The Audit Committee had not been functional for a while as the former Chairperson Mr TI Nzimakwe and M Ndlovu had resigned in the middle of their term. The lockdown resulting from the Covid 19 pandemic also contributed to the delays to the Municipality finalising the appointment of additional Audit Committee members.

The committee is required to meet at least 4 times per annum as per the Audit Committee Charter and the MFMA. However, additional meetings may be called as the need arises. Members' attendance at the meetings is listed below:

Name	Date of appointment	Meetings scheduled	Meetings Attended
Ms. S Gertze (Chairperson)	01 October 2020	4	4
Ms G Simelane	01 October 2020	4	4
Mr S Mbongwe	01 February 2019	5	8
Mr B Dladla	02 January 2018	8	8

Apologies were received from members for meetings where they were unable to attend.

The following are standing invitees to the Audit Committee Meetings.

Representatives from Office of the Auditor-General (AG)

Representatives from Provincial Treasury and COGTA  
The Honourable Mayor  
MPAC Chairperson  
Risk Chairperson  
Internal Audit Department  
The Municipal Manager (MM)  
The Chief Financial Officer (CFO)  
Heads of Departments  
PMS Manager

#### **Audit Committee responsibility**

The Audit Committee has been set up in accordance with the Municipal Finance Management Act, No. 56 of 2003 (Section 166) and operates within the provisions of the Audit Committee Charter which was approved by the Council of the Ndwedwe Local Municipality.

Section 121(4)(g) of the Municipal Finance Management Act, No. 56 of 2003 also requires that the annual report must include any recommendations of the Municipality's Audit Committee.

**In the conduct of its duties, the Audit Committee has performed the following statutory duties:**

#### ***1. Reviewed internal financial control and internal audits***

For the purposes of executing its statutory duties as contained in section 166(2)(a) of the MFMA as well as its mandate as set out in the Audit Charter, the Audit Committee relies on the work performed by the Internal Audit Unit which is an external structure within Ndwedwe Local Municipality.

The Audit Committee reviewed and approved the risk based internal audit plan for the financial year ending 30 June 2020 presented by Internal Audit. The Audit Committee will at each meeting; assesses performance against the plan and reviews the plan to ensure that critical risks relating to the administration and operations of Ndwedwe Local Municipality are identified and addressed.

The Internal audit function has had various factors that affected the implementation of the annual audit plan, and these included:

- The delays in approving a Risk Based Internal Audit Work Plan
- Delays in the approval of the Municipality's Risk Register
- The non- availability of an in house functional Internal Audit Unit



- The delayed or non-submission of information required for review, which has resulted in a scope limitation for areas such as SCM, PMS and Risk Management.
- The delays due to the lockdown in response to the Covid-19 pandemic.

As a result of the above, it is expected that the annual audit plan for 2020 will not be optimally fulfilled, and remaining assignments will have to be reprioritised or moved to the 2021 financial year.

The impact of the above is as follows:

- Some of the compliance reviews have not been conducted, e.g. the DORA reviews, which is a compliance matter for the AG and Audit Committee
- Some of the risk-based reviews will need to be reprioritised.
- Internal Audit follow up reviews could not be timeously performed.
- Consequently, the Audit Committee may not be able to fulfil its duties adequately, due to the above limitations.

The committee is pleased with the progress made by the Municipality in addressing the findings reported by the Auditor General in the prior year and is of the view that they have been adequately addressed.

**Recommendation:**

The report be noted by Council

**2. Risk Management**

The MFMA requires the accounting officer of the municipality to take all reasonable steps to ensure that the municipality has and maintains effective, efficient, and transparent systems of financial, risk management and internal control.

Accordingly, the committee is charged with a duty to advise council, management and employees on matters relating to risk management.

The Committee has confirmed through various engagements with management that the municipality currently does have a clear system and process for managing risk and the capacity to oversee risk management internally.

Accordingly, the risks that affect the municipality may be detected and addressed timeously to minimise exposure.

The risk register for 2019/20 was formulated by the municipality and has been incorporated in the Internal Audit Work Plan.

The Audit Committee is pleased that the Municipality has a functional Risk Management Committee. The Audit Committee was pleased to be given a report related to the effectiveness of interventions implemented by Management to respond to the Covid 19 pandemic. The Risk Committee will also be tabling a report on the sustainability of interventions to ensure that the Municipality is fully prepared should a second wave ensue.

**Recommendation:**

The report be noted by Council

**3. *Review of financial statements and Accounting Policies.***

The Audit Committee has the obligation to review the Municipality's Annual financial statements and provide the Council with an authoritative and credible view of the Municipality's financial position, performance and cashflow position. To do this, the audit committee relies on the work conducted by the Internal Auditors. The audit outcome from the AG for 30 June 2019 resulted in an unqualified audit opinion with matters.

Management formulated an action plan to address the findings raised by the AG from the 20/19 audit. The status of the action plan as at May 2020 was presented by management to the Audit Committee. The following observations were made by the committee:

- 1) Management had begun processes to address the findings raised by the AG, however the process was slow and had also been impacted by the lockdown.
- 2) Most of the findings that were raised by the AG, have been adequately addressed and those that have not been addressed are mostly due to Covid 19 such as contract management training to be conducted by National Treasury.

Annual Financial statements were reviewed by the Audit Committee with findings on:

- a) Statement of Financial Position  
Inconsistencies were noted on the statement Note 1 to 12 and suggestion and corrections were recommended by the Committee.
- b) Statement of financial Performance  
A variety of concerns and variances were noted in the statement on Notes 14 to 35, and the Committee recorded recommendations thereto.
- c) Statement of cash flow  
The Committee noted concerns on Note 21 which required further attention

The Committee recommended that the Annual Financial Statements be accepted with the recommended corrections or amendments

**Recommendation:**

That the Annual Financial Statements be noted by Council in line with legislation and applicable policy.

**4. *The adequacy, reliability and accuracy of financial reporting and information***

The Audit committee is also required to advise council on the adequacy, reliability and accuracy of financial reporting and information in accordance with S 166 of the MFMA.

Management submits S71 Reports at each meeting for review by the Audit Committee.

#### **4.1. IN YEAR FINANCIAL REPORTS**

The S52 and S71 Report for Quarter 3 were reviewed and interrogated by the Committee. Normally, the report reflects the activities that developed during that period, but Covid-19 added an exception to the report. Notably, as a result projects were interrupted when the lock down was introduced. Programmes involving Councillors, Staff, Management and Communities were also interrupted. Revenue collection and overall services delivery was adversely affected. An overall reflection on the status of the municipality was also made.

The report was noted by the Committee.

#### **Recommendation:**

The report be noted by Council

#### ***Performance Management***

The Audit Committee also serves as the Performance Audit Committee for Ndwedwe Local Municipality. The legal responsibilities of the Audit Committee in this regard are set out in terms of the Local Government: Municipal Planning and Performance Management Regulations 2001.

The Audit Committee is pleased with municipality's progress and performance in this regard. In quarter 4 the municipality achieved 44 targets and did not achieve 43 targets. This would mean an overall achievement of 51% and non-achievement of 49%. Non achievement of targets was mainly due to Covid 19 and have been reprioritised to the 2020/21 financial year. The Audit Committee is satisfied that Management is more than capable in addressing this backlog and is of the opinion that there would be significant improvement in the 2020/21 financial year.

#### **4. Effective Governance**

The Audit Committee fulfils an oversight role regarding the Municipality's reporting process, including the system of internal financial control. It is responsible for ensuring that the Municipality's internal audit function is independent and has the necessary resources, standing and authority within the Municipality to enable it to discharge its duties.

Furthermore, the Audit Committee oversees cooperation between the internal and external auditors and serves as a link between the Council and these functions.

The internal and external auditors have unlimited direct access to the Audit Committee, primarily through its chairperson.

The Audit Committee is pleased with the level of governance within the Municipality.

#### **5. Compliance with Legislation and Ethics**

The Audit Committee is satisfied with the level of compliance with policies and procedures, to the Municipal Finance Management Act and National Treasury Regulations.

#### **6. Conclusion**

The implementation and maintenance of proper systems of internal controls, risk management, the prevention of fraud and errors, safeguarding of the assets of the municipality and compliance with relevant laws and regulations, are the responsibility of Council. The role of the audit committee is to monitor the efficiency of the procedures and mechanism which Council has put in place to ensure that its policies and procedures are adhered to.

We can report that, taking into account the exceptions noted, recommendations made above and based on the reports submitted to us, our overall impression is that the delay in the Integral Audit Reviews are at this point the only serious challenge that the Municipality is facing. However now that the Municipality has a risk based audit plan and a fully functional audit committee the Municipality will be able to avert this challenge.

#### **7. Recommendations**

- a) Management to ensure that Internal Audit is able to conduct the internal reviews.
- b) Management to ensure that it provides adequate feedback on all Internal Audit reviews.
- c) Council and management to continue to exercise stricter monitoring controls over performance management and reporting, including holding management accountable for the non-submission of relevant information supporting actual performance.
- d) The Council and management must continue to exercise stricter budgetary controls to improve the financial position at the municipality.

On behalf of the Audit Committee



Ms Sylvia Gertze  
Chairperson  
27 October 2020

## CHAPTER 6: AUDITOR-GENERAL AUDIT FINDINGS

In terms of Section 188 (1)(b) of the Constitution of the Republic of South Africa 1996 (Act 108 of 1996), the functions of the Auditor-General include auditing and reporting on the accounts, financial statements and financial management of all municipalities. Section 45 of the Local Government: Municipal Systems Act 2000 (Act 32 of 2000), stipulates that the results of performance management must be audited annually by the Auditor-General.

The Auditor-General conducted the audit of this Municipality for two previous financial years ending 2019/2020, the findings have been indicated below. The Auditor-General has commenced the Audit process for the last financial year ending 2020/2021. The financial statements were submitted to them within the prescribed timeframes as determined by Section 126 (1)(a) of the Local Government: Municipal Finance Management Act 2003 (Act 56 of 2003).

### COMPONENT A: AUDITOR-GENERAL OPINION YEAR 2020/2021

#### 6.1 AUDITOR GENERAL REPORT OF PREVIOUS YEAR 2019/2020

### COMPONENT A: AUDITOR-GENERAL OPINION ON FINANCIAL STATEMENTS YEAR 2020/2021

Herewith attached at Annexure C.

### COMPONENT B: AUDITOR-GENERAL OPINION YEAR 2019/2020

#### 6.2 AUDITOR GENERAL REPORT OF PREVIOUS YEAR 2019/2020

### COMPONENT B: AUDITOR-GENERAL OPINION ON FINANCIAL STATEMENTS YEAR 2019/2020

#### Report of the auditor-general to the KwaZulu-Natal Provincial Legislature and the Council on Ndwedwe Municipality

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Ndwedwe Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2020, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ndwedwe Municipality as at 30 June 2020, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2019 (Act No. 16 of 2019) (Dora).

#### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

#### Restatement of corresponding figures

7. As disclosed in note 37 to the financial statements, the corresponding figures for 30 June 2019 were restated as a result of errors in the financial statements of the municipality, at and for the year ended, 30 June 2020.

#### Debt impairment

8. As disclosed in note 19 to the financial statements, the municipality recognised a debt impairment of R2,53 million (2018-19: R4,34 million) as the recoverability of these amounts was doubtful.

#### Other matter

9. I draw attention to the matter below. My opinion is not modified in respect of this matter.

#### Unaudited disclosure notes

10. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

#### Responsibilities of the accounting officer for the financial statements

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with SA Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



12. In preparing the financial statements, the accounting officer is responsible for assessing the Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

#### Auditor-general's responsibilities for the audit of the financial statements

13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

#### Report on the audit of the annual performance report

##### Introduction and scope

15. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected development priority presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
16. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the basic service delivery and infrastructure development priority presented in the municipality's annual performance report for the year ended 30 June 2020.
18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
19. I did not raise any material findings on the usefulness and reliability of the reported performance information for the basic service delivery and infrastructure development priority.

Other matter

20. I draw attention to the matter below.

Achievement of planned targets

21. The annual performance report on pages xx to xx sets out information on the achievement of planned targets for the year.

Report on the audit of compliance with legislation

Introduction and scope

22. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

23. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

24. The annual financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, commitments and expenditure identified by the auditors in the submitted financial statements were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.

Expenditure management

25. Reasonable steps were not taken to prevent irregular expenditure amounting to R2.34 million as disclosed in note 33 to the annual financial statements, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by use of expired contracts.

Consequence management

26. Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.

27. Fruitless and wasteful expenditure and some of the irregular expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

28. Allegations of financial misconduct laid against officials of the municipality were not investigated, as required by section 171(4)(a) of the MFMA.

Other information

29. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected development priority presented in the annual performance report that has been specifically reported in the auditor's report.

30. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.



31. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development priority presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
32. The other information I obtained prior to the date of this auditor's report is the mayor's foreword.
33. If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact.
34. I have nothing to report in this regard.
35. When I do receive and read the other information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

#### Internal control deficiencies

36. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
37. Management did not prepare accurate financial reports which are supported by accurate supporting schedules and evidence. Furthermore, additional controls around unauthorised, fruitless and wasteful expenditure were not implemented to ensure that municipality complied with applicable laws.
38. The audit committee did not adequately fulfil their duties as they did not direct the effects of the internal audit unit effectively.

#### Other reports

39. I draw attention to the following engagements conducted that had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

#### Investigations

40. An independent consultant was appointed to assist the Hawks investigation into ghost employees at the municipality for the period ending 31 December 2015. This investigation was still in progress at the date of my report.

Pietermaritzburg

31 March 2021



AUDITOR-GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

*Auditor-General*

Pietermaritzburg

30 November 2019



AUDITOR-GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## Annexure - Auditor-General's responsibility for the Audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected objective and on the municipality's compliance with respect to the selected subject matters.

### Financial Statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
  - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
  - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for

the purpose of expressing an opinion on the effectiveness of the municipality's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
- conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the municipality's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a municipality to cease continuing as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

#### **Communication with those charged with governance**

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

## GLOSSARY

<b>Accessibility indicators</b>	Explore whether the intended beneficiaries are able to access services or outputs.
<b>Accountability documents</b>	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
<b>Activities</b>	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
<b>Adequacy indicators</b>	The quantity of input or output relative to the need or demand.
<b>Annual Report</b>	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
<b>Approved Budget</b>	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
<b>Baseline</b>	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
<b>Basic municipal service</b>	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
<b>Budget year</b>	The financial year for which an annual budget is to be approved - means a year ending on 30 June.
<b>Cost indicators</b>	The overall cost or expenditure of producing a specified quantity of outputs.
<b>Distribution indicators</b>	The distribution of capacity to deliver services.
<b>Financial Statements</b>	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
<b>General Key performance indicators</b>	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
<b>Impact</b>	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
<b>Inputs</b>	All the resources that contribute to the production and delivery of outputs. Inputs are “ <i>what we use to do the work</i> ”. They include finances, personnel, equipment and buildings.
<b>Integrated Development Plan (IDP)</b>	Set out municipal goals and development plans.
<b>National Key performance areas</b>	<ul style="list-style-type: none"> <li>• Service delivery &amp; infrastructure</li> <li>• Economic development</li> <li>• Municipal transformation and institutional development</li> <li>• Financial viability and management</li> <li>• Good governance and community participation</li> </ul>

<b>Outcomes</b>	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
<b>Outputs</b>	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
<b>Performance Indicator</b>	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
<b>Performance Information</b>	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
<b>Performance Standards:</b>	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMS performance standards are divided into indicators and the time factor.
<b>Performance Targets:</b>	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
<b>Service Delivery Budget Implementation Plan</b>	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
<b>Vote:</b>	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

## ANNEXURES

Annexure A: Ndwedwe LM Audited Annual Financial Statements (AFS) for the year ended 30 June 2021

Annexure B: Ndwedwe LM Audited Annual Performance Report 2020/2021 (word & excel) for the year ended 30 June 2021

Annexure C: Ndwedwe LM Audit Report for the year ended 30 June 2021

Annexure D: Ndwedwe LM Draft Audit Action Plan

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