

DRAFT 2024 – 2025

ANNUAL

REPORT

☎ 032 532 5000
✉ mm@ndwedwe.gov.za
📍 P100 Road , Ndwedwe

SUBMISSION TO:
AUDITOR GENERAL

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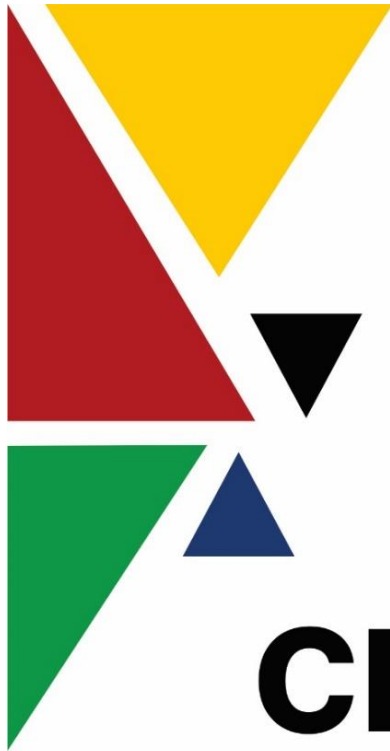
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ACRONYMS

A/PC	Audit/Performance Committee
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
APR	Annual Performance Report
AQMP	Air Quality Management Plan
ASB	Accounting Standards Board
ACF	Anti-Corruption and Fraud
CBD	Central Business District
CCAP	Climate Change Adaption Plan
CFO	Chief Financial Officer
CIGFARO	Chartered Institute of Government Finance Audit and Risk Officers
CLLR	Councilor
CIP	Comprehensive Infrastructure Plan
RCM	Risk and Compliance Manager
DA	Democratic Alliance
DCOGTA	Department of Co-operative Governance and Traditional Affairs
DED	Department of Economic Development
DoA	Department of Agriculture
DoRA	Division of Revenue Act
DRDLR	Department of Rural Development and Land Reform
ECD	Early Childhood Development
EEA	Employment Equity Act
EFF	Economic Freedom Fighters
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Program
FRM	Fraud Risk Management
GIS	Geographic Information System

GRAP	Generally Recognized Accounting Practice
GV	General Valuation
GVA	Gross Value Added
HIV	Human Immunodeficiency Virus
HR	Human Resources
IAS	Invasive Alien Species
IFP	Inkatha Freedom Party
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IEM	Integrated Environmental Management
IGR	Inter-Governmental Relations
INEP	Integrated National Electrification Funding
IOD	Injury on Duty
ISAMAO	Institute of South African Municipal Accounting Officers
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
KFA	Key Focus Area
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LLF	Local Labour Forum
MM	Municipal Manager
MFMA	Municipal Finance Management Act
MGRO	Municipal Governance Review and Outlook
MICE	Meetings, Incentives, Conferences and Exhibitions
MIG	Municipal Infrastructure Grant
MPAC	Municipal Public Accounts Committee
MPRA	Municipal Property Rates Act
MSA	Municipal Systems Act

mSCOA	Municipal Standard Chart of Accounts
NBR	National Building Regulations
NEMAQA	National Environmental Management Air Quality Act
NEMBA	National Environmental Management: Biodiversity Act
NERSA	National Energy Regulator of South Africa
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NQF	National Qualification Framework
PMS	Performance Management System
PPP	Public Private Partnership
RBIG	Regional Bulk Services Infrastructure Grant
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government Association
SAPS	South African Police Service
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprise Development Agency
SEM	Staff Employee Monitoring
SMMEs	Small Medium and Micro Enterprises
SO	Strategic Objective
SOP	Standard Operating Procedure
STATSSA	Statistics South Africa
SV	Supplementary Valuation
TASK	Tuned Assessment of Skills and Knowledge
UIF	Unemployment Insurance Fund



CHAPTER ONE

Mayor's Foreword
(Executive Summary)



CHAPTER 1: MAYORS FORWARD

COMPONENT A: MAYOR'S FOREWORD



HIS WORSHIP, THE MAYOR OF NDWEDWE, CLLR S.Z MFEKA

It gives me great pleasure to present to the communities of Ndwedwe Local Municipality the Annual Report of the previous financial year ending 2024/2025. This report provides a roadmap for the development of the municipal area throughout the Ndwedwe Local Municipality. The priorities and strategic interventions of this Council were formulated during the Municipal Strategic Planning Session that was held on 03-07 March 2025 to confirm the municipality's vision, mission, strategic objectives and organogram in line with the government priorities and initiatives. Furthermore, to discuss and reflect on service delivery successes, challenges, and measures to be implemented as well as planning for the next financial year.

According to Section 46 of the Municipal Systems Act, all municipalities are required to prepare an annual report for each financial year. This includes a performance report that details the municipality's and any service provider's performance during the year in question. This provides an opportunity for performance comparatives to be drawn against the objectives / targets in relation to the previous financial year.

This Annual Report encapsulates the 2024/2025 financial year which illustrates the Council's commitments to eradicating service delivery infrastructure backlogs through the Municipal Infrastructure Grant (MIG). The infrastructure projects that have been included in this Annual Report emanate from an appreciation of the many households that still do not have access to roads, electricity, community halls and sport fields. Our long-term development outlook for infrastructure is to cater for the domestic and economic demands of our municipal area.

This Council is committed to building upon the work of our predecessors, particularly on issues of clean administration. One of the focus areas pronounced in this Annual Report is the need for the municipality to improve from the unqualified opinion from the Auditor General. Improving the municipality's financial position is of principal importance, in this respect we will ensure sound revenue and expenditure management mechanisms are implemented throughout this term of office.

The Annual Report is aligned to the country's pillars, the National Development Plan (NDP), Provincial Growth and Development Strategy, District Growth and Development Strategy and other strategic frameworks. To make processes and coordination seamless, government has also launched and promoted the District Development Model (DDM) which emphasizes the importance of coordinated planning as opposed to working in silos.

The Council has identified areas that needed attention and causing bottlenecks and hindering service delivery drive. We are now at over 94% success rate in terms of electrification of all wards through department of mineral resources and Eskom partnerships. We remain anxious about the shortage of water, but we believe we play our role of coordinating and assisting the district municipality where it requires our support. We lately received a water tanker and firefighter vehicles from KZN COGTA, which will also go a long way in ensuring that our response time when there are disaster incidents is shorter and more effective.

Our partnership with the Department of Public Works is one of our flagships as it has 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.

Section 19 of the Municipal Structures Act of 1998 stipulates that municipalities must involve the local community in development, implementation, and review of the municipality's performance management system. In particular, the community must be allowed to participate in the setting of appropriate key performance indicators and performance targets. Ndwedwe Local Municipality values the opinions of the public thus ensuring that the municipality delivers services to its citizenry. This is achieved through various platforms such as the Mayoral IDP/ Budget Izimbizo, with the citizens as well as a general open-door policy and engaging various stakeholders via the public participation processes.

The Council is proud of the milestones it has achieved in the 2024/2025 financial year which among others include handover of Hlalakahle Community Development Centre Ward 07, Msengeni Community Development Cent Ward 08, Makhawula/Ntaphuka Community Hall Ward 13, Ndwedwe Disaster and Emergency Services Phase 1 Ward 15, Khanyisa Sport field Ward 09 (Multiyear Project), Ndwedwe Municipal Offices Phase 2, Ndwedwe Town Infrastructure Ward 15 (Multiyear Project), Maqokomela Community Development Centre Ward 10.

The municipality also received in March 2025 Municipal Disaster Recovery Grant (MDRG) of an amount of R25 029 000.00, the following access roads had been commenced reconstruction and rehabilitation and to be completed end August 2025:

1. Mthombisa Access Road Ward 03
2. Nhlangakazi Access Road Ward 01
3. Ntabamhlophe Access Road Ward 08
4. Nogxaza Access Road Ward 19

We promise the community of Ndwedwe that we will deliver basic services to all the 19 wards and leave no stones unturned.

His Worship, the Mayor: Councillor S.Z Mfeka

COMPONENT B: EXECUTIVE SUMMARY

The Ndwedwe Local Municipality is one of the four local municipalities that are the composite of iLembe District Municipality, which lies along the sea to the eastern part of KwaZulu-Natal as indicated in the map below. Local Municipality lies further inland and abuts eThekweni Metro to the south, where the King Shaka International Airport and Dube Trade port is about 20kms away from Local Municipality, Maphumulo to the north, and KwaDukuza to the east. Local Municipality is a rural area located in the proximity of Verulam, Tongaat, Shakaskraal, Stanger and Groutville towns. The urban areas are found only in KwaDukuza Local Municipality to the eastern part of Local Municipality along the R102. The municipality is characterized mainly of disadvantaged areas. The main land uses are both the primary and secondary education facilities, hospital, community health facilities, the clinic, community halls, administration offices, sports fields and a police station.

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.

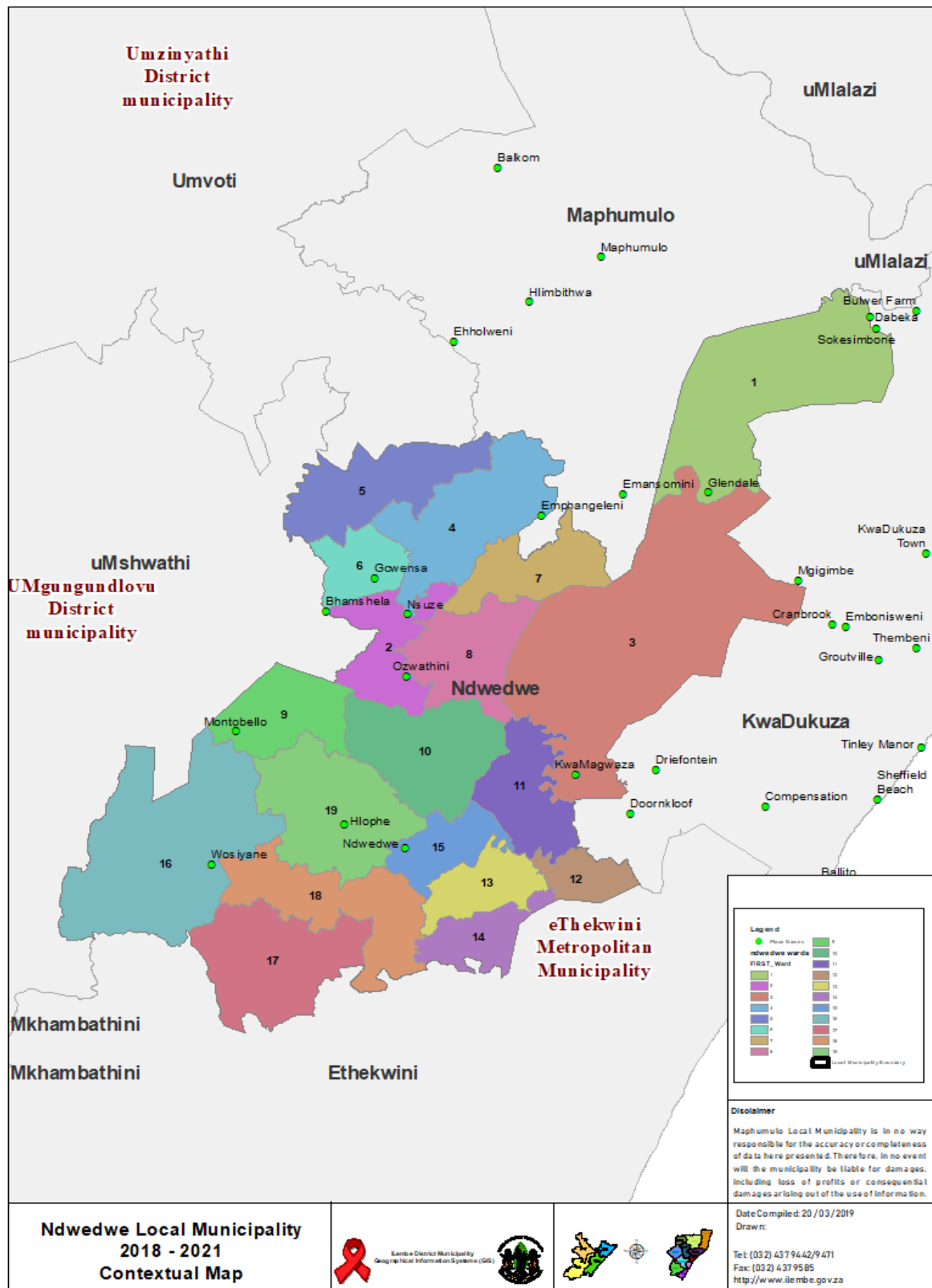
Secondary activity nodes, which are major interceptor point locations serving each portion of the municipality and providing services for such areas, suggested secondary activity nodes consist of:

- 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.

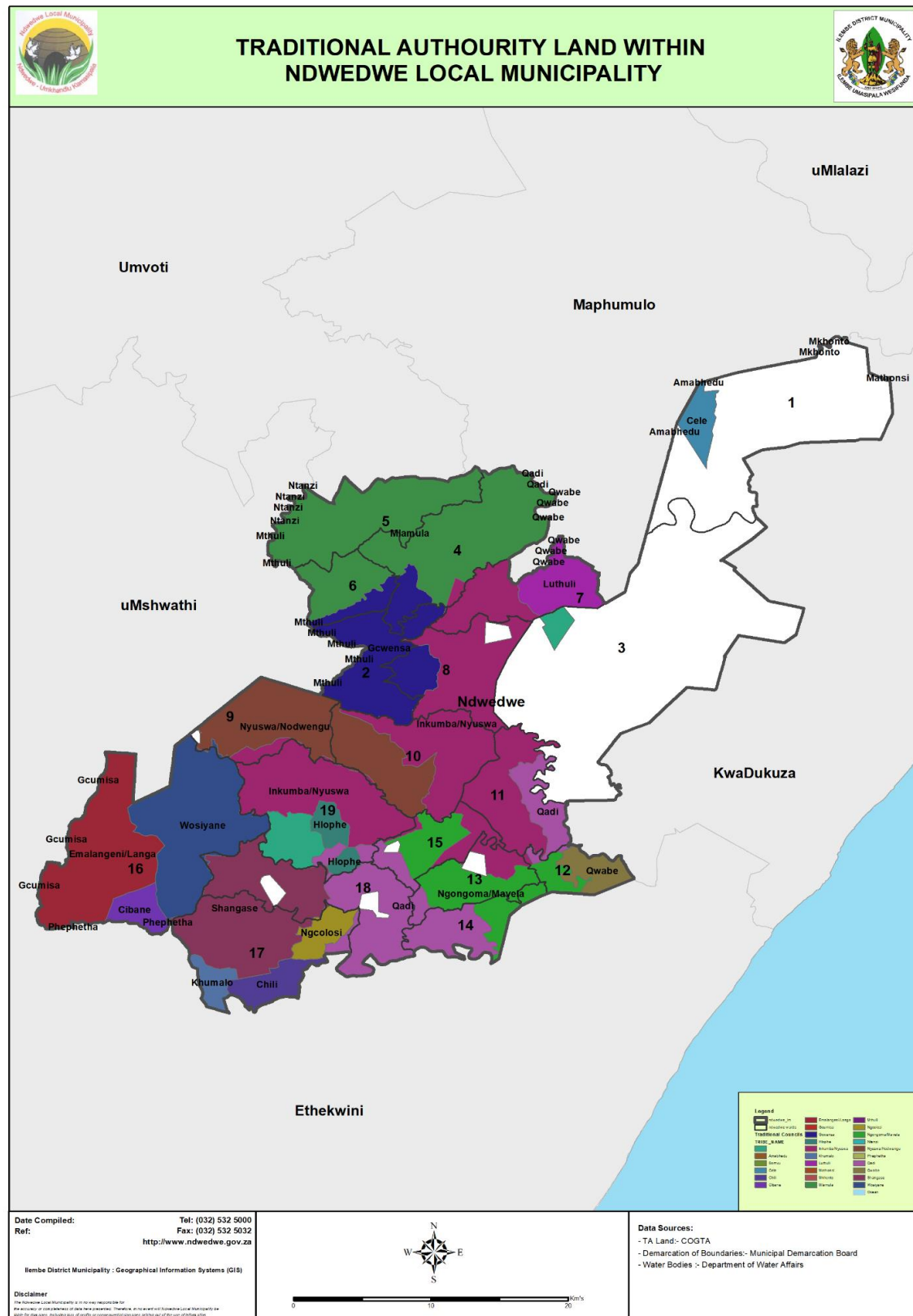
Tertiary activity nodes, consisting of strictly local nodes serving individual communities and areas. The extent of the municipal area is 1153 Km² and accommodates a population in the region of 143 117 people (Community Survey, 2016). As would be indicated later, the majority of the population is made up people between the ages of 15-34 whilst women are a dominant sex in 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%. Overall settlement densities are approximately 145 people per Km². 68% of consists of traditional authority land, most of which is part of the former Kwa-Zulu homeland consisting of traditional settlements. In total, there are 19 traditional authority councils in Municipality area. The remainder of the land is made up of commercial farmlands located in the north-east of the municipality. Local Municipality has 19 Wards and a total number of 37 Councillors.

The Locality Map below spatially depicts the Local Municipality's location within the iLembe District Municipality and the KwaZulu-Natal Province.

MAP: 1 NDWEDWE MUNICIPALITY LOCALITY MAP



MAP: 2 LOCAL MUNICIPALITY MAP INDICATING WARDS AND TRADITIONAL AUTHORITY AREAS



1.1 MUNICIPAL MANAGER FOREWARD

The Ndwedwe Municipality is established and operates in terms of Chapter 7 of the South African Constitution. Section 152(1) of the Constitution outlines various objects of local government, and it is on these objects that this municipality governs and serves its community in a manner that is commensurate with democracy. This Annual Report provides an overview of the performance and progress made by 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 for me to provide highlights and the considerable effort made by Ndwedwe Local Municipality in strengthening 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 Session held on 03 to 07 March 2025 and which emphasis the issue of speeding up services to the community. This 2024/2025 Annual Report review contains goals, objectives, strategies, programmes and priorities of the Municipality. Ndwedwe Local Municipality IDP 2024/2025 review is aligned with the National and Provincial Government strategic directives.

The report also describes how these goals were implemented and accomplished in accordance with several pieces of legislation, including sections 121 and 127(2) of the Local Government: Municipal Finance Management Act No.56 of 2003 and section 46 of the Local Government: Municipal Systems Act No.32 of 2000. The Municipality has progressed significantly in achieving objectives within each of the six major performance categories that apply to local government, which is outlined in this Annual Report:

1. Basic Service delivery and infrastructure development
2. Municipal transformation and development
3. Local Economic Development
4. Municipal Financial viability and management
5. Good Governance and Public Participation and
6. Cross Cutting

The Municipality is mainly dependent on government grants and support. The Municipality achieved an unqualified audit opinion during 2021/2022, 2022/2023 and 2023/2024 financial years and an Auditor General Action Plan is in place to address the findings identified. Under Governance and Compliance, the Municipality has appointed a Disciplinary Board, an Audit and Performance Committee and Risk Management Committee are in place and functional.

The Risk Management Committee, under the leadership of the Municipal Manager, meets quarterly, in addition as and when required and report to RMC, EXCO, MPAC and the Audit and Performance Committee. The risk assessments of all departments were conducted to mitigate all identified risks affecting the Municipality service capabilities during the period under review.

The Manager Legal assist the Council, review of policies, verbal and written legal advice regarding debt collection, by-laws, drafting contracts, interpretation of legal documents to Managers, Mayor, *provide advice on all Labour matters*, conduct Disciplinary Hearings and to promote Council with a legal tool.

In the Technical Infrastructure Services department during the previous financial year, the Municipality was allocated R34 473 000.00, and the municipality was able to **spend 95% of municipal infrastructure grant**, and Rollover application submitted to Treasury for approval. The highlights and achievements for Technical Services for Ndwedwe Municipality during 2024/2025 has successfully delivered the following infrastructural projects under Municipal Infrastructure Grant (MIG) and internal funding:

1. Khanyisa Sport field Ward 09 (Multiyear Project)
2. Msengeni Community Development Cent Ward 08
3. Makhawula/Ntaphuka Community Hall Ward 13
4. Hlalakahle Community Development Centre Ward 07
5. Maqokomela Community Development Centre Ward 10
6. Ndwedwe Disaster and Emergency Services Ward 15 Phase 1
7. Ndwedwe Town Infrastructure Ward 15 (Multiyear Project)
8. Ndwedwe Municipal Offices Phase 2

The municipality also received in March 2025 Municipal Disaster Recovery Grant (MDRG) of an amount of R25 029 000.00, the following access roads had been commenced reconstruction and rehabilitation and to be completed end August 2025:

1. Mthombisa Access Road Ward 03
2. Nhlangakazi Access Road Ward 01
3. Ntabamhlophe Access Road Ward 08
4. Nogxaza Access Road Ward 19

Our Municipality continues to ensure that halls and roads are being maintained as a result of the existing capacity. The municipal council has been presented with the complaints management policy which after adoption it will greatly assist in better managing complaints received by the municipality. Moreover, a Municipal Rapid Response Team has been established to efficiently deal with public protests and go as far as preventing them from happening in the first place. The Ndwedwe LM under the iLembe District Municipality has established 100% Ward Committees fully functional.

In conclusion, I would like to extend my sincere appreciation to the Mayor, Council, Staff and communities at large for their continued support during the formulation of this Annual Report. I am confident that the Administration, under my leadership, will steer this Municipality to greater successes in the future.

I thank you.

.....
MR S.D.G KHUZWAYO
MUNICIPAL MANAGER

1.2 ADMINISTRATIVE GOVERNANCE

The Municipal Manager heads the administration of Municipality and has five directors reporting him. The municipality has six departments namely:

Table 1: Departments of Municipality

NO.	DEPARTMENT	POSITION
1.	Office of the Municipal Manager	Mr. S.D.G Khuzwayo
2.	Corporate Services	Ms. T. Motaung
3.	Budget and Treasury (CFO)	Mr. X Hlekwane
4.	Community and Social Services	Mr. N Mkhwanazi
5.	Technical Infrastructure Services	Mr. M Mzolo
6.	Economic Development Planning Services	Ms. Z Khuluse

Each department is structured into different sections which are run by Section Managers.

1.3 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 2024 to 30 June 2025. 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.

1.3.1 Vision

The Municipality committed itself to the following vision, mission and values:

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

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.

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.

1.4 KEY DEVELOPMENT CHALLENGES AND STRATEGIC INTERVENTIONAL MEASURES

The key challenges facing the Municipality were determined through the strategic planning session held on 04 March 2025 to 07 March 2025 can be summarized as follows:

TABLE 2: KEY DEVELOPMENT CHALLENGES AND STRATEGIC INTERVENTIONAL MEASURES

KPA: BASIC SERVICE DELIVERY				
	Technical Department			
Strategic Objectives	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution
To provide construction of new community infrastructure facilities	Backlog in Roads and Bridges infrastructure	As a result of climate (Flooding) change the municipality is experience backlog in road and bridge infrastructure. Limited funding: The municipality is receiving Disaster Grant in phases from COGTA National Disaster Management Centre (NDMC)	Next Financial Year	The municipality was allocated in 2024-25 (March 2025) an amount of R25 029 000.00 through National Disaster Management Centre (NDMC)
To provide construction of new community infrastructure facilities	Lack of Integrated Transport Plan (ITP)	The Municipality Lacks Integrated Transport Plan	Ongoing	Proposed budget for 2025-26 financial year
To provide construction of new community infrastructure facilities	Data Capturer Needed	The organogram and budget do not cater for EPWP Data Capturing personnel	Next Financial Year	Noted, existing EPWP Coordinator will be used for data capturing
To provide construction of new community infrastructure facilities	Dependency on EPWP beneficiaries	Reliance on EPWP beneficiaries	Ongoing	EPWP beneficiaries' contract is over a 2-year period and will be rotated.
	Infrastructure maintenance needs more budget	The Municipality has limited budget for Infrastructure maintenance	Next Financial Year	Proposed budget for 2025-26 financial year
	Purchase of lowbed Truck/Trailer, TLB	The department faces challenges when moving earth moving plant from point A to	Next Financial Year	Proposed budget for 2025-26 financial year

		point B. The Excavator, Graders, TLB need to be transported to save its mileage and wear and tears.		
KPA: FINANCIAL VIABILITY AND MANAGEMENT				
	Finance			
	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution
	Complaining Rates Payers	Rates payers are complaining about the services they are getting hence they resistance to pay.	Ongoing	Constant engagements and discussions ongoing though Mayoral imbizo and community meetings.
	No Lease Agreement for Mini Factories and Rank Tenant	Non-Collection of rentals from these clients	ASAP	The municipality is in the process of developing lease agreements, and it been discussed during Revenue steering committee.
	Low Hall Hire Income	Low income from available Halls	Ongoing	Tariffs have been reviewed for hall hire and the municipality is in the process of developing the Standard operation procedure.
	Late Salary Input Submission	S&Ts for Cllrs and Ward Committee are submitted late for processing.	Ongoing	Currently all submissions are on time.
	Network Problem	Slow network connection for payroll system. Some systems require high speed network since we store on cloud.	ASAP	On-going (Remain the same).
	Low Revenue Collection	Dependency on Grants	ASAP	The municipality has a fully functional Revenue Steering committee which comprise all departments.
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION AND CROSS CUTTING				
	Community Department			
	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution
	Shortage of staff	Labor shortage	Next Council Meeting	Nothing is done as yet due to budgetary constraints

	Magnitude of Pilgrimage versus Municipal resources	Some church vendors sell some food and other goodies to Congregation. The municipality does not benefit anything at the moment	Ongoing	This challenge would be explored by EDP
	Insurance Claim for Bhamshela Centre	Insurance claim for damage at Bhamshela Thusong Centre has been finalized.	ASAP	A business plan will be prepared and sent to MIG for funding.
	Insufficient budget for contemporary books	Insufficient budget for contemporary books	Ongoing	A little number of books have been bought and delivered to the library with the limited budget we had, more books will be bought in the new F/Y.
	Overtime versus 6-Day week working arrangement	Overtime versus 6-Day week working arrangement	Ongoing	Overtime payment is being closely monitored.
	Deferred main Library renovations	The main Library renovations have been delayed	Next Financial Year	Library renovation budget will be tabled in the present draft budget for F/Y 25/26
	Certain Municipal Buildings are not disability friendly	Municipality Buildings are inaccessible (Not Disability-friendly)	ASAP	This is within the purview of the Department of Technical Services
	No report from Department of Transport (DoT) and iLembe	DoT and iLembe are not producing report to LTT meeting.	Ongoing	The matter has been escalated to the DTT.
	Limited budget for HIV and AIDS Coordinator Post	Vacant HIV and AIDS Coordinator position due to limited budget	ASAP	The Department will await the availability of the budget for non-funded posts.
	Failure to meet Equity Targets	People with disability are not considered for employment	Ongoing	The Department will always liaise with HR Department whenever there are vacancies available to include disabled people. They are always encouraged to apply whenever posts become available.
	Lacks skills program for Disabilities and women.	Limited Training Interventions for disabled people and women over 35 years within government.	Ongoing	Programmes are ongoing with particular regards to the empowerment of disabled persons

				working closely with other Sectors.
	Lack of District transport to collect sector during district meetings and events	Unavailability of transportation to collect sector during district meetings and events.	Ongoing	The matter is being discussed with the District Department of Community Services
	Youth unemployment	60,4% youth unemployment rate.	Ongoing	Proposals are being made to different sectors, viz EDTEA, NYDA, SEDA, Enterprise ILEMBE, etc.
	Lack of office space	Lack of Office Space, operational workspace for disaster and Insufficient tools of trade, as well as personal protective clothing	2025/26 FY or ASAP	PPEs are in the procurement process whilst the workspace and the tools of trade will be incorporated once the Disaster and Emergency Centre has been completed.
	Youth involved in drug and substance abuse	Massive amount of youth involved in Drug and substance abuse leading to various social ills in the communities, it also affects the development in areas like Bhamshela as youth turns to come with bad and foreign habits.	Ongoing	Awareness campaigns are being embarked on, working closely with all the other stakeholders mentioned herein.
	Youth lacks capital and knowledge to start their businesses	Minimal knowledge and Insufficient funds for Youth to start business.	Ongoing	The Department is in constant contact with these other sectors for assistance
	Vacant post for Manager Youth Affairs and Sports Development	Vacant Position: Manager Youth Affairs and Sports Development	ASAP	The recruitment processes are ongoing with HR Department.
	Grass cutting of sport fields	Grass cutting is done by the service providers in the panel who don't cut on stands for coaches.	Ongoing	Done
	Lack of Disaster Management and Fire Fighting Capacity.	There is lack of Disaster Management and Fire Fighting capacity	ASAP	More capacity will be beefed up once there is availability of the budget.
	Lack of effective link and communication of disaster information to the public.	Communication of Disaster information does not reach the public	Ongoing	The interventions have been taken into consideration and will be put into use, going forward.

	Non-compliance with disaster management turnaround response time.	Due to lack of Human capacity and tools of trade, the municipality is non-compliant with Disaster Management turnaround response time	ASAP	More capacity will be beefed up once there is availability of the budget.
	High Lightning incidents	Municipality is experiencing lightning incidents which claims lives and injures livestock	Ongoing	A request has been made to the PDMC for assistance with the lightning conductors and the Department of Agriculture is being engaged on, in the LTT meetings.
	Shortage of staff	Labor shortage, senior cashier at the RA Office	New Financial Year 2025/26	Cashier and Senior Cashier have been hired, and the Examiner post has been readvertised, closed and further HR processes are unfolding.
	Loadshedding	Loadshedding affects the functioning of the department, as the speed points do not operate	ASAP	Done
	Pending Testing centre	At this current juncture the Testing centre is not functioning pending national operating certificate from NATIS.	Ongoing	The due processes are unfolding, working closely with the Department of Transport.
KPA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				
	Corporate Services			
	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution
	Office Space	Limited office space for personnel.	ASAP	Done, other staff members moved to the new building, and some were placed in the main building.
	Load Shedding	The Loadshedding is disrupting the department in terms of completing tasks timeously	ASAP	No budget available for the purchase of backup generator
	Cascading of IPMS	The department has cascaded the IPMS to task grade 16 to 14 only.	ASAP	In progress
	Insufficient Budget Allocation	There is insufficient budget allocation for filing of vacancies and	Next Council Meeting	There is no budget allocation and currently the

		other office requirements.		municipality is above threshold.
	Non-compliant archives and Records facility	The Archive and Records facility is non-compliant due to small records and archives office space.	ASAP	We have requested budget to upgrade boardroom to the required standard suitable for the safe custody of records before relocating the registry. The project will commence after budget approval
	Legal Services unit nonfunctional	The unit does not cover the entire Legal scope	ASAP	S.O.P has been developed, and legal unit is receiving legal documents from other departments for vetting.
	ICT Failure to address Findings	The ICT unit is failing to respond to audit findings.	Ongoing	Proactive initiatives have been identified to mitigate cyber-security findings such as ICT infrastructure vulnerability testing. Budget to be requested for the appointment of a cyber-security service provider. ICT staff have been sent to trainings to upskill their expertise.
KPA: CROSS CUTTING AND LOCAL ECONOMIC DEVELOPMENT				
	EDP			
	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution
	Lack of funding	The is lack of funding to assist the unit to execute the vision.	ASAP	Ongoing
	Land ownership	The land is owned by traditional leaders	Ongoing	Ongoing - there's a great communication and collaboration with traditional leadership and the Municipality
	Encroachments	There are unauthorised developments and lack of enforcement issues. Un-coordinated developments.	ASAP	The process for SPLUMA application is currently ongoing Phase two as we are currently planning to survey the sites in particular for the new Town development in the upcoming financial year 25/26

				Law enforcement personnel are not budgeted for however we have engaged Community Services formally requested Mr Chilis inclusion and assistance which has since been approved by the Director Comm Serv.
	No number of benefitted businesses	There is no available data which is produced on how many sectors have benefited in business	Ongoing	Ongoing
KPA: GOOD GOVERNANCE PUBLIC PARTICIPATION AND CROSS CUTTING				
	Communications			
	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution
	Limited budget	The unit has limited budget	ASAP	Use social media for advertising which is cheaper than traditional advertising platforms
	No local Newspaper	Unavailability of local newspaper due to lack of funds.	ASAP	Budget has been requested for the development of a new website
	Unstable cellular network	Instability of cellular network	ASAP	Engagements with Independent Communication Authority of South Africa (ICASA) are ongoing
	Poor listenership on the local radio station	The local radio station has poor numbers of listeners.	ASAP	The municipality will buy airtime from the radio station in order to support it
	Social media attack	Residents ask question or make negative comments abouts events and no one answer them with tangible evidence.	Immediately	User departments are providing the Facebook administrator with answers to the questioned posed on social media
	Uncoordinated calendar of events	The calendar of events is not coordinated properly.	Immediately	Departments will cohost programmes where it is feasible to do so
	Risk			
	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution

	Capacity constraint (Risk & Compliance Officer).	The risk unit is short staffed that not much can be covered without undue effort	Next Council Meeting	Proposed Post for the Risk & Compliance Officer in the new financial year
	Budget Constraint (Testing the Business Continuity).	The business unit need to be tested to see if the organisation can survive and attack.	Next Council Meeting	The Desktop Exercise will be done in the new Financial Period.
	Public Participation			
	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution
	Limited Human Resources	Shortage of staff to deal with complaints and Municipal Rapid Response Team to serve all 19 Wards	Next Council Meeting	Proposed post ICMS and Rapid response Clerk to deal with complains in 2026/2027 FY For the meantime PPO deals with complains
	Inadequate Office Space and office Equipment	There is limited office space and office equipment which negatively affects the productivity of the unit.	ASAP	- Memory sticks were received - Requested external hard drives. - Utilizing same offices but not allocated a new office as anticipated.
	Limited Budget	No available budget for overtime for PP staff	Immediately	Proposed an increased overtime budget for financial year 2025/2026
	Shortage of Infrastructure	Shortage of community halls for public meetings	AS and when required	Proposed a budget for tent hire under Speaker's engagement vote
	Shortage of Tools of Trade	Shortage of loud hailing machines, designated car drivers to do hailing	ASAP	Done - Vehicle for loud hailing was procured, and loudhailers were mounted in the car
	Non-attendance by other Government Departments	Some government departments do not attend public participation meetings	Ongoing	No attendance by Govt departments was reported to concerned HODs to be addressed at the Local Task Team (LTT)
	Shortage of Water Supply and Access Roads	The Area has a shortage of Water Supply and Roads are not accessible	As and when required	This is reported to iLembe DM and Department of Transport. Feedback is given at Mayoral Imbizo meetings to community members.
	Internal Audit			

	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution
	Limited Human Capacity	The unit has limited Human Capital which can compromise the organisation.	Next Council Meeting	Not achieved
	Limited Budget	There is limited budget, which affects the unit in terms of doing their work effectively	Immediately	Here is available budget for the current year
	Delay submission of RFI	The unit is experiencing delays with the submission of RFIs, and it negatively affect the process of producing findings.	Ongoing	Ongoing
	No Internal audit System	The unit lacks the Internal Audit System to assist in terms of Internal Audits	Next Financial Year	Not Due
	Network	The area has network problems which make it difficult for employees to work at times.	Immediately	Not achieved
	PMS and IDP			
	Challenge Identified	Status Quo Before Intervention/Resolution	Time Frame	Status After Intervention/Resolution
	No Automative PMS System	The Municipality has no Automative PMS System. PoEs are collected manually using the paper reporting system which is time consuming and outdated and results in late submissions.	ASAP	Proposed Post for the IDP Officer in the new financial year
	No Human Capital	The unit has no dedicated IDP official appointed	Next Council Meeting	Nothing is done as yet due to budgetary constraints
	Lack of interest by some User departments	We are experiencing slow submission of information from some departments in addressing the MEC comments.	Ongoing	- IDP Task Team Session was held with Management on 15 March 2025 to respond to MEC comments. - PMS training to be held on 4 June 2025.

1.5 SWOT Analysis

TABLE 3: SWOT ANALYSIS

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Suitable fleet ▪ Policies ▪ Experienced and qualified workforce ▪ Monitoring of ICT Systems ▪ Functional ICT Environment	▪ No Departmental Head (Director Corporate Services Post: vacant) ▪ Understaffing ▪ Lack of submission of records to the registry ▪ Lack of office space ▪ Burglary and theft ▪ Insufficient budget ▪ Delays in appointments of service providers
OPPORTUNITIES	THREATS
▪ Automated systems ▪ Public Wi-Fi ▪ External funding ▪ Paperless work environment	▪ Employee and community strikes ▪ Fencing of municipal buildings ▪ No external lighting in some municipal buildings ▪ Burglary and theft ▪ Insufficient Budget ▪ Unfavourable weather conditions ▪ Loss of Institutional Memory/Data ▪ Non maintenance of municipal buildings
GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Full Buy-in, cooperation and meeting targets by Management. ▪ Filling of all Senior Managers posts (Depts. will be fully functional in performing PMS/IDP activities). ▪ Availability of the Internal auditors, Auditor General, Audit Committee that ensures PMS reports are credible through their reviewing before submission to EXCO and Council. ▪ Effective Speakers Forum ▪ Provincial Public Participation Steering Committee ▪ District Communicators Forum ▪ Complaint Management policy - draft ▪ Joint Co-ordinating Committee (JCC) ▪ CDWs (available resource at local ward level) - to assist with reporting. ▪ IDP roadshows (Mayoral imbizo, & Speakers Imbizo) ▪ IDP Stakeholder Engagement Forum ▪ Good performance of ward committees ▪ Door-to-Door visits, to address socio economic challenges. ▪ Municipal Vehicles for loud-hailing and facilitation of outreach programme.	▪ Late submission of portfolio of evidence from some departments. ▪ Using of paper reporting system which is time consuming and outdated instead of PMS Automotive System. ▪ Setting targets that lack the PMS SMART principles by some departments. ▪ Poor performance of some service providers which cause a planned project not to be achieved within deadline. ▪ Uneven Topography some areas are not accessible for community consultation (Mayoral IDP/Budget Imbizo's). ▪ Limited office space ▪ Uneven Topography, some areas are not accessible for service delivery and community consultation. ▪ Municipal Rapid Response Team not functional. ▪ Public participation strategy not in place ▪ Complaints management system not in place. ▪ Inadequate capacity (mixture of skills and training) ▪ Lack of environmental policies and bylaws ▪ Limited budget and resources (Human and Capital) ▪ Limited office space and working environment. ▪ Lack of vehicles for operation

▪ Ward Committees Quarterly meetings ▪ Councillor's Public meetings (feedback mechanism) ▪ Training of Ward Committees ▪ Ndwedwe Municipal policy on election of ward committees ▪ Good relations with other sector departments, NPOs and NGOs through developed Youth and Social Cohesion structures and through OSS/LTT meetings. ▪ Strategic plans and development of policies ▪ Proper coordination and functionality of OSS within the municipality. ▪ Good Priorities for Infrastructure Development ▪ Functioning of Portfolio, EXCO and Council Committees ▪ Functioning Youth and Social Cohesion Structures	
OPPORTUNITIES	THREATS
▪ Cascading of PMS to middle managers and lower-level staff by Human resource Unit, this will create a sense of taking a full responsibility to their area of function. ▪ Conducting workshops for both officials and councillors on PMS to create an understanding of what PMS entails especially to new councillors. ▪ Fully functional PMS and IDP unit ▪ Appointments of PMS, IDP, B2B and AR champions in all 6 departments. ▪ To promote sound intergovernmental relationship ▪ District Call Centre (whistle blowing) reporting on service delivery. ▪ Establishment of Ward Committees ▪ Community awareness campaigns ▪ Skills enhancement of ward committees ▪ Working towards a fully functional Ward Committees in all nineteen wards. ▪ Awareness campaigns are conducted successfully. ▪ Bursaries and financial assistance, Learnership and internship programmes in place to fight unemployment. ▪ Youth and OSS programmes relating to social ills conducted.	▪ Lack of priority of PMS, IDP and AR information from some departments that may cause a delay in submissions to Portfolios, COGTA, Auditor General and National Treasury. ▪ National pandemic (covid-19) had a serious negative impact in performance and the service delivery and municipal operations. ▪ Loadshedding ▪ Lack of communication with internally departments may lead to clashing of programs and delay in service delivery causing community unrest/protests. ▪ Lack of community meetings at ward level may lead to service delivery protests. ▪ Poor road conditions to reach community for communication of public participation meetings. ▪ Shortage of water supply. ▪ Slow pace of housing implementation projects ▪ Outbreak of diseases due to volumes of waste caused by lack of resources, both physical and human.

▪ Use of OSS as service delivery model for sound intergovernmental relations. ▪ Policies are reviewed annually.	
BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Good Forward Planning (best practices) for Infrastructure Development Expenditure of Grant Funding ▪ Ability to draw and/or receive additional fundings on grants like MIG and INEP due to good performance. ▪ Development of internal capacity to ensure infrastructure management (maintenance team) ▪ functioning Infrastructure Portfolio Committee	▪ Lack of dedicated allocated vehicles for operation and transport allowance for Technicians (Field workers) ▪ Backlog on infrastructure still huge and infrastructure demand high due to flooding ▪ Contract positions and vacancies within Technical Services which becomes demotivating to staff. ▪ Sparse/scattered Settlement Pattern for Infrastructure Development ▪ Lack of Local Integrated Transport Plan (LITP) - the municipality require funding to develop Transport Infrastructure Plan ▪ Lack of Performance management/measurement of Senior Manager (Director Technical Services) - This will assist to determine if the Director qualify for bonuses which become a motivating factor. ▪ Inadequate bulk water sources ▪ Poor maintenance of sport fields and community facilities, including CDC's and halls
OPPORTUNITIES	THREATS
▪ Municipality geographical location ▪ Town Development ▪ Developer's contribution ▪ Positive publicity ▪ Application for Energy/electricity license (National Energy Regulator SA), Explore energy sources - Appoint Energy Specialist/Manager Energy Resources	▪ Poor road condition due to flooding (as a result of climate change) ▪ High backlog on infrastructure development ▪ Damage to property and infrastructure, Loss of life, injuries due to disaster incidents ▪ Severe effects of climate change ▪ Drugs and substance abuse - Social ills ▪ Loadshedding, connectivity and High crime rate
LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Minerals. ▪ Massive Arts and Craft potential. ▪ Relatively Good weather. ▪ Close proximity to eThekweni Municipality. ▪ The existing agricultural potential. ▪ The already existing community facilities such as schools, halls, clinics and houses. ▪ Highly motivated staff	▪ Limited resources to support Cooperatives, SMME'S, strategic projects and for project implementation. ▪ Shortage of infrastructure (informal traders) ▪ High unemployment rate ▪ There are no proper structures to co-ordinate LED activities (Dept vs Ndwedwe LM) ▪ Equipment/ tools to practice farming are not sufficient. ▪ Lack of training and skills development centres. ▪ Lack of Agricultural/ Farming Expertise ▪ Seasonal Farming
OPPORTUNITIES	THREATS
▪ Proposed link between Ndwedwe and Maphumulo Municipality.	▪ Low revenue base ▪ Red tape

▪ Dube Trade Port ▪ Increasing employment ▪ Opportunities in agriculture e.g., Agricultural College ▪ Ndwedwe and Bhamashela Development ▪	▪ High unemployment rate ▪ Lack of investment due to bulk infrastructure funding ▪ Illegal immigrants “foreign nationals” taking over informal and formal economy. ▪ Decline in formal employment within economic sectors. ▪ Increasing costs (electricity, transport, capital, storage and equipment) ▪ Climate change e.g., excessive rain and sun ▪ Loss of biodiversity e.g., different animal species have been lost. ▪ Loss of natural grassland and alien Lantana (ubhici) spread. ▪ Large spread poverty. ▪ Loss of estuarine and riverine vegetation
SOCIAL DEVELOPMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Special programmes budget ▪ Forums focusing on vulnerable groups. ▪ the social development unit is able to interact with all stakeholders even at national level. ▪ The unit has got the budget to assist the vulnerable groups e.g., OSS houses	▪ Poor access to social development services ▪ Coordination of programmes due to insufficient human resources ▪ There is no designated HIV/AIDS coordinator in the unit.
OPPORTUNITIES	THREATS
▪ There is a funding opportunity in the unit such as NGO's who deals with vulnerable programmes	▪ Crime ▪ HIV/ AIDS ▪ Malaria fever ▪ No proper policies ▪ Implementation of projects that are not funded or in the SDBIP
FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Unqualified audit opinions ▪ Skilled personnel ▪ Policies ▪ Cash coverage above the norm ▪ Current Ratio above the norm ▪ Active Finance Portfolio	▪ Lack of office space ▪ Timeous review of policies ▪ Positions that have been vacant for long time ▪ Employee benefits ratio is above the norm.
OPPORTUNITIES	THREATS
▪ Potential to improve collection rate. ▪ Potential to improve revenue bases. ▪ Improved the quality of our monthly reports to improve the audit opinion	▪ Inability to meet the investment income target. ▪ Non-compliance with budget regulations ▪ Non-compliance with MFMA, non-sitting of committees ▪ Non-compliance with Procurement plans ▪ Non-compliance with payment procedures ▪ In-year virements
CROSS CUTTING & INTERVENTION: SPATIAL AND ENVIRONMENTAL & DISASTER MANAGEMENT SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ The existing agricultural potential.	▪ Lack of Land ownership by the Municipality ▪ Encroachments

▪ Proposed link between Ndwedwe and Maphumulo Municipality. ▪ Close proximity to Dube Trade Port ▪ Opportunities in agriculture e.g., Agricultural College ▪ Ndwedwe and Bhamashela Development ▪ Sharing of boundary with KwaDukuza, eThekweni and Umshwathi Municipalities	▪ Unauthorised developments and un-co-ordinated developments ▪ Lack of enforcement ▪ Crime ▪ Lack of Land ownership by the Municipality ▪ Encroachments ▪ Lack of environmental policies and bylaws ▪ Poor working relationships between uMshwathi and Ndwedwe Municipalities on cross boundary planning and alignment issues ▪ 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, cost-efficient housing, etc. ▪ Climate change, Unsustainable development practices and Loss of natural capital. ▪ Lack of coordination and alignment of development initiatives taking place in the primary and secondary nodes. ▪ Climate change e.g., excessive rain and sun ▪ Loss of biodiversity e.g., different animal species have been lost. ▪ Loss of natural grassland and alien Lantana(ubhici) spread. ▪ Large spread poverty. ▪ Loss of estuarine and riverine vegetation ▪ Lack of Agricultural/ Farming Expertise ▪ Seasonal Farming
OPPORTUNITIES	THREATS
▪ External sources of funding ▪ Proposed link between Ndwedwe and Maphumulo Municipality. ▪ Close proximity to Dube Trade Port ▪ Opportunities in agriculture e.g., Agricultural College ▪ Ndwedwe and Bhamashela Development ▪	▪ Lack of Land ownership by the Municipality ▪ Encroachments ▪ Unauthorised developments and un-co-ordinated developments ▪ Lack of enforcement ▪ Crime ▪ Lack of Land ownership by the Municipality ▪ Encroachments ▪ Poor working relationships between uMshwathi and Ndwedwe Municipalities on cross boundary planning and alignment issues ▪ 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, cost-efficient housing, etc. ▪ Climate change, Unsustainable development practices and Loss of natural capital. ▪ Lack of coordination and alignment of development initiatives taking place in the primary and secondary nodes. ▪ Climate change e.g., excessive rain and sun ▪ Loss of biodiversity e.g., different animal species have been lost.

	▪ Loss of natural grassland and alien Lantana (ubhici) spread. ▪ Large spread poverty. ▪ Loss of estuarine and riverine vegetation ▪ Lack of Agricultural/ Farming Expertise ▪ Seasonal Farming
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1.5.1 Ndwedwe Municipal Vision, Goals, Objectives Strategies and Programmes

During a strategic planning workshop conducted on 04 to 07 March 2025, the municipality confirmed its vision, mission, goals, objectives, strategies, programmes and projects for implementation 2025-2025 financial year and these are presented and outlined in full and clearly in Chapter D: Point 10.2 Goals, Objectives and Strategies.

1.5 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

• 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:

TABLE 4: POWERS AND FUNCTIONS: NDWEDWE MUNICIPALITY

1.6 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 1153km² 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 Km². the populations stats increased. Overall settlement densities are approximately 145 people per km². 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.

1.6.1 DEMOGRAPHICS

The municipality is a rural in nature and is located in the close proximity to Verulam, Tongaat, Shakaskraal, Stanger and Groutville towns. The urban areas are found only in KwaDukuza Local Municipality to the eastern part of Ndwedwe Local Municipality along the R102. The municipality is characterized mainly of disadvantaged areas. The main land uses are both the primary and secondary education facilities, hospital, community health facilities, the clinic, community halls, administration offices, sports fields and a police station.

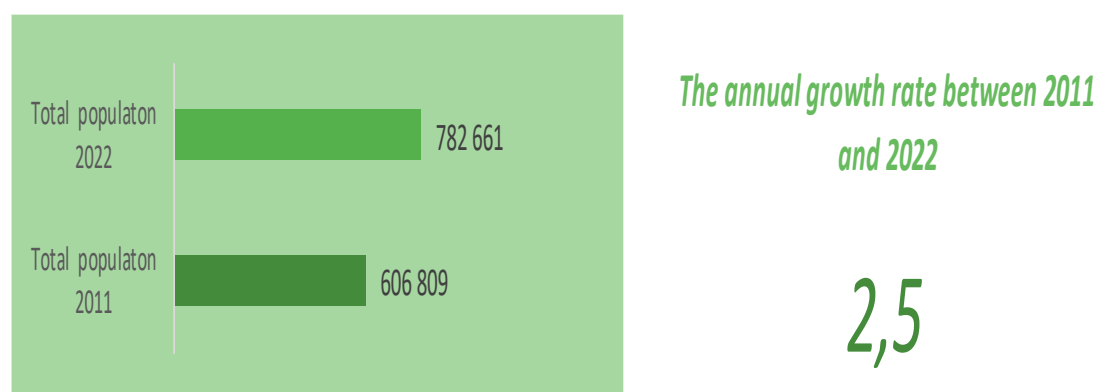
1.6.2 DEMOGRAPHICS STATS SA 2022

The NLM has incorporated the latest Stats SA demographics information which will be aligned to our policies, plans and strategies.

The following demographics is based on credible data used from Stats SA 2022, 2016 and 2011.

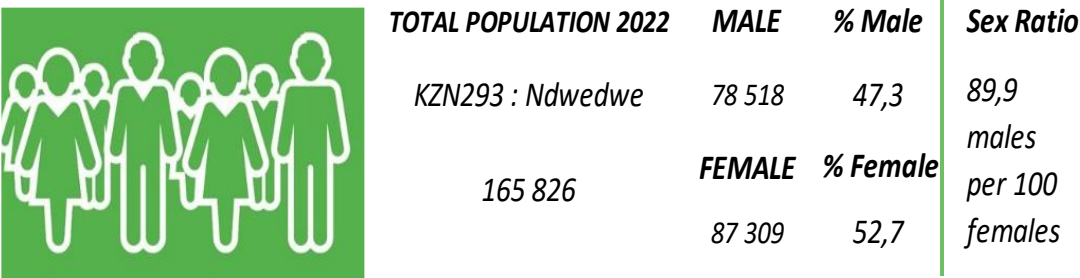
Demographics for Population and Total Household for 2011 and 2022

Figure 1: iLembe Total Population



SOURCE: STATS SA 2011-2022

FIGURE 2: NDWEDWE POPULATION



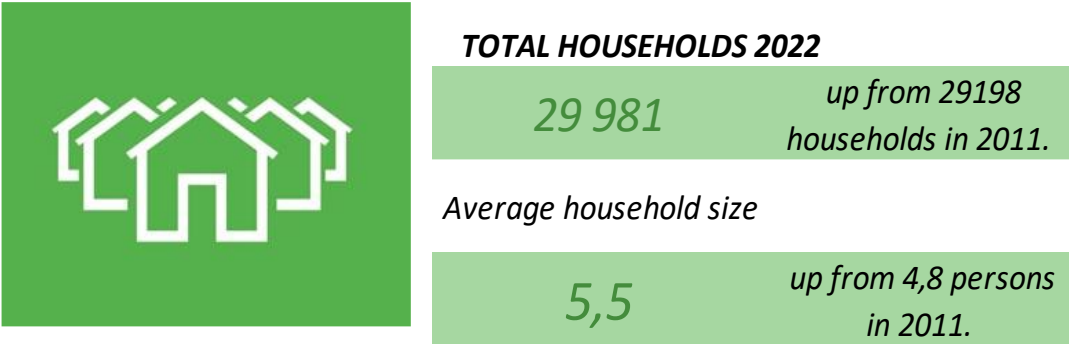
SOURCE: STATS SA 2011-2022

FIGURE 3: NDWEDWE ANNUAL GROWTH RATE POPULATION



SOURCE: STATS SA 2011 - 2022

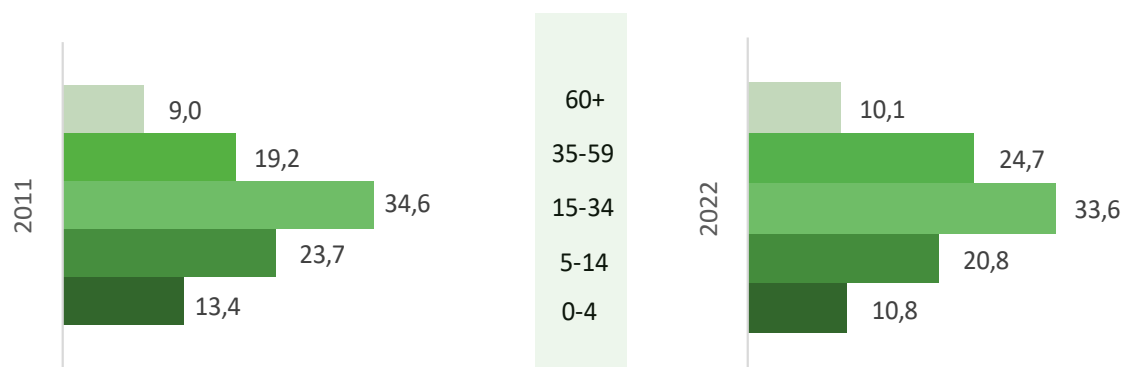
FIGURE 4: NDWEDWE TOTAL HOUSEHOLDS



SOURCE: STATS SA 2011 - 2022

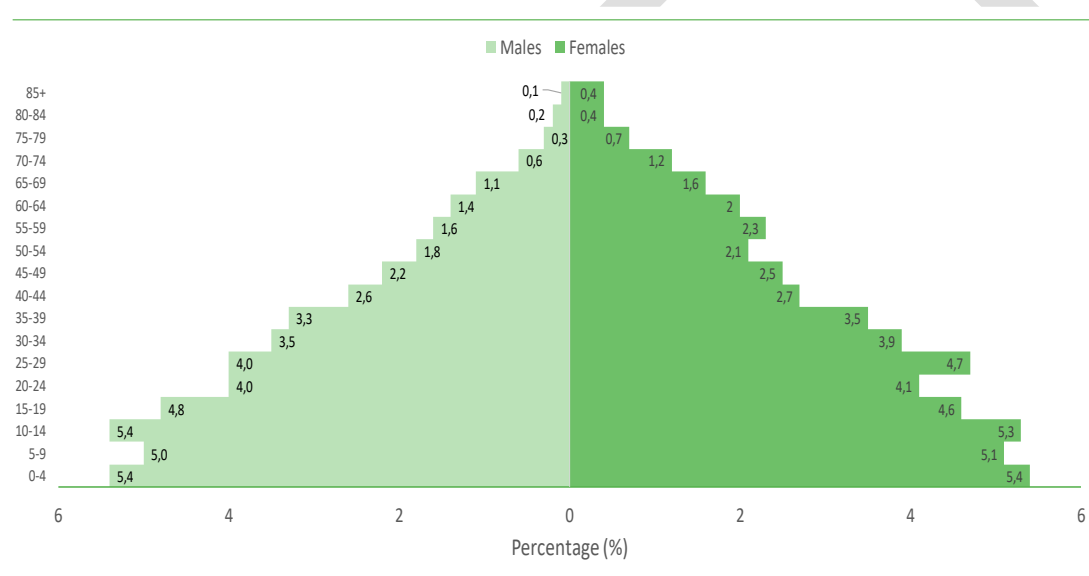
Figure 5: Ndwedwe Percentage population by Age

PERCENTAGE POPULATION BY BROAD AGE CATEGORIES (2011 AND 2022)



SOURCE: STATS SA 2011 - 2022

FIGURE 5: NDWEDWE POPULATION PYRAMID AND DEPENDENCY RATIO



SOURCE: STATS SA 2011 - 2022

Demographics for Population and Total Household from Stats SA Census and Community Survey for 2011-2016 and 2023

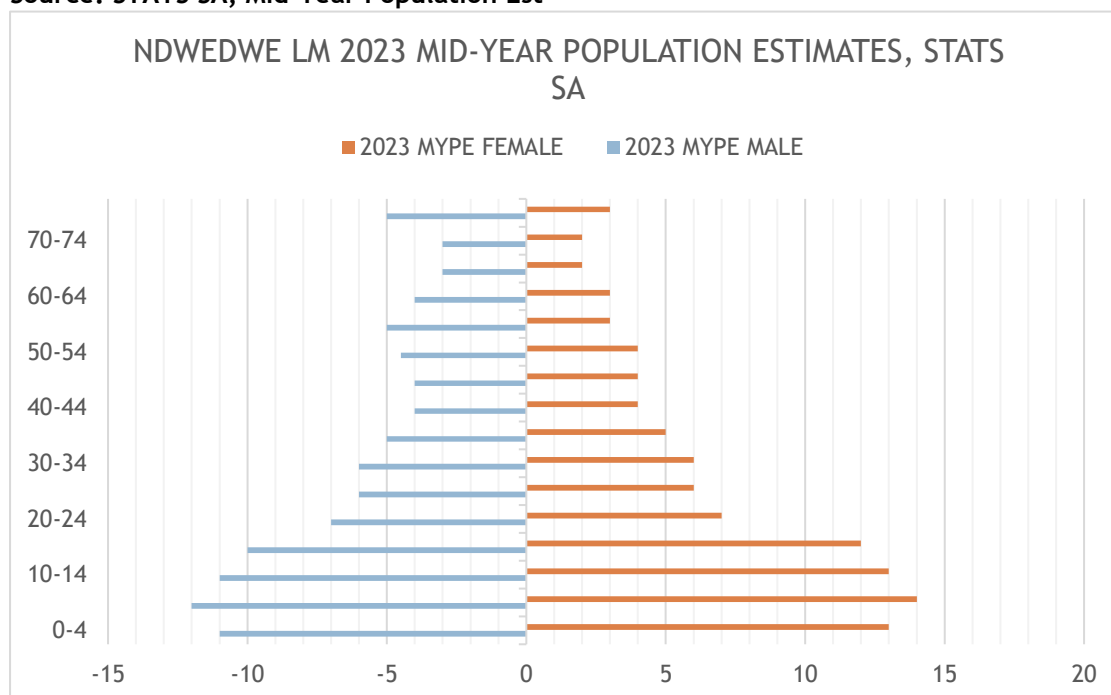
Table 5: Population Group

Population group per municipality	Black African	Coloured	Indian/Asian	White
DC29: iLembe	89,2	0,5	6,9	3,4
KZN291: Mandeni	97,1	0,5	1,8	0,5
KZN292: KwaDukuza	76,3	0,9	15,1	7,7
KZN293: Ndwedwe	99,3	0,1	0,4	0,2
KZN294: Maphumulo	99,9	0,0	0,0	0,0

Source: Community Survey 2016

FIGURE 6: POPULATION AGE STRUCTURE FOR NDWEDWE LM

Source: STATS SA, Mid-Year Population Est



The figure presented above shows young population age structure. It is characterized by high dependency ratio; with high population of children (broad-based pyramid) such picture depicts high fertility. With the picture presented above, it is imperative that planning in this LM should prioritize interventions that invest in children-wellbeing in doing so, the bigger picture is too catch-up with demographic dividend. The investment to children incorporates high quality education, ECDs, nutrition, healthcare programmes/services. While on the other hand, investing in economic active age group is highest priority to strive the balance and ensuring that the LM also cater for the needs of youth, retain them, this encompasses; education, economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services.

All interventions must consider the importance of gender mainstreaming in their implementation. The pyramid also shows the trends of population aging, given this, it is important that services/ plans/programmes meet their basic needs, considering that in most cases they look after their grandchildren. The municipality is rural; therefore, it requires that intensive rural development programmes be also effectively implemented.

1.6.3 Demographic Dividend Concept

As the country and the province of KwaZulu-Natal embracing the phenomenon of Demographic Dividend. This is a concept referring to the accelerated economic growth that can result from a rapid decline in a country's fertility and the subsequent change in the population age structure.

Demographic dividend is governed by 5 phases Pre-Dividend, Early-Dividend, Late-Dividend and post-dividend.

Ndwedwe LM as shown in the above population pyramid is at the Pre-Dividend stage whereby the fertility rate remains high. However, utilising the current status quo of the population age structure means to prioritize investment in children, while creating a balance in ensuring that youth and other age cohort are also of high priority. Such investment incorporates high quality education, ECDs, healthcare programmes, nutrition programmes.

It is imperative that Ndwedwe LM cater for youth ensuring to retain them, this is an economic active group, and their needs encompass; education, economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services.

The potential for economic gains can be enormous, provided the right policies are in place and investments in human capital, particularly among young people, are substantial and strategic. Therefore, Demographic Dividend will be realised in Ndwedwe LM as mortality and fertility rates decline, the working-age population increases substantially in relation to the non-working-age population, indicating that more people have potential to contribute to growth of the economy for a limited period of time.

Demographic dividend is not automatic, and this Local municipality need to take cognizance of the challenges posed by not taking advantage of this phenomenon.

1.6.4 Pillars of Demographic Dividend

The table below provides critical multisectoral pillars of the demographic dividend that are crucial for integration in all programmes/projects implemented in this LM by all stakeholders.

Table 6: Pillars of Demographic Dividend

Demographic variables	Health and wellbeing	Education and skills development	Employment and entrepreneurship, and youth empowerment
Situation analysis			
1. Disaggregation of the population by age and sex 2. Is the dependency ratio/working age ratio presented? 3. Are population projections presented? - are they disaggregated by age and gender? 4. Youth population analysed. 5. Is DD mentioned in the IDP? - outline how the DD is mentioned 6. Is fertility analysis part of the plan? - teenage childbearing 7. Analysis of disability Gap analysis Were gaps assessed for each indicator? - List gaps indicated	1. Poverty levels - are these disaggregated by demographic characteristics? - are these disaggregated by small geographic location? 2. Mortality analysis - by age and sex - infant mortality - causes of death 3. Which health measures were used? 4. Youth health - extent of analysis - were health gaps identified 5. Health access in the district - sexual and reproductive health 6. Provision of basic services: water and sanitation Gap analysis Were gaps assessed for each indicator? - List gaps indicated	1. Inclusion of educational information 2. The extent of inclusion of educational assessment: - by age-groups - by sex/gender - by level of education - extent of school dropouts - by geography 3. Inclusion of skills assessment - extent of the analysis Gap analysis Were gaps assessed for each indicator? - List gaps indicated	1. Inclusion of unemployment analysis 2. Extent of employment analysis - by sex/gender - by sector (formal/informal) 3. Assessment of entrepreneurship activities in the district 4. Are youth involved in entrepreneurship activities? - which activities are listed? 5. Is youth empowerment mentioned in the IDP? - how is it operationalized? Gap analysis Were gaps assessed for each indicator? - List gaps indicated
Identified programs			
1. Do programs align with the age-structure? 2. list programs according to the indicators identified in the situation analysis 3. Which indicators/gaps identified don't have programs/plans?	1. Extent of engagement with the department of Health 2. Extent of engagement with the department of Social Development 3. list programs according to the (alignment with) indicators identified in the situation analysis 4. Which indicators/gaps identified in the situation analysis do not have programs/plans?	1. Engagement with the department of education and other relevant sector dots 2. list programs according to the indicators identified in the situation analysis 3. Which indicators/gaps	1. Extent of engagement with other sector departments 2. Economic generation programs/activities? 3. Programs that engage unemployed youth 4. Youth training activities through workshops, etc 5. list programs according to the indicators identified in the situation analysis

		identified don does not have programs/plans?	6. Which indicators/gaps identified don does not have programs/plans?
Budget			
Does the budget align with demographic indicators/gaps and programs?	Assessment of budget alignment with programs and gaps identified	Assessment of budget alignment with programs and gaps identified	Assessment of budget alignment with programs and gaps identified

Source: Source: Community survey 2016

1.6.5 Population by Age Range

Table 7: Population by Age Range

NDWEDWE 2023 MYPE		
AGE	MALE	FEMALE
0-4	8 320	8 432
5-9	8 982	8 807
10-14	8 374	8 681
15-19	7 303	7 872
20-24	5 059	4 470
25-29	4 581	3 925
30-34	4 244	3 694
35-39	3 678	3 329
40-44	3 291	2 267
45-49	3 443	2 656
50-54	3 406	2 561
55-59	3 367	2 031
60-64	2 805	1 713
65-69	2 395	1 162
70-74	2 062	1 017
75+	3 703	1 975
TOTAL	75 015	64 591

Source: STATS SA, Mid-Year Population Estimates 2023

1.6.6 Population Broad Age

Table 8:Population Broad Age

Location	0-14 (Children) % Share	15-34 (Youth) % Share	35-64 (Adults) % Share	65+ (Elderly) % Share	Dependency Ratio
DC29: iLembe	31,8	39,5	23,0	5,6	60,0
KZN291: Mandeni	32,0	40,9	22,6	4,6	57,6
KZN292: KwaDukuza	27,7	42,5	24,9	4,9	48,4
KZN293: Ndwedwe	35,5	35,7	21,8	7,0	74,0
KZN294: Maphumulo	38,6	34,1	19,9	7,4	85,3

Source: Community survey 2016

1.6.7 Family Information

Marital Profile

Table 9: Marital Status

Marital Status	DC29: iLembe	KZN291: Mandeni	KZN292: KwaDukuza	KZN293: Ndwedwe	KZN294: Maphumulo
Legally married (include customary; traditional; religious etc)	13,0	11,9	14,8	12,1	10,8
Living together like husband and wife/partners	7,5	4,3	11,2	5,1	5,3
Divorced	0,3	0,2	0,5	0,1	0,1
Separated; but still legally married	0,2	0,1	0,2	0,1	0,3
Widowed	2,6	2,8	2,7	2,4	2,2
Single; but have been living together with someone as husband/wife/partner before	3,7	2,4	4,8	3,2	3,6
Single; and have never lived together as husband/wife/partner	46,3	51,8	42,8	47,5	45,9
Not applicable	26,4	26,5	23,0	29,4	32,0
Unspecified	0,0		0,0		

Source: Community Survey, 2016

1.6.9 Orphanhood

Table 10:Orphaned Children

Orphanhood of 0 - 14-year-olds	Paternal Orphan	Maternal Orphan	Double Orphan
DC29: iLembe	6,6	3,8	1,4
KZN291: Mandeni	7,9	5,1	1,5
KZN292: KwaDukuza	6,1	3,1	1,0
KZN293: Ndwedwe	5,5	3,9	1,8
KZN294: Maphumulo	7,6	3,2	1,6

Source: Community Survey 2016

1.6.8 Missing Father/s

In the last few decades, the South African society has strayed away from recognizing the importance that fatherhood holds. Most South African communities are facing the challenge of father absence. A possible solution to the challenge could be the restoration of fathers with the focus on their crucial role within families. South Africa is one of the countries in the world with the highest figures of absent father (Richter et al. 2012:2; Richter et al. 2010:360; Freeks 2016:6). The table below represent information on missing father in Ndwedwe LM, according to the MYPE 2023 population pyramid the Municipality has more children comparing to any other age cohort, leaving us to ponder a question on how the status quo affects socio-economic status and service delivery, what interventions need to be in place to strengthen families, and how to best to prevent fatherless households as this directly and indirectly affect socio-economic status of the LM.

Table 11: Number of Missing Fathers

	0-14-year-olds	Father alive "Yes", father part of household "No"	Father alive "Yes", father part of household "No" (%)
DC29: iLembe	209 426	130 797	62,5
KZN291: Mandeni	47 242	31 735	67,2
KZN292: KwaDukuza	76 572	37 348	48,8
KZN293: Ndwedwe	50 872	36 045	70,9
KZN294: Maphumulo	34 740	25 668	73,9

Source: Community Survey, 2016

1.6.10 Education Profile

Level of Education

Table 12: Level of Education

% share of population per level of education	DC29: iLembe	KZN291: Mandeni	KZN292: KwaDukuza	KZN293: Ndwedwe	KZN294: Maphumulo
No schooling	17,2	14,5	14,1	21,3	24,5

Some Primary (Gr 0 - Gr 6)	25,4	26,1	22,2	28,4	29,8
Primary Completed (Gr 7)	4,0	4,0	4,1	3,7	4,2
Some Secondary (Gr 8 - Gr 11, N1-4, Cert/Dip with <G12)	29,0	31,4	29,5	27,9	25,2
Matric	19,9	20,1	24,1	15,6	13,7
Post School (Higher Education)	3,6	3,3	5,2	1,9	1,8
Other	0,1	0,1	0,1	0,2	0,2
Do not know	0,6	0,4	0,5	0,8	0,5
Unspecified	0,1	0,1	0,1	0,2	0,1

Source: Community Survey 2016

1.6.11 Total Leaners Reported Pregnant by District

Table 13: Total Leaners Reported Pregnant by District

DISTRICT	2016	2017	2018	2019	2020	2021
AMAJUBA	396	192	128	134	30	60
HARRY GWALA	146	58	113	57	6	1
ILEMBE	362	261	204	194	119	68
KING CETSHWAYO	203	252	244	111	41	44
PINETOWN	436	222	133	113	60	85
UGU	84	294	316	278	55	145
UMGUNGUNDLOVU	457	167	173	187	70	29
UMKHANYAKUDE	80	416	259	143	69	58
UMLAZI	323	227	164	120	41	100
UMZINYATHI	311	147	74	75	22	67
UTHUKELA	0	107	134	95	19	18
ZULULAND	0	279	160	142	62	40
TOTAL	3024	2622	2102	1649	594	715

Source: Provincial Department of Education

Table 14: Total Leaners Reported Pregnant by Schools in 2021

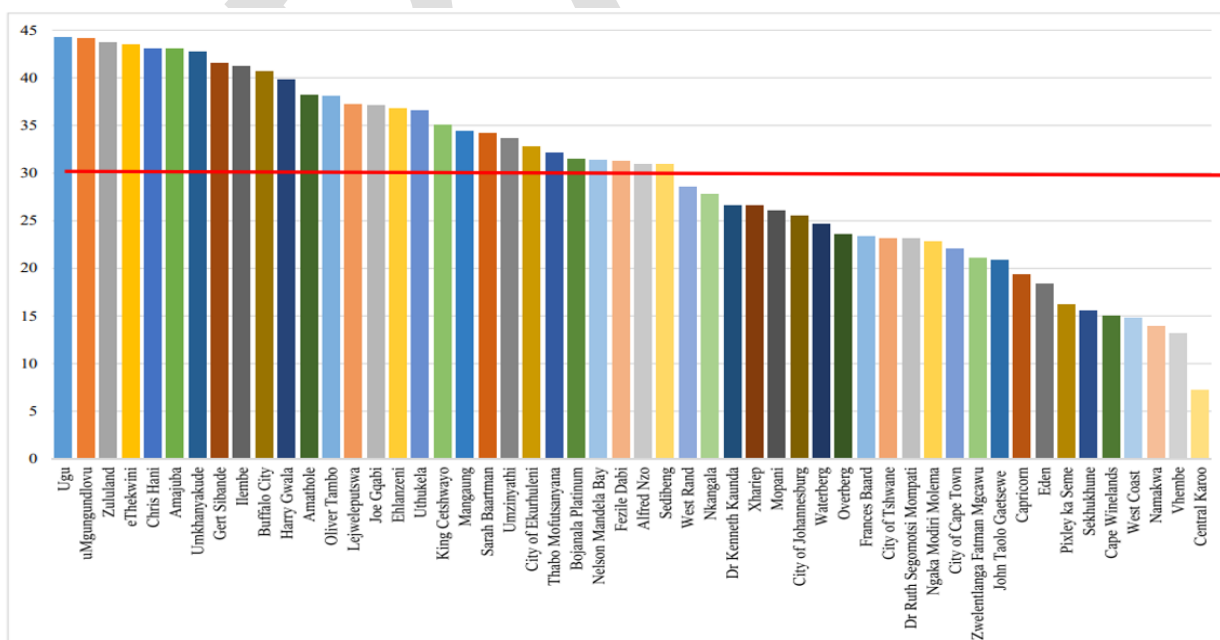
DISTRICT	CMC	CIRCUIT	NATEMIS	INSTITUTION_NAME	Total Learners
iLembe	Maphumulo	Balcomb's Hill	500102416	Amaphuphesizwe High School	1
iLembe	Maphumulo	Balcomb's Hill	500201095	Masiwela Combined School	2
iLembe	Maphumulo	Balcomb's Hill	500207644	Menyezwayo Senior Secondary School	2
iLembe	Maphumulo	Balcomb's Hill	500285344	Tshutshutshu Sec. School	2
iLembe	Maphumulo	Balcomb's Hill	500302475	Sikhonjwa Secondary School	1
iLembe	Maphumulo	Imati	500323824	Mqungebe Secondary School	3
iLembe	Maphumulo	Lower Umvoti	500254375	Qwabe Secondary School	5
iLembe	Maphumulo	Untunjambili	500204351	Mbhekaphansi High School	1
iLembe	Maphumulo	Untunjambili	500227698	Ngcolosi High School	2
iLembe	Maphumulo	Untunjambili	500273541	Sondokhulu Primary School	1
iLembe	Ndwedwe	Insuze	500266178	Simunye High School	8
iLembe	Ndwedwe	Insuze	500270174	Siyaphumula Secondary School	3
iLembe	Ndwedwe	Mdloti	500228993	Ngungwini S.S School	4
iLembe	Ndwedwe	Ozwathini	500188589	Lukhasa Secondary School	1
iLembe	Ndwedwe	Ozwathini	500334961	Dumane Commercial High School	3

iLembe	Stanger	Kwadukuza	500149591	Glenhills Secondary School	1
iLembe	Stanger	Kwadukuza	500277315	Stanger Manor Secondary School	1
iLembe	Stanger	Mandeni	500205350	Mbuyiselo High School	8
iLembe	Stanger	Mandeni	500233359	Nkwenkwezi High School	4
Ilembe	Stanger	Phambela	500103859	Ashville Primary School	1
Ilembe	Stanger	Phambela	500120028	Darnall Secondary School	3
Ilembe	Stanger	Phambela	500195989	Kearsney Primary School	4
Ilembe	Stanger	Phambela	500320605	Imbuyiselo Secondary School	7

Source: Provincial Department of Education

1.6.12 Health Related Information

Figure 7: HIV/ AIDS Prevalence



Redline shows national prevalence. Both first-ANC-visit attendees and follow-up visit attendees were included.
Source: 2019 National Antenatal Sentinel HIV & Syphilis Survey Report Published 30 April 2021

1.6.13 Disability Profile

Table 15: Disability status

KZN293: Ndwedwe, Disability Status				
	Yes	No	Do not know	Not applicable - Unspecified
Disability: Hearing	0,8	87,1	0,0	12,2
Disability: Seeing	1,7	86,1	0,0	12,2
Disability: Communicating	0,5	87,3	0,0	12,2
Disability: Walking	2,6	85,3	0,0	12,2
Disability: Remembering	1,4	86,3	0,1	12,2
Disability: Self Care	1,0	86,9	-	12,2

Survey: Community Survey 2016

Table 16: Disability Status

KZN293: Ndwedwe	Yes	%
Walking stick, frame, crutches	2 892	2,0
Wheelchair	631	3,6
Assistive Device: Hearing Aid	587	0,4
Assistive Device: Eyeglasses, Spectacles, Contact Lenses	4 324	3,0
Assistive Device: Other	483	0,3

Source: Community Survey, 2016

Table 17: Health Profile

	KZN		ILembe	
1	Other forms of heart disease (I30-I52)	8,2	Tuberculosis (A15-A19)	10,2
2	Diabetes mellitus (E10-E14)	7,1	Diabetes mellitus (E10-E14)	7,8
3	Tuberculosis (A15-A19)	6,8	Ischaemic heart diseases (I20-I25)	6,9
4	Cerebrovascular diseases (I60-I69)	5,7	Cerebrovascular diseases (I60-I69)	6,6
5	Human immunodeficiency virus [HIV] disease (B20-B24)	5,4	Human immunodeficiency virus [HIV] disease (B20-B24)	3,9
6	Hypertensive diseases (I10-I15)	3,8	Influenza and pneumonia (J09-J18)	3,8
7	Influenza and pneumonia (J09-J18)	3,3	Other viral diseases (B25-B34)	3,3
8	Ischaemic heart diseases (I20-I25)	2,9	Other forms of heart disease (I30-I52)	3,1
9	Other viral diseases (B25-B34)	2,2	Hypertensive diseases (I10-I15)	2,9
10	Malignant neoplasms of digestive organs (C15-C26)	2,1	Intestinal infectious diseases (A00-A09)	2,8

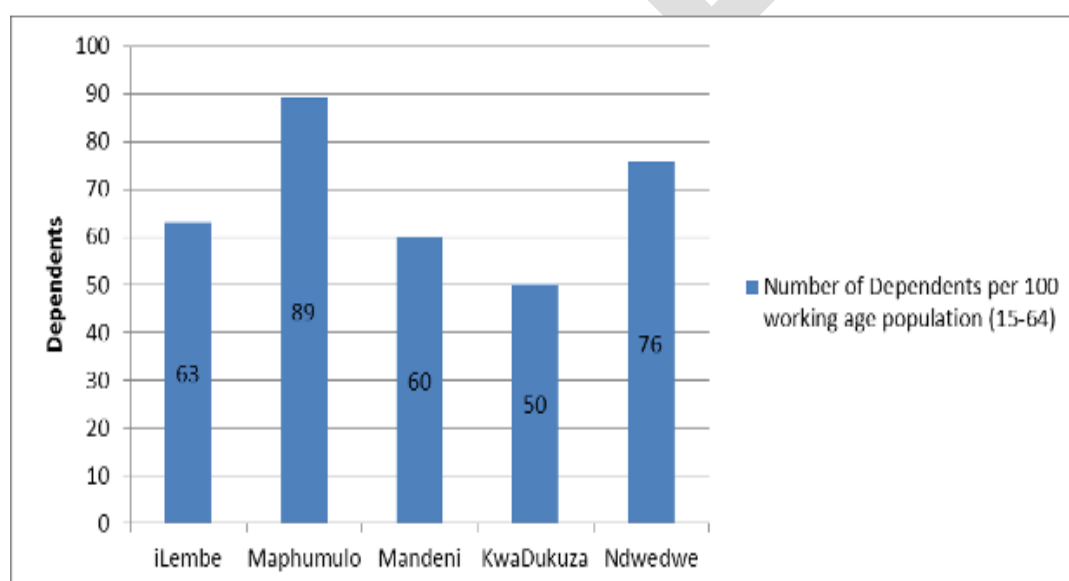
1.6.14 Economic Profile

The figure below indicates the age groups of potential work force in the iLembe region. Furthermore, the tables provide a comparison between the 2001 and 2011 census years in respect of the 0-14, 15-64 and 65+ population age cohorts for NLM and the other municipalities within the iLembe District and number of people employed in the formal and informal sector.

Employment and Unemployment Ratio's

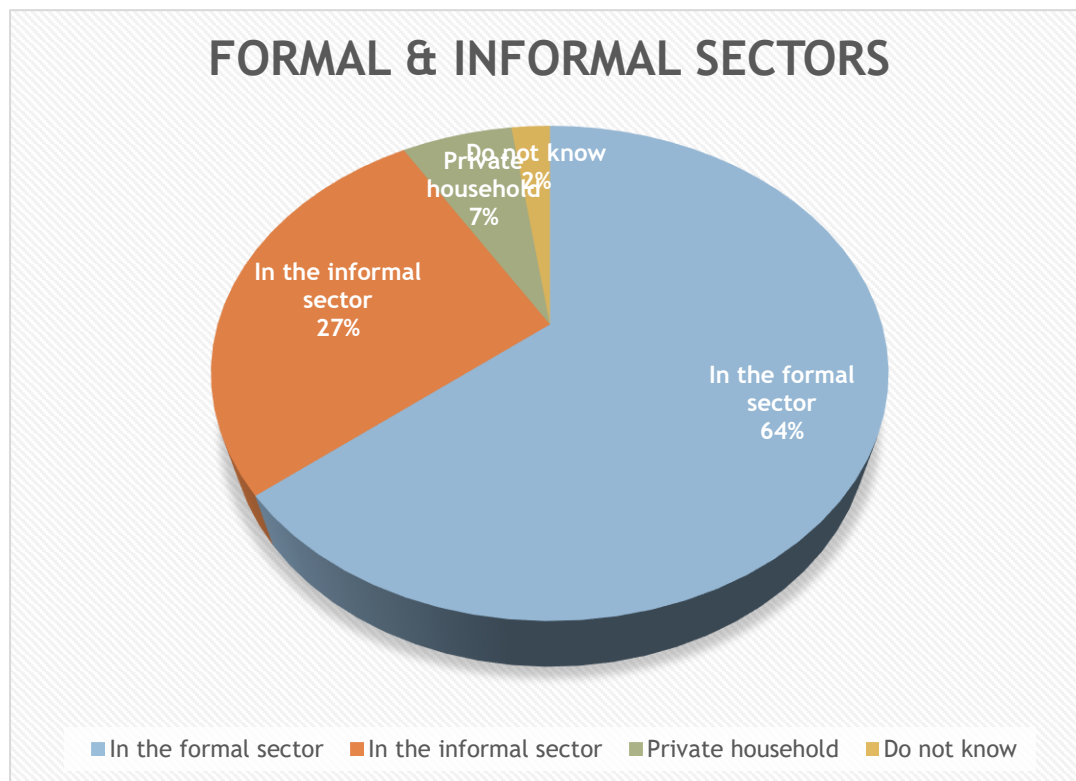
The dependency ratio describes the number of dependents per 100 people between the age of 15 and 64. Dependents are people who cannot work due to their young (under the age of 15), or old (over the age of 65). A high dependency ratio is a large burden to carry for carers who are in many cases unemployed. The highest dependency ratio of almost 90 people per 100 working age people is in Maphumulo and the lowest is in 50 in KwaDukuza. The average for iLembe is 63.

Figure 8: Dependency Ratio



Source: 2001-2011 Stats SA Census

Figure 9: Formal and Informal Sectors



Source: 2001-2011 Stats SA Census

1.6.15 Key Findings (Including Trends)

Total number of populations in was 140, 820 in 2011, whereas in 2016 the total population number increased to 143, 117.

Population in 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 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.

The working age population (aged 15-64) dominated the population of 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%.

1.6.16 PUBLIC PARTICIPATION

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, the Municipality conducted community road shows to publicize the draft IDP and Budget after Council approved, and the road shows were conducted in October and November 2024 and April 2025 for the approval of the Final IDP and Budget. The venues for these meetings were conducted and publicized through the media.

NO.	DATE	TIME	VENUE	WARD
01	04 Nov 2024	10:00 AM	Ntubeni Hall	01
02	08 Nov 2024	10:00 AM	Chibini Hall	04
03	11 Nov 2024	10:00 AM	Hlalakahle CDC	07
04	13 Nov 2024	10:00 AM	Mayelisweni Hall	09
05	15 Nov 2024	10:00 AM	Nkumbanyuswa TC Hall	10
06	18 Nov 2024	10:00 AM	Ntaphuka CDC	13
07	20 Nov 2024	10:00 AM	Pentecost Hall	14
08	22 Nov 2024	10:00 AM	Cibane Hall	16
09	25 Nov 2024	10:00 AM	Kwakhumalo TC Hall	17
10	27 Nov 2024	10:00 AM	Nambithani Hall	05
11	25 October 2024	10:00AM	Speakers Imbizo Emsengeni CDC Ward 08	04
12	26 March 2025	10h00	IDP Representative Forum Johny Makhathini Hall	15
13	14 April 2025	10h00	Mayoral IDP and Budget Imbizo	02
14	15 April 2025	10h00	Mayoral IDP and Budget Imbizo	06
15	17 April 2025	10h00	Mayoral IDP and Budget Imbizo	12

TABLE 18: COMMUNITY ISSUES/PRIORITY NEEDS

Ward No.	Community Issues and Needs
ALL	• Water
	• Sanitation
	• Electricity infills
	• Access roads
	• New Schools
	• RDP Housing
	• Transportation for Scholars/Learners
	• Crime
	• Poor Health services in Clinics

1.6.17 SPATIAL AND ENVIRONMENTAL MANAGEMENT

1.6.17.1 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:

TABLE 19: TRADITIONAL LEADERS AND CONTACT DETAILS

AMAKHOSI ASENDWEDWE	
INKOSI'S NAME	CELL NUMBER
INKosi M Chili of KwaChili TC	078165 8342
INKosi Thulani P Cibane of KwaCibane TC	079-800-1733
INKosi MN Ndimande of Nsuze-Gcwensa TC	072-840-7568
INKosi BV Hlophe of KwaHlophe TC	078-332-4393
INKosi S Khumalo of KwaKhumalo TC (CHAIRPERSON of Amakhosi)	076-320-8266
INKosi L Magwaza of KwaMagwaza	072-514-4794
INKosi VT Ngcobo of eMalangeni TC	084-411-5185
INKosi M.N Ndimande of Gcwensa TC	082-281 0291
INKosi MM Ngcobo Mlamula TC	076-786-0839
INKosi MA Ngcobo Mavela TC	073-317-1514
INKosi MW Qwabe Qwabe TC	073-060-0379
INKosi BM KwaLuthuli TC	072-431-1214
Induna NP Zungu – on behalf of eMangangeni Traditional Council	0824383600
INKosi Sifiso W Ngcobo of NkumbaNyuswa Traditional Council	071-497-2036

INkosi B.M Ngcobo of Nodwengu Traditional Council	079-117-4053
INkosi PB Gumede of KwaQwabe Traditional Council (Ward 3, Waterfall)	072-803-9669
INkosi R Nzama of Wosiyane Traditional Council	078-265-5545
Inkosi ZN Shangase Traditional Council	069 326 5102
Inkosi M Ngcobo Iqadi Traditional Council	083-215-8012
Induna ME Mdimma	078-479-9158

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

TABLE 20: CONTACT DETAILS OF EMaQADINI TRADITIONAL AUTHORITY

EMaQadini Traditional Council Induna Mdimma AMaQadi Secretary This one has a section in Ndwedwe and eThekweni, but Induna sits on behalf of INkosi	078-479-9158 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.

1.6.17.2 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
National Environmental Management Act	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.
NEM: Biodiversity Act	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.
NEM: Waste Act	To manage waste activities within the country and to encourage waste recycling programmes within the	- To manage waste activities within municipal jurisdiction - To provide waste services in an acceptable standard	The Municipality is providing waste services but not to the standard required by the policy.

	Municipalities	- To develop integrated waste management plan as per section 11 of the Waste Act - To designate a Waste Management Officer	IWMP has been finalised and adopted in 2017. The Waste Management Officer (WMO) has been designated.
Renewable Energy Strategy	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 21: ENVIRONMENTAL LEGISLATION APPLICABLE TO NDWEDWE MUNICIPALITY

Summary of Threatened Species- Ndwedwe Municipality		
Flora	Founa	
Diaphanathe millari - Vu Kniphofia pauciflora - Cr Senecio exuberans	Reptiles - Scelotes inornatus (Legless Burrowing Skink) - Bradypodion melanocephalum (Blackheaded Dwarf Chameleon) Amphibian - Hyperolius pickersgilli (Pickersgill's Reed Frog) E - Birds - Anthropodes paradise - (Blue crane) Vu - Balearica regulorum - (Crowned crane) Vu	Mammals - Dendrohyrax arboreus - (Southern tree hyrax) LC Invertebrates: Molusca - Euonyma lymnaeiformis - Gulella euthymia (Warty hunter snail) Milipedes - Centrolobus tricolor, Doratogonus certulatus, Doratogonus falcatus - Doratogonus natalensis, Doratogonus rubipodus, - Doratogonus, peregrinus, Gnomeskelus spectabilis, Gnomeskelus tuberosus urbanus, Patinatus bideramus simulator, Spinotarsus glomeratus Insecta, Eremidium erectus, Odontomelus eshowe

TABLE 22: SUMMARY OF THREATENED SPECIES WITHIN NDWEDWE MUNICIPALITY

Summary of Biodiversity within Ndwedwe Municipality

Municipal Area	115 743.8 ha
Remaining natural areas	65 422.2 ha (56.5% of municipality)
Areas where no natural habitat remains	50 316.8 ha (43.5% of municipality)
Protected areas	No protected areas.
Biomes	2 Biomes - Indian Ocean Coastal Belt 47344.2ha (40.9% of municipality) - Savanna 68399.5ha (59.1% of municipality)

Vegetation Types	6 Vegetation types • Eastern Valley Bushveld 10447.3ha (9.03% of municipality) • KZN Coastal Belt 46663.4ha (40.32% of municipality) • KZN Sandstone Sourveld 9900.3ha (8.55% of municipality) • Midlands Mistbelt Grassland 178.3ha (0.15% of municipality) • Ngongoni Veld 47575.3ha (41.1% of municipality) • Scarp Forest 979.1ha (0.85% of municipality)
Threatened Terrestrial Ecosystems	Critically endangered (4) • Eshowe Mtunzini Hilly Grasslands - 269.2ha (0.23% of municipality) • Interior North Coast Grasslands - 4948.5ha (4.28% of municipality) • New Hanover Plateau - 7951.1ha (6.87% of municipality) • Umvoti Valley Complex - 4294.3ha (3.71% of municipality) • KZN Sandstone Sourveld - 3707.3ha (3.2% of municipality) Vulnerable (4) • Eastern Scarp Forest - 537.5ha (0.46% of municipality) • KZN Coastal Belt - 11978.3ha (10.35% of municipality) • Midlands Mistbelt Grassland - 147.9ha (0.13% of municipality) • Ngongoni Veld - 22873.4ha (19.76% of municipality)
Freshwater ecosystems	Water Management Areas: 2 • Mvoti to Umzimkulu 113607.3ha (98.15% of municipality) • uThukela 2136.8ha (1.85% of municipality) Main Rivers: • Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati Wetlands • 103 vering 230.9ha (0.2%)

TABLE 23: SUMMARY OF BIODIVERSITY INFORMATION FOR THE NDWEDWE MUNICIPALITY

1.7 SERVICE DELIVERY OVERVIEW

1.7.1 WATER AND SANITATION

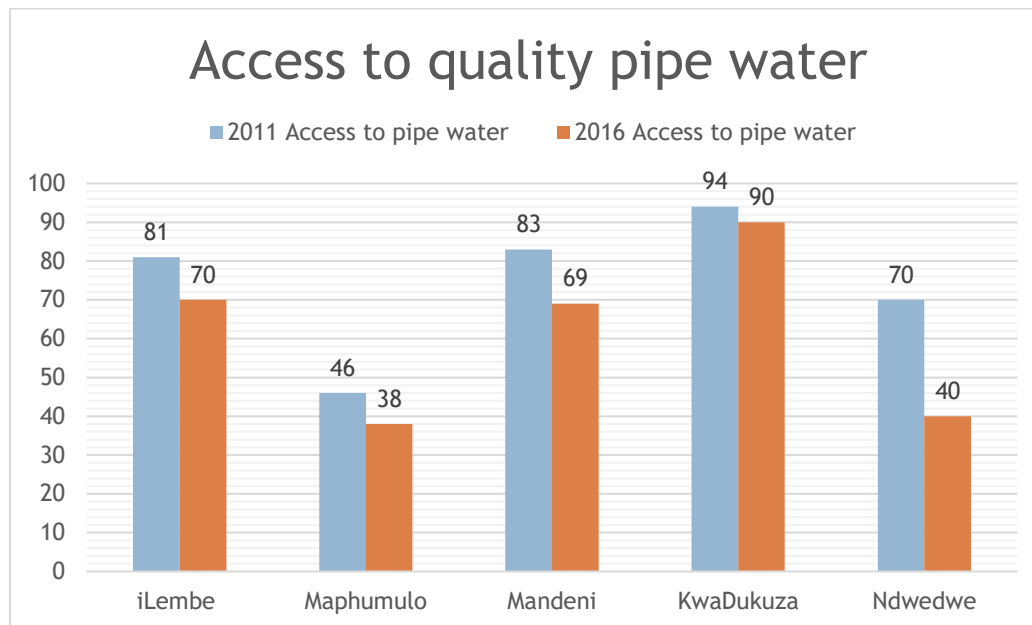
Ndwedwe Local Municipality is not mandated to provide water and sanitation services however, iLembe District Municipality is the Water Service Authority for Ndwedwe Municipality since 2003. The iLembe District Municipality has a Water Service Development Plan (WSDP) Plan that has been adopted in 2021. 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: 1: 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.

1.7.2 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.

1.7.2.1 CAPITAL PROJECTS ACHIEVEMENTS FOR FINANCIAL YEAR ENDNING 2024/2025

The highlights and achievements for Technical Services for Ndwedwe Municipality during 2024/2025 has successfully delivered the following infrastructural projects under Municipal Infrastructure Grant (MIG) and internal funding. The following achievements were as follows:

1. Hlalahle Community Development Centre Ward 07.
2. Msengeni Community Development Cent Ward 08.
3. Makhawula/Ntaphuka Community Hall Ward 13.
4. Ndwedwe Disaster and Emergency Services Phase 1 Ward 15.
5. Khanyisa Sport field Ward 09 (Multiyear Project).
6. Ndwedwe Municipal Offices Phase 2.
7. Ndwedwe Town Infrastructure Ward 15 (Multiyear Project).
8. Maqokomela Community Development Centre Ward 10.

1.7.3 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 May 2024. The IWMP is an integral part of the IDP and therefore it must be aligned to the Municipality's IDP.

1.7.3.1 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 EPW Programme, 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 85 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.

1.8 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).

1.9 ORGANISATIONAL OVERVIEW

1.9.1 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.

The Local Municipality's organisational structure is split into 2 components which is responsible for the functionality of the municipality, i.e., the political wing and administrative wing. The organogram will endeavour to address various challenges such as staff shortage, indefinite acting practice on vacant positions and excessive overtime. The review organogram has been approved by Council on 29 May 2025. The Human Resources Management will embark on the process of reviewing the job descriptions in the new financial year 2024/2025 in line with the organisational structure. Currently the Municipality has job descriptions for every employee.

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

1.9.2 HUMAN RESOURCE ACHIEVEMENTS

Prior to the inception of the 2021 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 21 members in its sitting. The greatest achievement is that the Department has appointed 1 Municipal Manager, 5 Directors, and 17 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 SDG Khuzwayo	Municipal Manager
2.	Mr D. Mzolo	Director Technical & Infrastructure Services
3.	Mr X. Hlekwanane	CFO
4.	Ms T Motaung	Director Corporate Services
5.	Mr N. Mkhwanazi	Director Community and Social Services
6.	Ms Z. Khuluse	Director EDP
7.	Ms S. Mthembu	Manager: Public Participation
8.	Mr S. Gwamanda	Manager Social Cohesion
9.	Ms V.L. Naidoo	Manager IDP & PMS
10.	Ms B Zulu	Manager: Internal Audit
11.	Mrs G Mthembu	Manager: Human Resource
12.	Mr N. Hlongwane	Manager Legal Services
13.	Mr MG Mkhwanazi	Manager Community Services
14.	Mr S. Ngidi	Manager Budgeting & Reporting
15.	Mr T. Mlaba	Manager: Risk Management
16.	Mr S. Mthembu	Manager IT
17.	Ms NP Nkabinde	Manager Supply Chain Management
18.	Ms V. Malusi	Manager: Mayoralty
19.	Mr F Luthuli	Manager: Public Works
20.	Mr T. Ngiba	Manager: Disaster Management
21.	Ms T Khuzwayo	Manager: Local Economic Development
22.	Mr C.X Khoza	Manager: Revenue
23.	Mr K Buthelezi	Manager: Expenditure

TABLE 24: NDWEDWE APPOINTEES FROM 2021 TO CURRENT

The municipality has a total number of 155 employees employed. However, a total number of 40 employees are employed on temporary basis while 118 employees are permanent.

Department	Permanent employees	Contract employees	Intern employees
Office of the Municipal Manager		19	1
Finance	22	1	6
Department of Corporate Services	38	1	1
Department of Community Services	36	5	1

Economic Development and Planning	13	2	
Technical Services	26	5	
Total	155	40	

TABLE 25: NUMBER OF EMPLOYEES

1.9.3 FILLING OF CRITICAL POSTS

Ndwedwe Local Municipality has managed to ensure that critical posts are filled in line with the organogram. The Municipal Manager's, CFO and Technical Infrastructure Director positions were filled in the last two financial years and there are five Section 56 posts that are filled described as follows: Chief Financial Officer; Director Corporate Services; Director Technical Services; Director Community and Social Services; and Director EDP.

1.9.4 VACANCY RATE

The NLM organogram for the financial year was approved by Council on 29 May 2025. The current vacancy rate is at 8%. this will mean that the NLM has a total of 13 vacant post which will be filled in the new financial year.

Job title	Vacant Position Funded	Unfunded vacant positions
Office of the Municipal Manager	03	0
Finance	02	0
Department of Corporate Services	00	0
Department of Community Services	06	0
Technical Services	01	0
Economic Development and Planning	01	0
Total	13	0

TABLE 26: VACANT POSITIONS

1.10 AUDITOR-GENERAL REPORT

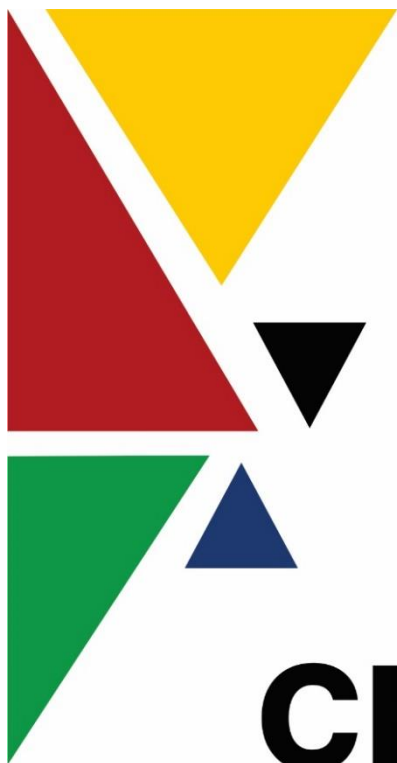
Section 4(1)(d) of the Public Audit Act of 2004 states that the Auditor General (AG) must audit and report on the accounts, financial statements, and financial management of municipalities. The Municipality committed itself to the principles of innovation service delivery to take us forward into the future. NLM have obtained an unqualified opinion during the 2023/2024, 2022/2023 and 2021/2022 financial years. See Chapter 6 for a more detailed AG report.

1.11 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 Annual Report findings 2024/2025 financial year will be submitted to Senior Management and the Auditor-General for scrutiny. The Annual Report will be submitted to the Auditor-General, Provincial Treasury and the Provincial Department responsible for Local Government in the Province. Thereafter the Annual report will be published for public comment by the end of January. The Municipal Public Accounts Committee (MPAC) will meet to discuss the 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 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) finalizes 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 27: OVERVIEW OF THE STATUTORY ANNUAL REPORT PROCESS



CHAPTER TWO

Governance



COMPONENT A:

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

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 5 Directorates.

Community Structures

- Ward Committees

POLITICAL GOVERNANCE STRUCTURES

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.

1.1 THE MUNICIPAL COUNCIL

The Council of Municipality is made up of 37 Councillors who were elected to serve the Council on 01 November 2021. The Municipality possesses all the authorities delegated to it by the Constitution as well as applicable national and provincial legislation. The Council has executive and legislative powers, as a result, the Council is responsible for making all of the Municipality's main decisions, including delegating authority to its principal Executive Committee, political office bearers, Council committees, and officials. Furthermore, the Council is made up of 6 political parties in the form of public representation, as follows:

TABLE 28: REPRESENTATION OF POLITICAL PARTIES

POLITICAL PARTY	NUMBER OF REPRESENTATIVES/COUNCILLORS
African National Congress	19
Inkatha Freedom Party	11
Democratic Alliance	1
Economic Freedom Fighters	4
African Independent Congress	1
African Freedom Revolution	1
TOTAL NUMBER OF COUNCILLORS	37

The list below indicates the number of Councillors as follows:

TABLE 29: WARD COUNCILLORS

Ward	Councillor Name & Surname	Gender	Political Party	Contact Number
Ward-1	Sihle Mhlongo	Male	ANC	0664146141
Ward-2	Nkosinathi Duddley Cyprian Maphumulo	Male	ANC	0765758091
Ward-3	Roman Mduduzi Cele (Speaker)	Male	ANC	0716407721
Ward-4	Mzokhona Mziwenhlanhla Khuzwayo	Male	ANC	0726264922
Ward-5	Thobani Nkwakhwa	Male	ANC	0828495786
Ward-6	Sipho Emmanuel Dladla	Male	ANC	0826130551

Ward-7	Nonsikelelo Nomfundo Ntetha (EXCO)	Female	ANC	0812082211
Ward-8	Samuel Zwengithini Mfeka (Mayor)	Male	ANC	0722466851
Ward-9	Nzuzo Cyprian Chamane	Male	ANC	0790213134 0736912709
Ward-10	Zethembe Wilfred Khoza	Male	ANC	0814773000
Ward-11	Mthokozisi Mthethwa	Male	ANC	0723359124
Ward-12	Leonard Mandla Ndlovu	Male	ANC	0723359124
Ward-13	Christopher Sibusiso Mbele	Male	ANC	0616871237
Ward-14	Zinhle Promise Ngwane	Female	ANC	0612115634
Ward-15	Phumelela Sibongiseni Shezi (EXCO)	Male	IFP	0762163608
Ward-16	Ephraim Sithembiso Khuzwayo	Male	IFP	0723451099 0725371584
Ward-17	Sthabiso Sensile Bhengu	Male	ANC	066322893
Ward-18	Lucky Stanley Moahloli	Male	ANC	0840249602
Ward-19	Reginald Sbonakaliso Hlophe	Male	IFP	0725880040

NDWEDWE LOCAL MUNICIPALITY PR COUNCILLORS 2021-2026

PR CLLR	Councillor Name & Surname	Gender	Political Party
PR CLLR	Mnqobi Lancelot Sibiya	Male	DA
PR CLLR	Nonhlanhla Fortunate Makhanya	Female	EFF
PR CLLR	Wilfred Mcebiseni Makhanya (EXCO)	Male	EFF
PR CLLR	Maureen Thulisile Khuzwayo	Female	EFF
PR CLLR	Japan Luthuli	Male	IFP
PR CLLR	Vukani Christopher Shangase	Male	IFP
PR CLLR	Goodman Khonzuyise Ngidi (EXCO)	Male	ANC
PR CLLR	Nosihle Precious Simelane	Female	ANC
PR CLLR	Sabelo Busani Mfayela	Male	IFP
PR CLLR	Samson Muziwelanga Sishi	Male	IFP
PR CLLR	Zandile Sandy Thoolsi (Deputy Mayor)	Female	ANC
PR CLLR	Zamani Phumelele Magwaza	Female	IFP
PR CLLR	Elias Sazi Mthiya	Male	AFR
PR CLLR	Rejoice Thabisile Nkwanyana (EXCO)	Female	IFP
PR CLLR	Mhlengi Clifford Shangase	Male	EFF
PR CLLR	Elsie Bathokozile Ntuli	Female	AIC
PR CLLR	Mbukiswane Vincent Phewa	Male	IFP
PR CLLR	Nombuso Yvonne Mlotshwa	Female	IFP

Council	The Municipality Councilors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated. This reflects 100% functionality.
Exco	Executive Committee meetings are held monthly for the purposes of considering reports submitted by the respective portfolio committees prior their being presented to Council.
Portfolio Committees	Members of municipal departments hold meetings monthly wherein they deliberate on issues and make recommendations

	to EXCO and to Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings.
Municipal Oversight Committee	The oversight committee is in place and meets regularly as per their scheduling. These are MPAC, Manco, Risk Committee and Audit Committee.
Audit /Performance Committee	The Audit/Performance Committee was appointed to assist Council in strengthening its role. The Committee comprises four (4) members who are highly qualified and are all external. The Committee met in the last financial year and is set to meet on a quarterly basis as-and-when required to attend to matters at hand. The Audit Committee is chaired by one chairperson who is responsible for all regulated matters to be considered by the committee.

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:

EXECUTIVE COMMITTEE

Councillor SZ Mfeka His Worship the Mayor (chairperson)

Councillor ZS Thoolsi (Deputy Mayor)

Councillor GK Ngidi

Councillor NN Ntetha

Councillor RT Nkwanyana

Councillor PS Shezi

Councillor MW Makhanya

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:

FINANCE PORTFOLIO COMMITTEE Hon. Mayor Cllr SZ Mfeka Chairperson ANC Cllr S Mhlongo ANC Cllr NDC Maphumulo ANC Cllr ZP Ngwane ANC Cllr SS Bhengu ANC Cllr L M Sibiya DA Cllr SM Sishi IFP Cllr Z P Magwaza IFP Cllr RS Hlophe IFP Cllr MT Khuzwayo EFF iNkosi S Khumalo Dir responsible: CFO Mr XNE Hlekwané	HUMAN RESOURCE AND LOCAL PUBLIC ADMINISTRATION Cllr M W Makhanya: Chairperson EFF Councillor PS Shezi IFP Cllr J Luthuli IFP Cllr VC Shangase IFP Cllr N P Simelane ANC Cllr CS Mbhele ANC Cllr TP Nkwakhwa ANC Cllr NC Chamane ANC Cllr S Mhlongo ANC Cllr MM Khuzwayo ANC iNkosi TP Cibane Director responsible: Dir TP Motaung
INFRASTRUCTURE AND TECHNICAL SERVICES Councillor NN Ntetha: Chairperson: ANC Cllr NDC Maphumulo: ANC Cllr SE Dladla ANC Cllr SM Mthethwa ANC Cllr T P Nkwakhwa ANC Cllr ES Mthiya AFR Cllr SB Mfayela IFP Cllr ES Khuzwayo IFP Cllr RS Hlophe IFP Cllr M Makhanya EFF iNkosi Khumalo Dir responsible: Dir Technical Services: Mr. D H Mzolo	ECONOMIC DEVELOPMENT AND PLANNING Councillor ZS Thoolsi chairperson ANC Cllr LM Ndlovu ANC Cllr SM Mthethwa ANC Cllr CS Mbhele ANC Cllr MM Khuzwayo ANC Cllr ES Mthiya AFR Cllr RT Nkwanyana IFP Cllr MV Phewa IFP Cllr VC Shangase IFP Cllr N Makhanya EFF iNkosi TP Cibane Dir responsible: Vacant (Dir EDP) Ms Z Khuluse
COMMUNITY AND SOCIAL SERVICES Councillor GK Ngidi Chairperson: ANC Cllr NP Simelane ANC Cllr NC Chamane ANC Cllr SS Bhengu ANC Cllr NDC Maphumulo ANC Cllr E B Ntuli AIC Cllr MV Phewa IFP Cllr RS Hlophe IFP Cllr RT Nkwanyana IFP	MUNICIPAL PUBLIC ACCOUNTS COMMITTEE Cllr ZW Khoza Chairperson: ANC Cllr EN Dladla ANC Cllr ES Mthiya AFR Cllr T P Nkwakhwa ANC Cllr LS Moahloli ANC Cllr MV Phewa IFP Cllr SB Mfayela IFP Cllr NY Mlotshwa IFP Cllr MC Shangase EFF Cllr LM Ndlovu ANC Manager responsible: Office of the MM

Cllr T Khuzwayo EFF iNkosi Cibane Dir responsible: Vacant (Dir Community Services) Mr N Mkhwanazi	
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TABLE 30: 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.
- **Women's Caucus.**

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 STRUCTURES

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

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 5 Directorates namely Corporate Services, Technical Services, Community Services, EDP 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.

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	The functions and responsibility of the Municipal Manager are contained in Section. 55 of the Local Government Municipal Systems Act, Act 32 of 2000: <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> <i>(a) the formation and development of an economical, effective, efficient and accountable administration</i> <i>(i) equipped to carry out the task of implementing the municipality’s integrated development plan in accordance with Chapter 5:</i> <i>(ii) operating in accordance with the municipality’s performance management system in accordance with Chapter 6; and</i> <i>(iii) responsive to the needs of the local community to participate in the affairs of the municipality.</i> <i>(b) the management of the municipality’s administration in accordance with this Act and other legislation applicable to the municipality:</i> <i>(c) the implementation of the municipality’s integrated development plan, and the monitoring of progress with implementation of the plan:</i> <i>(d) the management of the provision of services to the local community in a sustainable and equitable manner.</i> <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> <i>(f) the management, effective utilisation and training of staff</i> <i>(g) the maintenance of discipline of staff</i> <i>(h) the promotion of sound labour relations and compliance by the municipality with applicable labour legislation.</i> <i>(i) advising the political structures and political office bearers of the municipality</i> <i>(j) managing communications between the municipality’s administration and its political structures and political office bearers:</i> <i>(k) carrying out the decisions of the political structures and political office bearers of the municipality.</i> <i>(l) the administration and implementation of the municipality’s by-laws</i>

		and other legislation. (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: (n) facilitating participation by the local community in the affairs of the municipality. (o) developing and maintaining a system whereby community satisfaction with municipal services is assessed. (p) the implementation of national and provincial legislation applicable to the municipality; and (q) the performance of any other function that may be assigned by the municipal council. (2) As accounting officer of the municipality, the municipal manager is responsible and accountable for— (a) all income and expenditure of the municipality. (b) all assets and the discharge of all liabilities of the municipality; and (c) proper and diligent compliance with applicable municipal finance management legislation”
Financial Services	Chief Financial Officer	The Chief Financial Officer is responsible for all financial management and processes in the municipality and includes the following components: • Valuation roll • Asset management • Supply chain management and procurement • Financial system development • Statutory reporting • Credit control • Payroll • Budget and Treasury Office • Financial Statements.
Planning, Development and Technical Services	Economic Development and Planning	The Accounting Officer may in terms of S 77 of the MFMA delegate any of the powers or duties assigned to an Accounting Officer: • Planning - IDP • Local Economic Development - business plans to secure funding. • Service Delivery - Operational and strategic in terms of planning. • Building control
Corporate Service	Corporate Service	• Human resource management • To build a transparent administrative body capable of achieving transparency and integrity whilst addressing employment equity and affirmative action • To promote skills development throughout the administration structure

		• Information and Communications Technology. • Administration and Auxiliary Services. • Legal Services
Community Services	Community Services Directorate Vacant	Responsible for the operations and performance in the following sections: • Facilitate community involvement in terms of consultative processes. • Sports & Recreation, • Arts & Culture. • Social and Community Development. • Library Services. • Facility Management. • Traffic Law Enforcement. • Disaster Management
Technical and Infrastructure Development	Technical Services Directorate	The Technical Services Directorate is responsible for the following: • Construction and maintenance of roads and storm water within the municipality's jurisdiction • Refuse removal, solid waste disposal, landfill sites and street cleaning. • Maintenance of Council buildings • Maintenance of municipal parks, public open spaces • Maintenance and expansion of municipal cemeteries.

TABLE 31: ADMINISTRATION STRUCTURES

COMPONENT B: INTERGOVERNMENTAL RELATIONS (IGR)

OVERVIEW OF 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.

- **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 32 : 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.

INTRODUCTION COMMUNICATON, PARTICIPATON AND FORUMS

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 compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, the Municipality conducted community road shows to publicize the draft IDP and Budget after Council approved on 31 March 2025 and the road shows will be conducted in between April and May 2025 for the approval of the Final IDP and Budget. The venues for these meetings were conducted and publicized through the media.

Ndwedwe Local Municipality organized 13 successful Mayoral IDP Imbizo and the Speaker of the Municipality also conducted 1 successfully Imbizo 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. The following IDP Public Participation meetings and Mayoral IDP Imbizo's were held as follows:

NO.	DATE	TIME	VENUE	WARD
01	04 Nov 2024	10:00 AM	Ntubeni Hall	01
02	08 Nov 2024	10:00 AM	Chibini Hall	04
03	11 Nov 2024	10:00 AM	Hlalakahle CDC	07
04	13 Nov 2024	10:00 AM	Mayelisweni Hall	09
05	15 Nov 2024	10:00 AM	Nkumbanyuswa TC Hall	10
06	18 Nov 2024	10:00 AM	Ntaphuka CDC	13

07	20 Nov 2024	10:00 AM	Pentecost Hall	14
08	22 Nov 2024	10:00 AM	Cibane Hall	16
09	25 Nov 2024	10:00 AM	Kwakhumalo TC Hall	17
10	27 Nov 2024	10:00 AM	Nambithani Hall	05
11	25 October 2024	10:00AM	Speakers Imbizo Emsengeni CDC Ward 08	04
12	26 March 2025	10h00	IDP Representative Forum Johny Makhathini Hall	15
13	14 April 2025	10h00	Mayoral IDP and Budget Imbizo	02
14	15 April 2025	10h00	Mayoral IDP and Budget Imbizo	06
15	17 April 2025	10h00	Mayoral IDP and Budget Imbizo	12

TABLE 33:PUBLIC/ STAKEHOLDER PARTICIPATION DURING IDP PROCESS

- 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 on 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 Imbizo:** The imbizo 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 Imbizo 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 Imbizo 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/Imbizo. 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 forward 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%.

1.3.2 WARD BASED PRIORITIES

Ndwedwe Municipality has ward-based plans that were initiated in 2024/2025 financial year. The table below show priorities identified during ward based planned and these are aligned into the Municipal IDP.

WARD 1	WARD	PRIORITY
CDC: Glendale, Hullets, Msonono and Tshepula	1	1
Access Roads: Tshepula and Ntubeni	1	2
Berea housing project (40)	1	3
Land	1	4
Msonono Creche	1	5
Housing: Msonono, Hullets and Parukapad	1	6
Ndaka Electricity	1	7
Glendale Cemetery	1	8
Nhlangwini Clinic	1	9
Electricity infills	1	10
Building of a High School (Nhlangwini)	1	11
Youth Computer Training	1	12
Library	1	13

WARD 2	WARD	PRIORTIY
Water and Sanitation	2	1
Nsuze sport field renovation	2	2
Housing (Phase 02)	2	3

Access Roads; Mwandla, Mhlongo, Nzuza; MazombeCibane; GcamuZinkawini, Sibhukudweni access roadand Maphumuloo access road.	2	4
Wewe clinic	2	5
Mabutho Hall	2	6
Nsuze Waterfall maintenance	2	7
Grazing Camp	2	8
Tourism Development	2	9
Agricultural Development	2	10
Youth Development	2	11
Skills Development	2	12
Co-operatives Support	2	13
Magxuma Tourism Site	2	14
Road: D1523, D2490, D1577- D1618	2	15
Gcwensa Creche	2	16
Electricity Infills	2	17
Dalibho sports field	2	18
Bhamshella Town Development	2	19
Waterfall	2	20
Maintenance of all DOT roads	2	21

WARD 3	WARD	PRIORITY
Mthombisa Access Road	3	1
Waterfall School access road	3	2
Sani access road	3	3
Housing	3	4
Land	3	5
Nyangaye Access Road	3	6
D394 Access Road	3	7
Mlandeleni CDC	3	8
Waterfall crèche	3	9
Waterfall camp fencing	3	10
Glendale camp fencing	3	11
KwaMagwaza cemetery	3	12
Glendale CDC renovation	3	13

Clinic	3	14
Waterfall community garden fencing	3	15
Glendale deepening tank	3	16
Agriculture: Village	3	17
College: Sewing Skills	3	18
L21 Access Road (Department of Transport)	3	19

WARD 4	WARD	PRIORITY
CDC Ngcongcongca and Phambela	4	1
Access Road: Myayiza, Mahlashaneni, Okhalweni, Phoyiseni and Kwanzuza	4	2
Mjobhazini 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: Kwandevu and wind mill Zimpangeleni	4	8
Mlamula Phase 2 Eco Housing	4	9
Shopping Centre Mvoti	4	10
Taxi Rank Mvoti	4	11
WARD 5	WARD	PRIORITY
Water supply	5	1
Regravelling of Roads: Wollongo, Mathwala, Deda, Musgrave, Mkhomazi, Nmbithani and Sogidi, Myelela/Mkhomazi, Mseni and Skhotho road.	5	2
Electricity infills	5	3
Mkhomazi/Wolongo CDC	5	4
KwaDeda Modular Library	5	5
Housing: Mlamula Phase 2	5	6
Agricultural Co-operative Development	5	7
Deda Centre Renovations	5	8
Grounds- KwaDeda, Myelela, Qalakahle Master Lights	5	9
Grounds- Mahlabathibi, Syaphumula, Ngayiphi, Qalakahle Ground maintenance	5	10

WARD 6	WARD	PRIORITY
Bhamshela Multi-Functional Centre	6	1
Noordsberg multi-functional centre	6	2
Access Roads: Madwaleni access road Mabhelani, Noordsberg, Zichwayini.Matsheketsheeni, Qhubakahle, Mkhize, Phambela, Simunye,	6	3
Mahlabathini Sport ground	6	4
Water	6	5
Sanitation	6	6
Road: D1523 & D889	6	7
Agricultural Cooperation	6	8
SportGround: Qhubakahle	6	9
Matsheketsheeni Primary School	6	10
Bhamshela Town Development	6	11
Electricity infill projects	6	12
Gobiqolo hall renovation	6	13
WARD 7	WARD	PRIORITY
Housing	7	1
Mwandla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road and eDiphini eNsuzi	7	2
Electricity infills	7	3
eTsheni Bridge	7	4
Umzamo CDC fencing and Toilets upgrade	7	5
Sports Field: Hlalakahle & Mary Grey	7	6
Sthokozise Creche	7	7
Lightning conductor	7	8
Water and Sanitation Luthuli borehole & Gogovuma ngohlozi borehole	7	09
Luthuli Community Hall	7	10
Gogovuma Creche	7	11
Fencing gardens: Isinandi, Sinamuva, Xanyana, Faya, Senzokwethu farming and Siyazenzela youth farming	7	12
Regravelling of (D1617, D891 and D1629)	7	13
Zakhele Gym park	7	14

Clinic: Luthuli clinic	7	15
Zakhele Library	7	16
May Grey Signage and KwaVuma Senior citizen signage	7	17
Access Roads: Khhekhe, Mlotshwa, Ndunsuleni, Wheelchair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza; Nduli; MMafumeyana; Nhlanhleni Dlamini; Ximba; Khoza; UNyazini; Dube Mdodi; KwaNgidi; ZilwayoKwaFaya; MandleyaMakhanya; Sto8, Dubeube KwaNgidi, uNyazi access road, Mlondi.	7	18
Hospice	7	19
eTsheni Tourism Development	7	20
WARD 8	WARD	PRIORITY
Water	8	1
Mhlali foot bridges	8	2
Mcathu CDC	8	3
Msengeni grazing camp	8	4
Access roads	8	5
Mcathu foot bridge	8	6
Masakhane sports centre	8	7
Electricity phase 2 (infills)	8	8
Sanitation phase 1(Toilets)	8	9
Housing project	8	10
Mapholoba CDC	8	11
WARD 9	WARD	PRIORITY
Water (Montebello & Sbhengwini house Connections)	9	1
66 OSS Housing Project	9	2
P102 Tar Upgrade	9	3
Market Stalls (Montebello)	9	4
Ozwathini & Nhlangakazi CDCs	9	5
Bridges (Nhlangakazi & Sbhengwini)	9	6
Access roads (Qwaqwa, Goge, S'hlwini, Thusi, Sbhengwini and Cuber)	9	7
Nodwengu Phase 2 Housing Project	9	8
Sport Fields (Goge & Ozwathini)	9	9
Sanitation (Pit Toilets)	9	10
WARD 10	WARD	PRIORITY

Market Stalls (Magongolo renovations)	10	1
Electricity infills	10	2
Mini Factory	10	3
Housing	10	4
Water and Sanitation	10	5
Grazing Camp: Magongolo	10	6
Bridge D1603, L2931, D1517	10	7
Regravelling L1039, L1040, L2419, L2931 AND D160	10	8
Community Library	10	9
Sports field Dikwayo	10	10
New Dikwayo Access road of P714	10	11
Fencing Of Co-Operatives	10	12
Access Road Regravelling (Magongolo, Vilakazi)	10	13
Access Road (Magongolo, Esgodini) maintenance	10	14
Access Road (Magongolo to Dikwayo) maintenance	10	15
Creche: Magongolo	10	16
WARD 11	WARD	PRIORITY
Mayika Sport Ground	11	1
Access Roads: Nsimbini, Sanguphe, Slungwaneni, Dlamuka access road, D1509, D865, Mbuzazane and mathoba access road	11	2
Renovation of Matholamnyana Sportsground	11	3
Electricity	11	4
Water	11	5
Community Library	11	6
Mayika Community Hall	11	7
Mashiyamahle Community Hall	11	8
Matholamnyama bridge	11	9
Nkumbanyuswa and Qadi Housing project	11	10
Toilets/ sanitation	11	11
Nozandla Tourism	11	12
Co-operatives Support	11	13
Fencing of Community Gardens	11	14

WARD 12	WARD	PRIORITY
Bridges: Sokhulu, Khohlwa	12	1
Pedestrian bridge: Mgezengwana	12	2
Access roads: Engosini, Ekohlwa, Isithupha, Jika to Sthupha Clinic, Hlonipani to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ethafeni to Enkwambase, MMhlongo, MpisiniKhuzwayo to Ngwenya, Mahube to P714	12	3
Halls: Sthupha, Ezibomvini Khohlwa hall, Nkwambase & Ngedleni	12	4
Regravelling: D849, Khohlwa to Hlonipani, Mfayela road, D1602, Weseli to Mbanyana and Slengeni to koNkosi	12	5
Sport fields: Ezibomvini, Ekohlwa, Nkwambase, Hlonipani and Ngedleni & Mgezengwane	12	6
P715 Tar Road (From Cell C to Noodrburg Road)	12	7
Creches: Zibomvini, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	8
Mqwayini Primary School	12	9
Tourism Development	12	10
Qadi Housing project	12	11
WARD 13	WARD	PRIORITY
Electricity infills	13	1
Sanitation (Toilet project)	13	2
Mgibandlala sport ground	13	3
Madlebe access road	13	4
Sisebenzile access road	13	5
Nhlabamkhosi access road	13	6
Mbeki to Jikeni tar road	13	7
Shange access road	13	8
Umsunduze Skills centre	13	9
WARD 14	WARD	PRIORITY
Ndodembi Bridge	14	1
building of Nompande Sports field; Pentecoste (Bhanoyi) sports field	14	2
Electricity infill	14	3
Toilets infill (Sanitation)	14	4

Access roads; Bhanoyi Road; Makhathini access road; Ezindlovni -Jele Road Bhethemu Road and Red devil access road.	14	5
Emthebeni Creche; nompande creche	14	6
Mdada Bridge, mthebeni Bridge	14	7
Renovation of Nduli sports field	14	8
Mthebeni Bridge	14	9
Mthebeni skill centre renovation (electricity; water and sanitation and chairs)	14	10
Clinic Mthebeni VD	14	11
School (Msunduze/ Bhanoyi)	14	12
Fencing of cooperatives (Agriculture)	14	13
Tier road (Mkhabela to Oarkford) Transport	14	14
Khumalo Road	14	15
WARD 15	WARD	PRIORITY
Ndwedwe central indoor sport centre	15	1
Mzokhulayo Development Centre	15	2
Type 1,2,3 Electricity Infills	15	3
Roads: Damini Road, Shakavillage Tar Road, Mpungeni road next to Ngcamu and Mzileni road.	15	4
Cemetery Road- Nyongwane, Ngwane road, Mzileni and Madimeni road	15	5
Mona Sport Field and Kwa-Langa sport field	15	6
Mpungeni crèche, Madimeni crèche and Nombhedo creche	15	7
Nkumbanyuswa housing project	15	8
Swimming Pool Academy	15	9
Water	15	10
WARD 16	WARD	PRIORITY
Spring water and boreholes in all VD's	16	1
MAINTANANCE OF ALL ROADS: MKHUMBUZI VD ACCESS ROAD (Mbayakhona, Mtatengana/ Ziphutha, Hoqweni/ Khubisa/Nzama, and Nkanini access road). MADUNA VD ACCESS ROAD (Gade, Mnyameni, Ndaka, and Mnamane). MSILILI OR GCINIMFUNDO ACCESS ROAD (Mdanyana, Msilili, Msele, Mgezanyoni, Qalimfundo, and Khuzwayo access road). SONTSHENGGE VD ACCESS ROAD (Nonoti, Mqhawe, Lisho, Diphini, T.C access, Madondo and Cibane access road). MAKHAZINI VD	16	2

ACCESS ROAD (Amatata, Mubi, Mbambo, Mdayi, Vimbulelalo, Mbukubha, Gcabashe and Nzama access road) WOSIYANE VD ACCESS ROADS (Mashiza, Ngotshe, Dlayejwana, Wosiyane, Wosiyane court, and Nasane access road) TENDENI VD ACCESS ROAD (Msombuluko, Tendeni, Sokesimbone, mabasa& Nzama, Ngwane). GWENI VD ACCESS ROADS (Zuleka, Gweni, Sihle, Stha, Menyane0. GOSPEL VD ACCESS ROAD (Gospel 3 access road)		
Sanitation project	16	3
Electrification	16	4
Housing project	16	5
Maintenance of sport fields	16	6
Maintenance of CDC's and Community Halls	16	7
Ndaka access road to uqeko bridge regravelling and enlarged	16	8
Msilili bridge	16	9
Hoqweni bridge crossway- Mqeku and Nhlabamasoka bridge	16	10
Mnyameni bridge crossway	16	11
Network connection	16	12
Nsele Bridge	16	13
WARD 17	WARD	PRIORITY
Water	17	1
Road: P716, L1042, D1543 and D3826	17	2
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	3
Access Roads: Maganini, Mzunga, Emathankini and Ndimande	17	4
Meme Dipping Tank	17	5
Mbayini Sport Centre	17	6
Streetlights	17	7
Type 2 Electricity	17	8
Network connection	17	9
Maintenance of Springs	17	10
Fencing of Gardens	17	11
Toilets	17	12
Khumalo Sport Ground	17	13
Ezimpondweni Grazing Camp	17	14
LED Lights	17	15
Mbuyeni Clinic	17	16

Toilets	17	17
Housing	17	18
Maphofu bridge	17	19
WARD 18	WARD	PRIORITY
New village CDC	18	1
Electricity	18	2
Water	18	3
Housing	18	4
KwaLoshe Game Reserve	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: Thafamasi Creche	18	14
Re-gravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Creche Renovation	18	16
Thafamasi CDC Security Provision	18	17
D1514 Road	18	18

WARD 19	WARD	PRIORITY
Electricity Infill's	19	1
Housing	19	2
Grazing Camps	19	3
Agricultural projects Co-operative Support	19	4
Access Roads regravelling- schools: Zubane, Nhlangano, Nobantu/ Manzini, Bhekamafa, Vulela	19	5
New altanative road (HOMISI)	19	6
Mantshunguntshu Road and Bridge	19	7

Halls: Simamane, Mkhukhuze, Mahedeni and Zubane hall	19	8
Creches: Snothando, Mantingwane, Thandolwethu and Sbusisiwe Community creche	19	
kwaHlophe Sport Centre	19	10
Mkhukhuze, homisi and sgedleni high master lights	19	11
P102 Tar Road	19	12
Mkhukhuze Market	19	13
Water and Sanitation	19	14
Phewa Road regravelling and KwaCebekhulu	19	15
Ndiyazi Sportfield, KwaHlophe, Mkhukhuze, Mangangeni Sportfield	19	16
Mahedeni creche/hall renovation	19	17
Sgedleni and Mkhukhuze Master Light	19	18
Renovation of Mangangeni Clinic	19	19
Esgedleni hall renovation	19	20

TABLE 34: WARD PRIORITRES

- 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
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 35: 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.

This section is included to familiarize key role-players with legislative mandate applicable in Disaster Management and bring to the fore priority hazards within Ndwedwe Municipality's area of jurisdiction. Moreso, it provides breakdown of budget and planned activities in the mainstream concepts of disaster risk reduction. It gives a brief background study of the Municipality in line with its current Integrated Development Plan (IDP). 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 integrated part of their Integrated Development Plan's (IDP's). It further anticipates the likely types of disaster that might occur in the Municipal area, their possible effects and identifies the communities at risk.

Ndwedwe Local Municipality has complied with these legislative requirements through the development and implementation of its Disaster Risk Management Plan adopted by the Council. The Municipal Disaster and Emergency Services Unit is within Community and Social Services Directorate. The personnel within the units composed of the Disaster and Emergency Services Manager, two Disaster Management Officers and two Fire Fighters. The Disaster and Emergency Services Unit of the Municipality deals with both pro-active and reactive disaster management issues and activities.

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.

1.5.1.1 Legislative Policies

CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA ACT 108 OF 1996

The *Constitution of the Republic of South Africa*, places legal obligation on the government to ensure health and safety of its citizens. Section 41 of the Constitution clearly stipulates the principle of co-operative governance and inter-governmental relations with emphases on three spheres of government to co-operate in mutual trust and good faith by among others, fostering friendly relations; assisting and supporting one another; informing one another and consulting one another on matters of common interest.

Furthermore, Section 41(1) (b) of the Constitution provides that all spheres of government are required to secure the wellbeing of its citizens. Firefighting services is a local municipality function with concurrent provincial and national legislative competence in terms of Schedule 4 Part B, of the South African Constitution. Notwithstanding the fact that firefighting services are rendered by the local sphere of government, both provincial and national government also have specific roles and responsibilities in terms of the Constitution, 1996.

MUNICIPAL SYSTEMS ACT (ACT NO. 32 OF 2000)

Section 26 (g) of the Municipal Systems Act No. 32 of 2000 requires all municipalities to undertake an integrated development in planning process to produce a reflective and relevant Integrated Development Plan.

Section 78 stipulates that in case where a municipality decides to provide a service through internal mechanism, it must assess direct and indirect costs and benefits associated with the project, assess current and future municipal capacity to furnish skills, expertise and resources required, as well as re-organisation of its administration and development of human resource capacity. In addition, Section 79 states that if a municipality decides to provide a municipal service through an internal mechanism mentioned in section 76(a), it

must-allocate sufficient human, financial and other resources necessary for the proper provision of the service; and transform the provision of that service in accordance with the requirements of this Act.

THE NATIONAL DISASTER MANAGEMENT FRAMEWORK (NOTICE 57 OF 2005)

The National Disaster Management Framework provides guidelines for the development of the provincial and municipal disaster management frameworks. The framework classifies disaster management into four Key Performance Areas (KPA) and three Enablers. According to KPA 3- Disaster risk reduction efforts must be included into strategic integrated structures and processes. The disaster risk related information must also be incorporated into Spatial Development Frameworks (SDFs). Projects and initiatives that focus on disaster risk reduction must be included in IDP to ensure adequate budget allocation.

DISASTER MANAGEMENT ACT (ACT NO. 57 OF 2002)

Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 specifies that the Disaster Management Plan must form an integral part of the municipality's Integrated Development Plan (IDP). The plan must anticipate the types of disaster that are likely to occur in the municipal area and the possible effects; place emphasis on measures to reduce the vulnerability of disaster-prone areas, communities and households; take into account indigenous knowledge relating to disaster management; promote disaster management research; identify and address weaknesses in capacity to deal with possible disasters; provide for appropriate prevention and mitigation measures; establish strategic communication links; and facilitate maximum emergency preparedness and response.

SECTION 43 OF DISASTER MANAGEMENT AMENDMENT ACT 16 OF 2016

Section 43 of the principal act is hereby amended by the addition of the following subsection (3) A local municipality must establish capacity for the development and coordination of a Disaster Management Plan and the implementation of a disaster management functions for the Municipality Disaster Management Centre. (4) A local municipality may establish a Disaster Management Centre in consultation with the relevant District Municipality in accordance with the terms set out in the service level agreement between the two parties, in alignment with the national norms and standards.

FIRE BRIGADE SERVICES ACT 99 OF 1987

The Fire Brigade Services Act No. 99 of 1987 is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, co-ordination, and standardization of fire brigade services. In terms of this Act, local municipalities must establish and maintain a fire brigade services to prevent the outbreak or spread of a fire, fighting or extinguishing fire and protection of life and property against a fire or other threatening dangers. The municipality received a donation of a Rapid Intervention Vehicle from COGTA through iLembe District Disaster Management Centre handed over by MEC S.E Hlomuka, the MEC for Cooperative governance and Traditional Affairs on 23 February 2021.

NATIONAL VELD AND FOREST ACT 101 OF 1998

The *National Veld and Forest Fires Act No. of 1998* confers on landowners a responsibility to prevent veld fires through the provision of fire breaks and other means of firefighting. To achieve this mandate, the Act provides for the creation of Fire Protection Associations. The local authority is required to register and become a member of these Associations led by the Chief Fire Officer of the Municipality. However, should a Chief Fire Officer be not available to serve as Fire Protection Officer, a member of the Fire Protection Association must be appointed to perform the functions.

INSTITUTIONAL CAPACITY ARRANGEMENTS

Ndwedwe Local Municipality does not have a Disaster Management Centre; however, a budget has been set aside for the establishment of a Disaster and Emergency Services Centre starting in the financial year 2022/2023. In terms of personnel for the Disaster Management Function, Ndwedwe Local Municipality has permanently employed one Manager-Disaster and Emergency Services, two Disaster Management Officers, and two firefighters. The Disaster and Emergency Services Centre will incorporate both fire and rescue services and disaster management functions. Two fire fighters have been employed permanently by the municipality.

TABLE 36: DISASTER INSTITUTIONAL CAPACITY

Institutional Measures	Remarks
Disaster and Emergency Services Centre	In the process of establishment
Human Resource (Staff)	1X Director for Community and Social Services, 1X Manager-Disaster and Emergency Services, 2X Disaster Management Officers and 2X Fire Fighters.
Physical Resources (vehicles)	1X Isuzu 4X4), 2x fire rapid intervention vehicles available.
Disaster Management Policy Framework	Available as it is as legislative requirement.
Disaster Management Plan	Available as adopted in 2024/2025 and
Disaster Management Sector Plan	Available as it is legislative requirement
DM Portfolio Committee	Fully Functionally.
DM Practitioners Forum	Fully Functional at District level as not required at municipal level.
DM Advisory Forum	Fully Functionally

1.5.2 DISASTER RISKASSESSMENT, RISK REDUCTION & PREVENTION

Ndwedwe Local Municipality aims to be proactive through placing emphasis on prevention and mitigation of disasters rather than responding to disasters. In partnership with the iLembe District Disaster Management Centre conducted Risk Assessments where the most prone disasters within our jurisdiction were identified, listed and prioritised with the aim of coming up with adequate Disaster Risk Reduction (DRR) programmes. The findings of the risk assessment were as shown in the table below.

TABLE 37: PRIORITY RISK

HAZARDS	LOCATION
Fire (Structural and Veld Fires)	In all Wards
Severe weather:	
➤ Lightning	In all Wards
➤ Strong winds	In all Wards
➤ Hailstorms	In all Wards
➤ Heavy rain	In all Wards
➤ Extreme temperatures	In all Wards
Protests/Strikes	In all Wards
Accidents (MVAs)	Mostly on P100 and R614

Drought	Prone in Wards 1, 2, 5 and 6.
Drowning	Riverbanks, streams and man-made dams

From the findings of the risk assessments listed above, Ndwedwe Local Municipality proposes to undertake the following DRR strategies which are cognisance of the identified disaster risks which are as follows: -

- Community awareness campaigns,
- Capacity building programmes,
- Fire Safety Awareness Campaigns
- Development of an early warning system,
- Establishment and activation of fire and disaster management volunteer units,
- Protection and effective utilisation of wetlands (Alien plant removal)
- Procurement and installation of lightning conductors.

RESPONSE & RECOVERY

As required by the Act, it is imperative for Ndwedwe Local Municipality to play a meaningful role with regards to disaster response and recovery. It is for this reason that a fully functional Disaster and Emergency Services Centre must be established by the municipality. Once a disaster occurrence has been reported the Fire and Rescue Service personnel must immediately respond. The function of the Disaster Management Unit is to coordinate relevant response and recovery and the conduction of relevant assessments. Assessments are conducted to determine the magnitude of the damages caused by the disaster and thereafter issue the most relevant and required emergency relief aid materials to the affected communities. 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, Ndwedwe Local Municipality is responsible for the development and implementation of Contingency Plan for enhanced readiness and preparedness purposes.

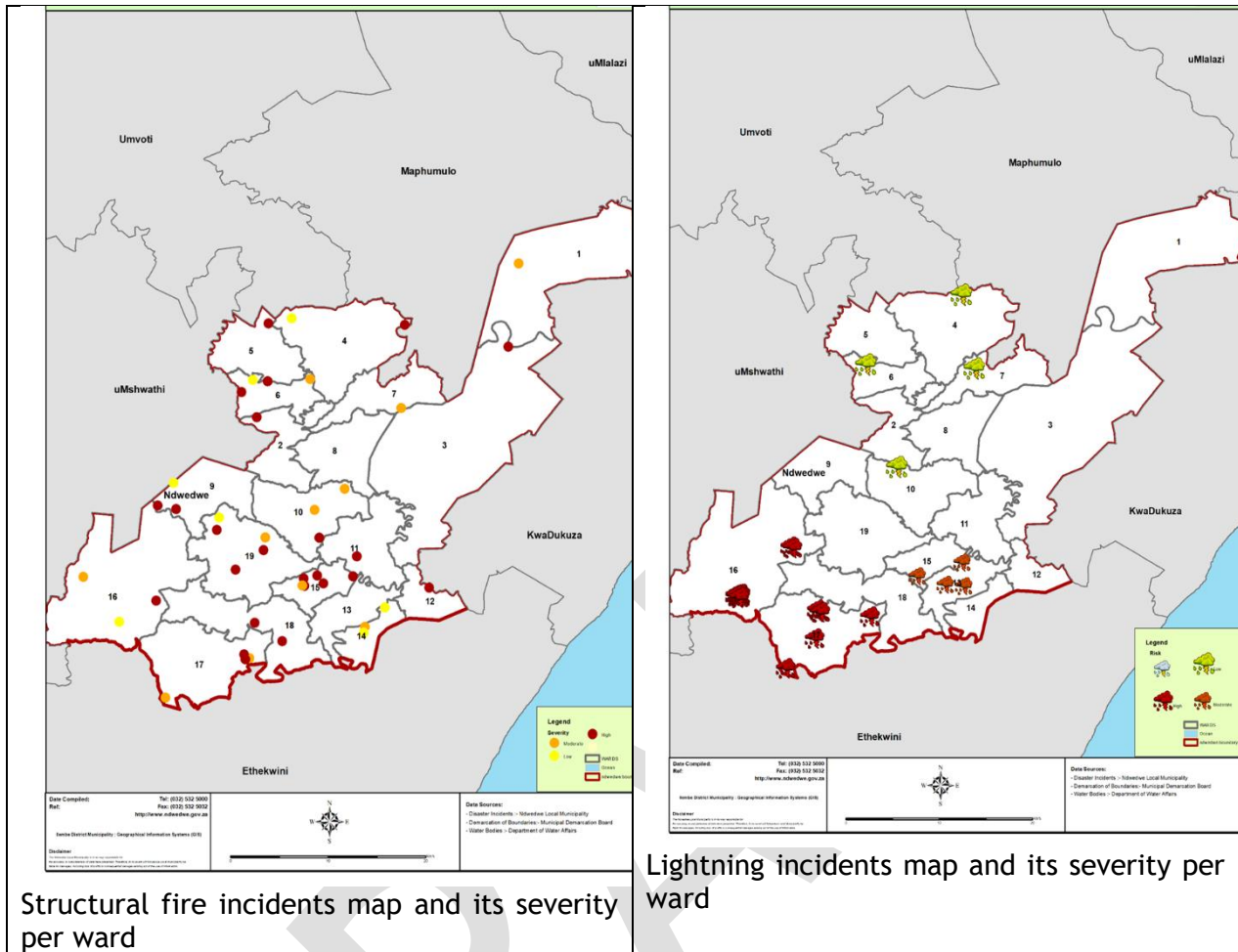
DISASTER RISK PROFILE

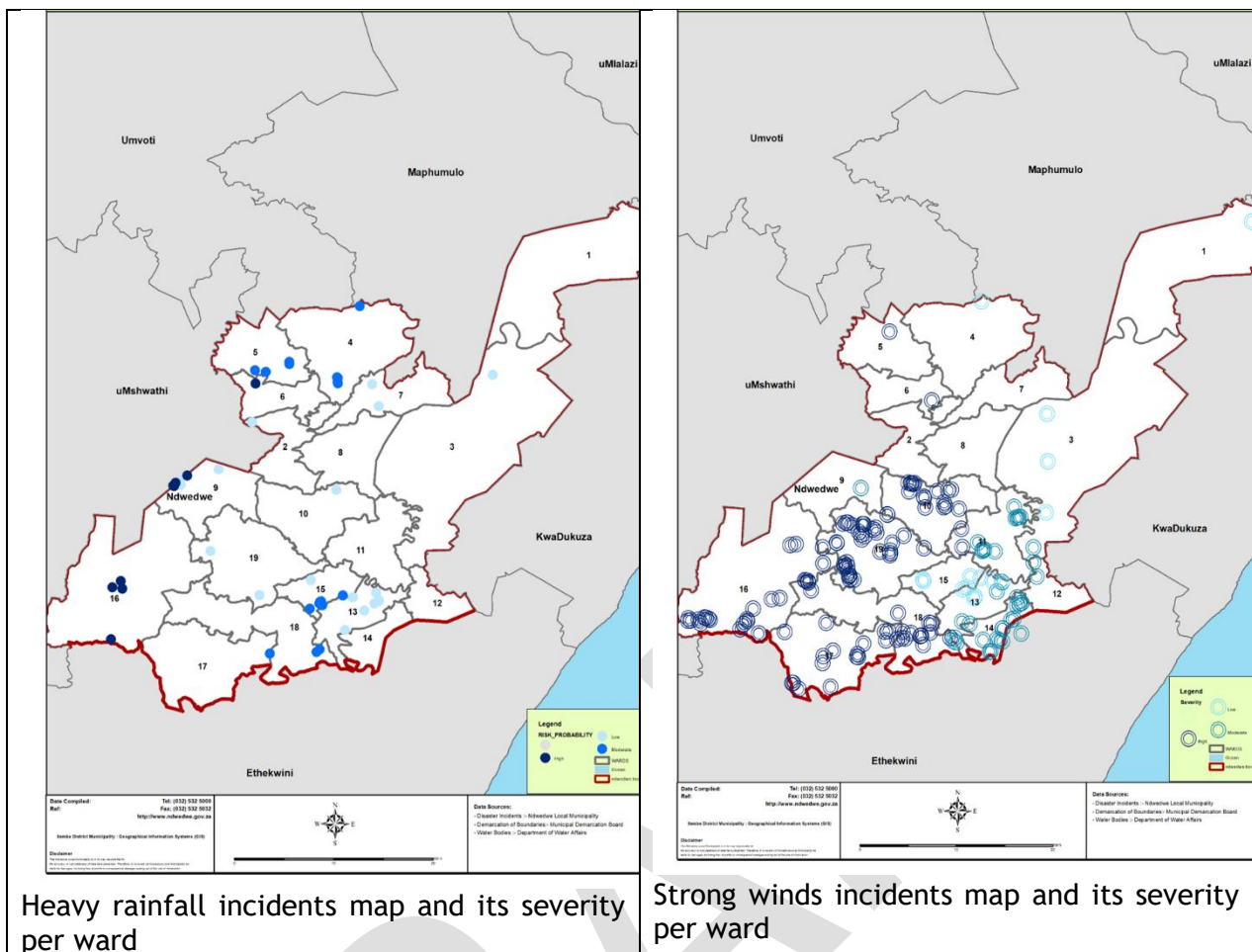
Ndwedwe Local Municipality's Disaster Management Unit conducted Risk Assessments where the most prone hazards within our jurisdiction were identified, listed and prioritised. The findings of the risk assessment resulted into a disaster risk profile that was tabled and mapped as shown below. Thereafter adequate Disaster Risk Reduction (DRR) programmes and projects would be designed and implemented.

TABLE 38: DISASTER MANAGEMENT RISK PROFILE

Hydro-meteorological hazards	Severe storms, strong winds, hailstorm, lightning, heavy rains, floods (drowning), drought and extreme temperatures
Fire hazard	Structural and veld fires
Disease/health: Human	HIV/AIDS, TB and others
Infrastructure failure/ Service delivery failure	Water, electrical and poor access roads
Civil unrests	Crime, alcohol and drug abuse, public protests/human unrest and livestock theft
Transport hazards	Road transportation

HAZARD SPECIFIC MAPS





INFORMATION MANAGEMENT AND COMMUNICATION

As required by the National Disaster Management Framework- Enabler 3, Ndwedwe Local Municipality is a conduit and repository for information on disasters and impending disasters. It is for this reason that Ndwedwe Local Municipality must develop an Operational Communication System that will be used to log, capture and monitor all reported disaster incidents. This communication system must include an emergency hotline contact number that communities can utilise to report incidents. It must include an early warning system detector. To date, the municipality continues to utilise other means of communication such as internet, radio, newspapers, e-mails, fax, landline and cell phones.

The municipality aims to strengthen its WhatsApp groups and Facebook page systems for early warning disbursing to distribute early warnings.

EDUCATION, TRAINING, RESEARCH AND PUBLIC AWARENESS

Ndwedwe Local Municipality in conjunction with other sector departments, will conduct workshops and awareness campaigns in schools and communities as a measure of capacity building programmes. The purpose of conducting these capacity building programs is to equip communities to be on high alert and to cultivate a culture of risk avoidance. The Municipality has thus allocated budget for more research and climate change strategy.

EDUCATION AND TRAINING PROGRAMME

Ndwedwe local Municipality plans to continue taking students from various tertiary institutions for in-service training programmes started in 2021/2022 financial year. 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.

1.5.3 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.

1.5.3.1 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 policies and legislation governing waste in South Africa. Municipalities and other government institution are compelled to comply with several 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 39: 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, Bhamshela, 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:

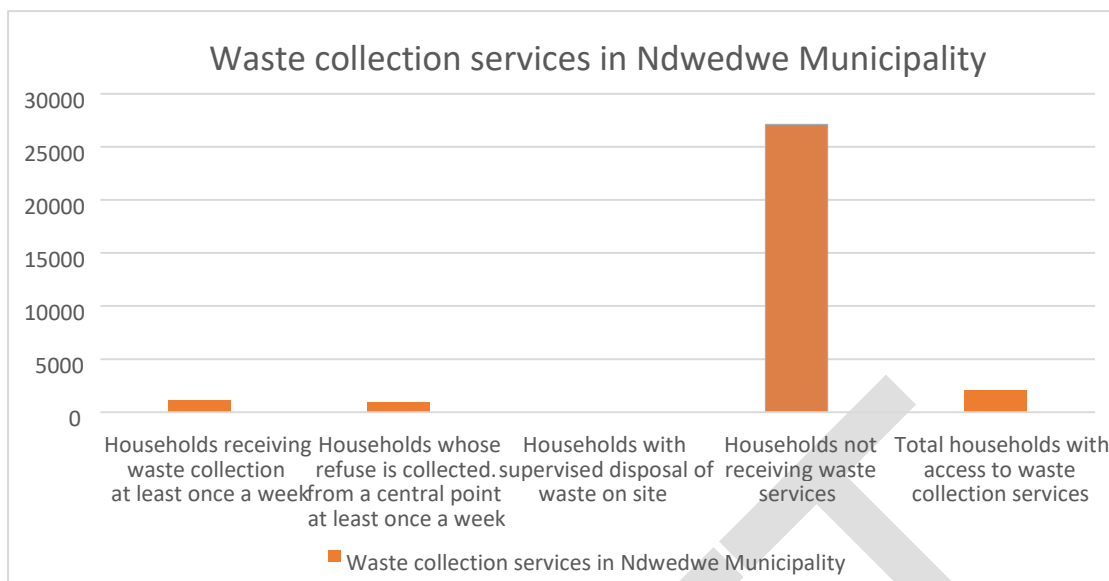


FIGURE 10: REPRESENTING THE PROVISION OF WASTE MANAGEMENT SERVICES IN NDWEDWE LOCAL MUNICIPALITY (INFORMATION ADAPTED FROM CENSUS, 2011)

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 the table below discusses how Ndwedwe Municipality is performing against the targets set by the NWS.

Goal	Description	Targets 2016	Ndwedwe Municipality Status Quo
Goal 1	Promote waste minimisation, re-use, recycling and recovery of waste.	25% of recyclables diverted from landfill sites for re-use, recycling or recovery. - All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes. - Achievement of waste reduction and recycling targets set in IWMPs for paper and packaging, pesticides, lighting (CFLs) and tyre industries	- No waste minimisation, reuse, recycling and recovery programme is currently in place within Ndwedwe Municipality. - The Ndwedwe Municipality is currently planning the establishment of a waste buy-back centre towards recycling. - The Municipality to explore recycling opportunities and seek partnerships with private sector. - Ndwedwe Municipality to support its local recyclers in their recycling opportunities.
Goal 2	Ensure the effective and efficient delivery of waste services.	95% of urban households and 75% of rural households have access to adequate levels of waste collection services. 80% of waste disposal sites have permits.	Approximately 20 % of households within the Municipality receive basic waste collection services. Ndwedwe to extend the services to rural areas.

Goal 3	Grow the contribution of the waste sector to the green economy.	69 000 new jobs created in the waste sector. 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling	- No permanent jobs have been created within the Municipality. - Temporary jobs though EPWP have been created within the Municipality - No SMEs or cooperatives participating yet. Ndwedwe Municipality to create job opportunities under waste management
Goal 4	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.	- Approximately 20 % awareness campaigns have been undertaken throughout Municipality. 20 % of schools within the Municipality are currently implementing waste awareness programmes

				There is a need for the municipality to strengthen its education and awareness campaign to ensure sustainability in the programme.
Goal 5	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.	▪	▪ Ndwedwe Municipality has finalised its IWMP in 2017 ▪ Currently no waste quantification systems that report information to WIS is currently in existence.
Goal 6	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.
Goal 7	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.
Goal 8	Establish effective compliance with and enforcement of the Waste Act.	50% increase in the number of successful enforcement actions against non-compliant activities. 800 EMIs appointed in the three spheres of government to enforce the Waste Act.		No EMIs are appointed within the Municipality to ensure compliance and enforcement of the Waste Act. There is a need for Ndwedwe Municipality to draft Waste Management by-laws.

TABLE 40: 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 households 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
Total	29200	1069	980	None	27123	2052

TABLE 41: 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 42: 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 several 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.	R 1 760 000.00	2023/2024

TABLE 43: SHOWING NDWEDWE WASTE MANAGEMENT PROGRAMMES

1.5.3 Implementation of Ndwedwe Integrated Waste Management Plan

The 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. A copy of the IWMP (is attached at [Annexure I](#)). The IWMP was approved and adopted by the Council on 31 March 22. The IWMP is an integral part of the IDP and therefore it must be aligned to the Municipality's IDP. In the financial year 2024/2025 the Department is in the process of reviewing the existing IWMP in the light of the recent developments across the nodal points of the Municipality. The aforesaid developments have thus far created more volumes of waste that get generated in the municipal nodes, more especially Central and Bhamshela, and to a lesser extent in Montebello and Glendale.

Target	Actions	2018	2019	2020	2021	2022
Waste collection and transportation	Ensure 100% collection in rural and informal areas				X	
	Random collection monitoring to improve service quality	X				
	Extending entrepreneur programme to serviced 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			
Waste minimisation, recycling and reduction	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			
Waste treatment, disposal, including regionalisation	Establish composting initiatives within the Municipality.		X			
	Establish composting initiatives at transfer stations			X		
Waste management information	Gathering of waste information through waste auditing	X				
	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				
Institutional capacity	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

Financial arrangements	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				
Monitoring and compliance	Compliance monitoring	X				
	Establish Public feedback loop	X				
	Appoint and capacitate staff to enforce waste By-Laws		X			

TABLE 44: 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.

• 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 Bonakude & 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.

- **RISK MANAGEMENT**

Enterprise Risk Management (ERM)

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 Municipality has established the Risk Management Unit, and it is fully operational. The Risk and Compliance Manager has been appointed by the municipality. A Risk Management Committee has been established, and the Independent Chairperson has been appointed to provide assistance to the municipality starting from August 2022 ending July 2025.

- **Functioning of the Risk Management Committee**

The Risk Management Committee functions as per the Risk Management Charter that is reviewed annually and approved the Municipal Manager. The Annual Implementation Plan gets reviewed and by the Committee annually. The RMC Committee meets quarterly, and the Chairperson of the Risk Management Committee reports to the Audit and Performance Committee quarterly.

Table 45: Risk Management Committee Members

No.	MEMBER	DESIGNATION	GENDER
1	Miss Z Lugongolo	Independent Chairperson	Female
2	Mr SDG Khuzwayo	Municipal Manager	Male
3	Mr NXE Hlekwanane	CFO	Male
4	Ms Z Khuluse	Director: EDP	Female
5	Mr N Nkanyiso Mkhwanazi	Director: Community and Social Services	Male
6	Ms T Motaung	Director: Corporate	Female
7	Mr DH Mzolo	Director: Technical	Male
8	Mr T Mlaba	Manager: Risk and Compliance	Male

Table 46: Risk Management Champions

No.	MEMBER	DESIGNATION	GENDER
1	Mr T Ngiba	Manager: Disaster Management	Male
2	Mr S Ngidi	Manager: Budget and Reporting	Male
3	Ms Z Khuluse	Director: EDP	Female
4	Mr F Luthuli	Manager: Public Works	Male
5	Ms T Motaung	Director: Corporate	Female

Table 47: Risk Management Committee- Standing Invites

No.	MEMBER	DESIGNATION	GENDER
1	Mr S Mthembu	Manager: ICT	Male
2	Ms L Naidoo	Manager: PMS and IDP	Female
3	Ms B Zulu	Manager: Internal Audit	Female
4	Mr T Mlaba	Manager: Risk and Compliance	Male

The Risks Registers

The 2024/2025 financial risk assessment has been conducted by the Municipality assisted by the KZN Provincial Treasury. A Strategic, Fraud, ICT and Operational Risk Register has been developed and presented to the Audit and Performance Committee and tabled to Municipal Council and were adopted.

The Risks Registers are reviewed quarterly and reported to the Risk Management Committee, Audit and Performance Committee, Municipal Public Accounts Committee.

The copies of the risk's registers are attached as an annexure for ease of reference. The Municipal Management utilizes the risk register.

Anti-Fraud and Anti-Corruption Strategy

The Municipality has an Anti-Corruption and Fraud Prevention Strategy in place. The Draft strategy was reviewed with other Council plans and policies and was approved by Council in March 2025 and will be approved and adopted at Council by end of this current financial year. A copy of the Anti-Corruption and Fraud Prevention Strategy is attached as an annexure for ease of reference. The Municipality's Anti-Corruption and Fraud Prevention Strategy has been developed in accordance with the expressed commitment of Government to fight corruption. The Municipality shares the Whistle Blowing/ Hotline Services with iLembe District Municipality and with another local municipality falls under iLembe District Municipality. Note the below Risk Policies are in draft and has been presented to Council and it was adopted at the last Council meeting 29 May 2025.

TABLE 48: RISK MANAGEMENT POLICIES 2024/2025

No.	POLICY	LAST APPROVED BY COUNCIL
1	ERM Framework	29 May 2025
2	ERM Policy	
3	Fraud Prevention Strategy	
4	Anti- Fraud and Corruption Policy	
5	Whistle Blowing/ Hotline Policy	
6	Loss Control and Prevention Management Policy	
7	Conflict of Interest policy	
8	Acceptance/Giving of Gifts, Donations and Sponsorship Policy	

- **ANTI-CORRUPTION AND FRAUD**

The Municipality has an Anti-Corruption and Fraud Prevention Strategy in place. The strategy was reviewed with other Council plans and policies and was approved by Council in May 2025. A copy of the Anti-Corruption and Fraud Prevention Strategy is attached as an annexure for ease of reference. The Municipality's Anti-Corruption and Fraud Prevention Strategy has been developed in accordance with the expressed commitment of Government to fight corruption. The Municipality shares the Whistle Blowing/ Hotline Services with iLembe District Municipality and with another local municipality falls under iLembe District Municipality.

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 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.

- **MUNICIPAL BID COMMITTEES**

Ndwedwe Local Municipality has a Supply Chain Management (SCM) Unit which is a support the functioning of all business units within the Council. The bid committees ensure the provision of efficient, transparent, fair, equitable, and cost-effective procurement services, assisting them to implement their service delivery priorities. In terms of the Municipal Finance Management Act's SCM regulations, the SCM unit is established to implement the SCM policy adopted by Council in May 2025. It operates under the direct supervision of the Chief Financial Officer (CFO) or an official to whom this duty has been delegated, in terms of Section 82 of the Act. Core functions include demand management, acquisition management, logistics management, disposal management, risk management, contract management, assets management and performance management.

The Municipality has the following committees established and functional, with appointments valid for one financial year:

- Bid Specification Committee- Every Tuesday
- Bid Evaluation Committee- Every Tuesday
- Bid Adjudication Committee- Every Tuesday

TABLE 49: BID COMMITTEE MEMBERS

Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
Liziwe Mhatu (Chairperson)	Thabani Fakude (Chairperson)	Xolani Hlekwanne (Chairperson)
Siyabonga Nyoka	Thulile Faya (Scriber)	Dumisani Mzolo
Sthembile Mngadi (Scriber)	Mzokhona Mkwanazi	Tsepiso Motaung
Nokukhanya Ngobese (SCM)	Sakhiseni Gumede	Zempilo Khuluse
Chris Khoza	Bongile Ndlovu (SCM)	Mati Nkabinde (SCM)
Akhona Ngcobo	Sebenzile Ngubane	Nkanyiso Mkhwanazi
	Nokulunga Mtshali (Scriber)	Babongile Ngcobo (SCRIBER)
	Sphelele Dlamini	
	Bheki Mdunge	

- **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.

- **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:

TABLE 43: POLICIES

Name of Directorate	Name of Policy	Draft	Date of adoption	Council resolution Number
Corporate Services	Records Management Policy		28 April 2011	NDW:25/04/11
	Telephone Management Policy		15 December 2024	
	Fleet Management Policy		14 August 2024	NDW:86/10/24
	Wellness Management Policy		14 August 2024	NDW:86/10/24
	Bereavement Policy	27 March 2025	29 May 2025	NDW47/05/25
	Bursary Policy		14 August 2024	NDW: 86/10/24
	Recruitment Policy		3 July 2023	NDW: 31/08/23
	Staff retention policy		14 August 2024	NDW:86/10/24
	Acting Policy	27 March 2025	29 May 2025	NDW47/05/25
	Performance Management Policy		03 July 2023	NDW: 31/08/23
	Recruitment and Selection for Senior Managers		14 August 2024	NDW:86/10/24
	Internship Policy		13 December 2015	NDW:60/12/12
	Backup Policy		28 May 2015	NDW 33/05/15

	Subsistence and travelling allowance for councilors and officials		14 August 2024	NDW:86/10/24
	Overtime policy		14 August 2024	NDW:86/10/24
	Leave Policy	27 March 2025	29 May 2025	NDW47/05/25
	Leave Encashment Policy		14 August 2024	NDW:86/10/24
	Cellphone/Headset		09 December 2015	NDW70/12/15
	IPMDS Policy	27 March 2025	29 May 2025	NDW47/05/25
	Placement Policy		14 August 2024	NDW:86/10/24
	OHS Policy		14 August 2024	NDW 86/10/24
	PAIA Manual		29 May 2025	NDW47/05/25
	POPIA Manual		29 May 2025	NDW47/05/25
	Training and Development Policy		14 August 2024	NDW86/10/24
	Car Allowance Policy		14 August 2024	NDW:86/10/24
ICT	Firewall Policy		14 August 2024	NDW:86/10.24
	Change Management Policy		14 August 2024	NDW:86/10/24
	ICT Helpdesk Policy		14 August 2024	NDW:86/10/24
	Patch Management Policy		14 August 2024	NDW:86/10/24
	ICT Project and Portfolio Management Framework		14 August 2024	NDW:86/10/24
	5 Year Master Plan System Plan		14 August 2024	NDW:86/10/24
	Ndwedwe Corporate Governance ICT Framework		14 August 2024	NDW:86/10/24
	ICT Steering Committee Charter		14 August 2024	NDW:86/10/24
	ICT Service Level Agreement Management Policy		14 August 2024	NDW:86/10/24
	3 Year ICT Strategic Plan		14 August 2024	NDW:86/10/24
	Anti- Virus Policy		14 August 2024	NDW:86/10/24
	ICT Security Control Policy		14 August 2024	NDW:86/10/24
	ICT User Access Management		14 August 2024	NDW:86/10.24
	ICT Disaster Recovery Policy		14 August 2024	NDW:86/10/24
	ICT Data Backup		14 August 2024	NDW:86/10/24
	Standard Operating		14 August 2024	NDW:86/10/24
	Hardware and Software Standardization		14 August 2024	NDW:86/10/24
EDP	Updated Led Strategy			N/A

	Agricultural Sector Plan			N/A
	SDP - 2024		14 August 2024	NDW 86/10/24
	Housing Sector Plan		14 August 2024	NDW 86/10/24
	Informal economic policy		14 August 2024	NDW 86/10/24
	Land Use Management Systems			
Municipal Manager's Office	Ward Committee Policy		11 June 2011	N/A
	Acceptance and gift, donation and sponsorship register		14 August 2024	NDW:86/10/24
	Acceptance and giving gifts, Donation and sponsorship policy		14 August 2024	NDW:86/10/24
	Anti – Fraud and corruption strategy		14 August 2024	NDW:86/10/24
	Conflict of interest management Policy		14 August 2024	NDW:86/10/24
	Conflict of interest register			
	Loss Prevention		23 July 2023	NDW:07/08/23
	Whistle Blowing Policy		14 August 2024	NDW:86/10/24
	Complaints Management Policy		23 July 2023	NDW:07/08/23
	Risk Management Policy		14 August 2024	NDW:86/10/24
	Fraud and Prevention Policy		14 August 2024	NDW:86/10/24
Community Services	Climate Change Disaster		23 July 2023	NDW:07/08/23
	Indigent Pauper Burial		23 July 2023	NDW:07/08/23
	Draft Fire Safety by Laws	23 July 2023		NDW:07/08/23
	Fire Service Trademark		23 July 2023	NDW:07/08/23
	Disaster Management Plan		14 August 2024	NDW:86/10/24
	Cemetery Feasibility Study		14 August 2024	
	NLM Winter season contingency plan	27 March 2025	29 May 2025	NDW47/05/25
	Disaster Management Sector Plan	27 March 2025	29 May 2025	NDW47/05/25

	Indigent Policy	27 March 2025	29 May 2025	NDW47/05/25
	Community and Facilities management		14 August 2024	NDW:86/10/24
	Summer season contingency plan		14 August 2024	NDW:86/10/24
Finance	Assets Management Policy	27 March 2025	29 May 2025	NDW47/05/25
	Budget and virement Policy		29 May 2025	NDW 31/05/2023
	Final Tariffs Policy		29 May 2025	NDW 31/05/2023
	Credit Control & Debt Collection		29 May 2025	NDW 31/05/2023
	Municipal Property Rates Act Policy			
	Final Rates Management By-Laws	27 March 2025	29 May 2025	NDW 31/05/2023
	Final Supply Chain Management Policy		29 May 2025	NDW47/05/25
	Cash Management and Investment Policy		29 May 2023	NDW31/05/2023
	Inventory Management Policy	27 March 2025	29 May 2025	NDW47/05/25
Technical Services	Project Management Policy	7 March 2025		NDW47/05/25
	Expanded Public Works Programme (EPWP) Policy		29 May 2025	
	Standard Operating Procedure			
Public Participation Management Policy	Complaints Management policy			
	Public participation policy		14 August 2024	NDW:86/10/24
	Public Participation policy		14 August 2024	NDW:86/10/24
	Ward Committee election and operations policy		14 August 2024	NDW:86/10/24
Communications	Communications Policy		14 August 2024	NDW:86/10/24

- 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

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 50: 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.

- PUBLIC SATISFACTION ON MUNICIPAL SERVICES

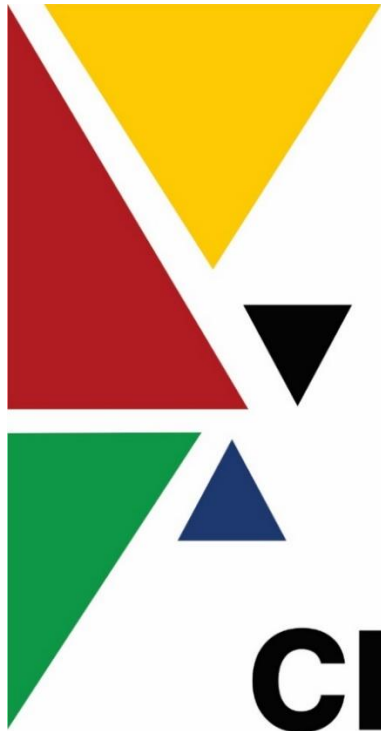
The White Paper on transforming public service delivery (1997) provides direction on how services should be rendered. This document, referred to as the *Batho Pele* (people first) white paper, favours the customer and places the obligation on the service provider to deliver on the basic customer requirements. The Batho Pele Policy is in place and is being implemented in line with the 11 principles listed below:

NO	PRINCIPLE	APPLICATION
1.	Consultation	The municipality service delivery role-players shall be consulted through the following: ▪ IDP Structures ▪ Mayoral Working Groups ▪ Customer Satisfaction Survey ▪ Imbizo/Public Meetings Programme ▪ Workshops ▪ Stakeholders Forums ▪ Media (Print and Electronic).
2.	Service Standards	The customers shall be informed of the level and quality of any municipal service enquired in writing, telephone, emails, in person or groups.
3.	Access	All the customers/ citizens shall have equal access to service to which they are entitled and shall be done through: ▪ Appointing customer-oriented staff at the reception points ▪ Main municipal buildings entrances with customer-oriented security personnel ▪ Displaying the municipal business hours, physical address and the telephone numbers at the entrance of each municipal building ▪ Use of decentralized municipal offices with frontline staff trained on customer service. ▪ Use of the Thusong Centre ▪ Use of Municipal Website ▪ The use of municipal publications and brochures.
4.	Courtesy	The customers/residents shall be treated with respect and consideration through the following: ▪ Regular training of frontline staff on customer service ▪ Always giving the customers, the smile and right attitude ▪ Always greeting the customers ▪ Use of acceptable language.
5.	Information	The customers/residents shall be given correct, accurate and credible information about the services or enquiries through the following: ▪ Using media and websites ▪ Using municipal publication and media reports ▪ Imbizo/public meeting programme ▪ Roadshows ▪ Door to door ▪ Using stakeholders' forums.
6.	Openness and transparency	The Municipality shall in conducting its municipal business ever be open and welcome customers inputs through: ▪ Taking council meetings to the people ▪ Holding regular meetings, workshops, summits, stakeholder forums and Mayoral Groups ▪ Awareness programmes ▪ Issuing municipal quarterly, mid -term and annual performance reports ▪ Using the websites ▪ Displaying EXCO, Portfolio Chairs', MM's and ED's photos
7.	Redress	Municipality shall always offer an apology to a customer/ resident for a service or standard not delivered and met respectively and a full explanation and appropriate remedy shall also be affected through:

		Introducing and launching customer complaints.
8.	Value for money	Municipality shall provide services in an economical, effective and efficient manner through: - Optimally adhering to approved SDBIPs. - Reinforce internal and expenditure controls. - Optimally adhering to bid procedures. - Identifying and addressing promptly the unnecessary cost driving factors, e.g., Overtime, telephone, technical/ recording of staff attendance system - Providing quarterly reports on financial spending
9.	Encouraging Innovation and Rewarding Excellence	Municipality shall ensure that a positive environment is created for the workforce to perform optimally through: - Launching and hosting the NLM workforce/staff awards - Cascading PMS to other levels of the municipality - Forging partnerships with other municipalities/ institutions in sharing the best practice.
10.	Customer impact	By Municipality putting Batho Pele Principle into practice, we then increase the chances of improvement in our service delivery. This in turn will have a positive impact on our customers. This will help improve our overall service delivery.
11.	Leadership and Strategic Direction	Council and administration of Municipality shall provide strategic leadership, direction and operations to customers/ residents through: - Promoting and internalizing staff code of ethics - Management must ensure the goals are set, and that planning is done in an effective and efficient manner

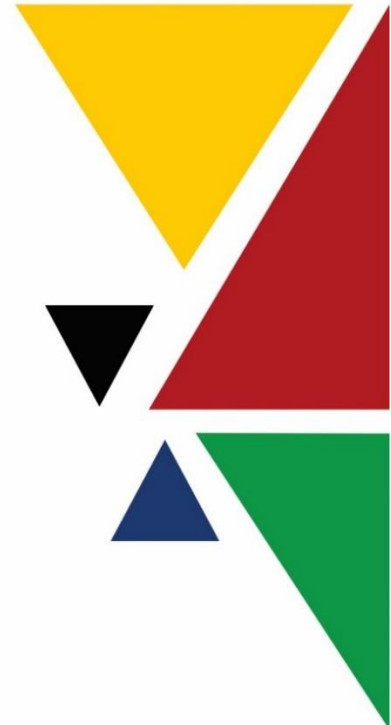
- ALL MUNICIPAL OVERSIGHT COMMITTEES

Audit Performance Committee and Municipal public accounts committee.



CHAPTER THREE

Service Delivery Performance (Performance Report Part 1)



CHAPTER 3: SERVICE DELIVERY PERFORMANCE

(PERFORMANCE REPORT PART I)

EXECUTIVE SUMMARY

This section highlights the performance achievements, challenges and measures taken to improve municipal performance during the 2023/2024 and 2024/2025 financial years. APR word and excel copies are attached at Appendix B.

The annual performance report includes key performance areas (KPA) which forms part of the IDP 2024/2025. These KPAs have been included in the municipal scorecard for 2023/2024 financial year. It also presents the year end performance results for 2024/2025. The report is based on the narrative form as per the National key performance areas as follows:

Municipal Institution Transformation and Development
Basic Service Delivery
Local Economic Development
Municipal Financial Viability and Management
Good Governance and Public Participation
Cross Cutting

PERFORMANCE MANAGEMENT SYSTEM PROCESSES

The Organisational Performance Framework must be reviewed annually and adopted. The Ndwedwe PMS Framework was reviewed and adopted by Council on the 29 May 2025. 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 2024/2025 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.

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.

COMPARATIVE ANNUAL PERFORMANCE FOR 2023/2024 AND 2024/2025 FINANCIAL YEAR

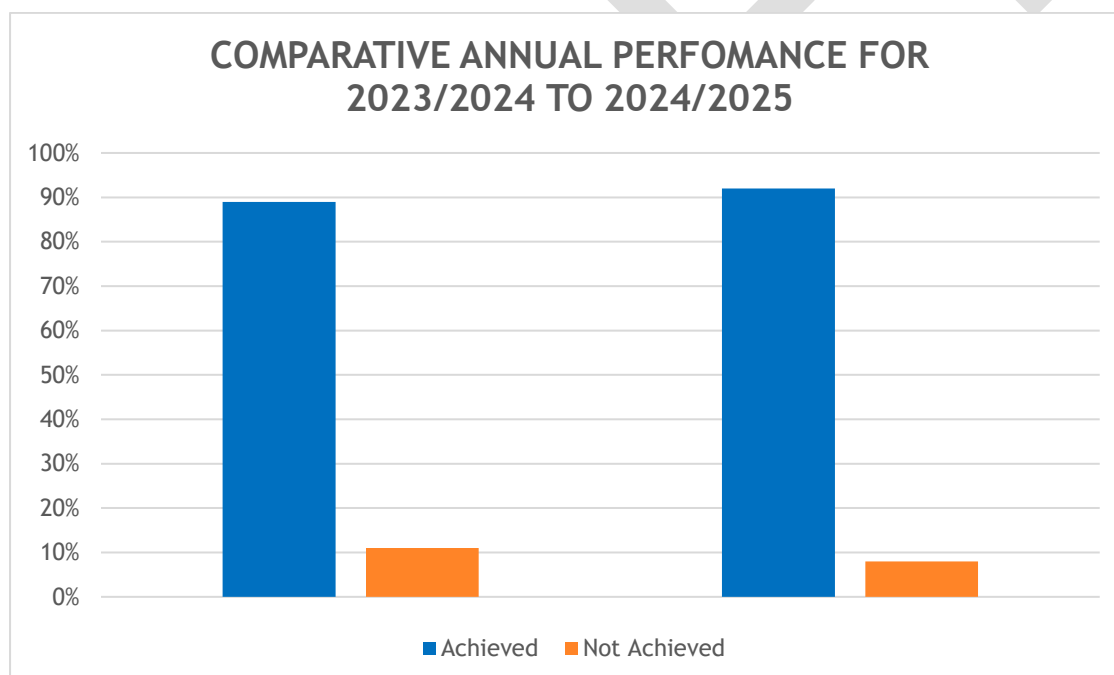
The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs, focuses on Section 46 of the Municipal systems Act requirements.

The table below indicates the Ndwedwe municipality's organisational annual performance reporting compared over the last two financial years for the 2023/2024 and 2024/2025.

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 2023/2024 and 2024/2025.

FINANCIAL YEARS	TOTAL KPI's	TARGET MET	TARGET NOT MET
2023/2024	147	131 89%	16 11%
2024/2025	131	120 92%	10 8%



ORGANISATIONAL PERFORMANCE

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, 92% reported as achieved and 8% 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 11: ANNUAL PERFORMANCE FOR 2024/2025 FY

BUSINESS UNITS	TARGET MET % FOR ANNUAL PERFORMANCE EXCLUDING NON-ACHIEVED
Corporate Services Department	100%
Finance Department	93%
Community Services Department	96%
Office Of the Municipal Manager Department	92%
Economic Development and Planning Department	93%
Technical Services Department	83%

ANNUAL PERFORMANCE REPORT(APR)

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.

2023/2024

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
Institutional Transformation & Development	23-1 (N/A) =22	21	1	95%

2024/2025

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
Institutional Transformation & Development	24	24	0	100%

The Figure below illustrates the performance of the KPA 1.

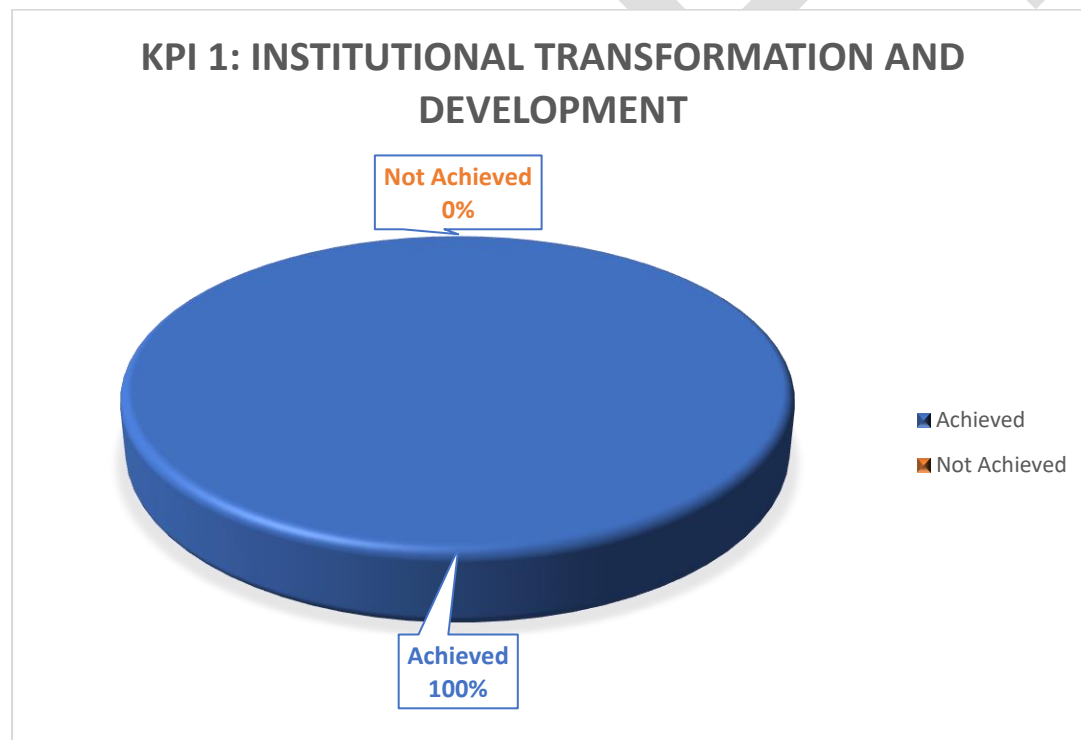


Figure 1: Performance of the KPA

PERFORMANCE HIGHLIGHTS

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Status (Achieved / Not Achieved)
Implementation of the Workplace Skills Plan	Number of WSP trainings for employees to be held in accordance with the WSP by deadline.	10 WSP trainings for employees to be held in accordance with the WSP by deadline by 31 March 2025	15 WSP trainings for employees were held.	Overachieved.
Implementation of the Workplace Skills Plan	Percentage of actual budget spent on implementing the approved the WSP by deadline.	0.25% of budget spent on the municipality WSP by 31 December 2024	35%	Overachieved.
Implementation of the Workplace Skills Plan	Number of Workplace Skills Plan (WSP) & Annual Training Report (ATR) completed and submitted to LGSETA by deadline	1 - WSP & ATR completed and submitted to LGSETA by 30 April 2025	1 WSP & ATR completed and submitted to LGSETA by 30 April 2025	Achieved
Occupational , Health and Safety meeting	Number of Occupational, Health and Safety (OHS) Committee meetings held by deadline.	2 OHS Committee meetings to be held by 30 June 2025	2 OHS Committee meetings were held.	Achieved
Employment Assistant Programs	Number of Employee wellness program held by deadline	3 EAP programs to be held by 31 March 2025	3 EAP programs were held.	Achieved
Functional ICT infrastructure (Implement, test and maintain ICT system backups)	Number of monthly reports on maintenance of ICT infrastructure submitted by deadline.	12 Monthly reports on maintenance of ICT infrastructure submitted by 30 June 2025	12 Monthly reports on maintenance of ICT infrastructure were submitted.	Achieved
Convening of ICT Steering Committee	Number of quarterly ICT Steering Committee meetings to be held by deadline.	4 Quarterly ICT Steering Committee meetings were held.	4 Quarterly ICT Steering Committee meetings to be held by 30 June 2025	Achieved
Computer Software, Programme and Licencing	Number of Computer Software Programmes and Licencing renewed/purchased by Council by deadline.	4 Computer Software Programmes and Licencing renewed/purchased by end of 30 June 2025	5 Computer Software Programmes and Licencing renewed/purchased were completed	Overachieved

Fleet management reports	Number of monthly Fleet management reports completed by deadline.	12 Monthly Fleet management reports completed by 30 June 2025	12 Monthly Fleet management reports were completed.	Achieved
Coordination of Council meetings	Number of scheduled Council meetings to be held by deadline.	9 Scheduled meetings of Council to be held by 30 June 2025	16 Council meetings were held	Overachieved. Due to the increased number of Special Council meetings held.
Coordination of Exco meetings	Number of scheduled Exco meetings to be held by deadline.	10 Scheduled EXCO meetings to be held by 30 June 2025	11 EXCO meetings were held	Overachieved. Due to the increased number of Special EXCO meetings held.
Coordination of Portfolio Committees meetings	Number of Scheduled Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) meetings to be held by deadline.	40 Scheduled Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) meetings to be held by 30 June 2025	51 Scheduled Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) meetings were held	Overachieved.
Coordination of Municipal Public Account Committee meetings	Number of quarterly scheduled Audit Committee meetings to be held by deadline.	4 Quarterly scheduled Audit Committee meetings to be held by 30 June 2025	9 Audit Committee meetings were held.	Overachieved.
Coordination of Municipal Public Account Committee meetings	Number of quarterly MPAC meetings held by deadline.	4 Quarterly scheduled MPAC meetings held by 30 June 2025	9 MPAC meetings were held.	Overachieved.
Security Services Reports	Number of monthly Security Services Reports generated by deadline.	12 Monthly Security Services Reports generated by 30 June 2025	12 Monthly Security Services Reports were generated.	Achieved
Human Resources Management Excellence	Number of Policy workshop to be held by deadline.	1 Policy Workshop to be held by 31 March 2025	1 Policy Workshop was held 27 March 2025	Achieved
To manage the staff component of the Municipality	Number of Reviewed Staff establishment/Organogram adopted by Council by deadline.	1 Reviewed Staff establishment/Organogram adopted by Council by end of 30 June 2025	1 - Reviewed Staff Organogram adopted by Council on 30 June 2025	Achieved

To manage the staff component of the Municipality	Number of Budgeted posts filled as per approved staff establishment by deadline.	13 Budgeted posts filled as per approved staff establishment by Council by end of 31 March 2025	18	Overachieved
Development and Monitoring of Service Level Agreements (SLA's)	Number of drafting and reviewing SLAs developed by deadline.	94 Drafting and reviewing SLAs developed by 30 June 2025	94 Drafted SLA	Overachieved.
legation Management SOP Development	Number of Ligation Management SOP develop by deadline.	1 Finalisation of legation Management SOP to be developed by 31 March 2025	1 Finalised legation Management SOP was developed	Achieved
Review and update of the ligation register	Number of monthly ligation register reviewed and updated be completed by deadline.	12 Monthly ligation register reviewed and updated by 30 June 2025	12 Monthly ligation registers were reviewed and updated	Achieved
Develop the Paia and POPIA Manual	Number of Paia and POPIA Manual developed be completed by deadline.	2 PAIA and POPIA Manual developed and adopted by Council to be completed by 30 June 2025	2 PAIA and POPIA Manual developed and adopted by Council on 30 June 2025	Achieved
Monitoring performance of Departmental Risk Profile reports	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	16 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2025	16 Quarterly progress reports on Departmental Risk Profile reports were completed.	Achieved
Fleet Inspection management reports	Number of monthly Fleet management inspection reports completed by deadline.	3 Monthly Fleet management inspection reports completed by 30 June 2025	3 Monthly Fleet management inspection reports were completed.	Achieved

KPA 2: BASIC SERVICE DELIVERY

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

2023/2024

TOTAL KPI's	TARGET MEET	TARGET NOT MET	TOTAL TARGETS MET%
32-1(N/A) =31	22	9	71%

2024/2025

TOTAL KPI's	TARGET MEET	TARGET NOT MET	TOTAL TARGETS MET%
29	24	05	83%

The Figure below illustrates the performance of the KPA 2.

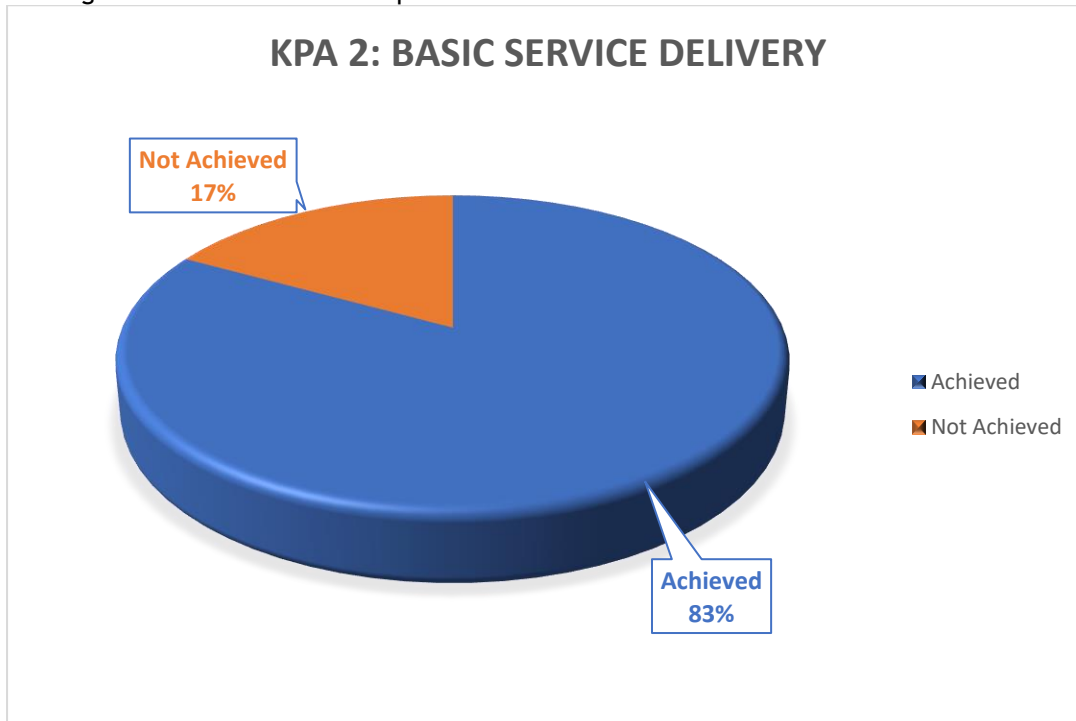


Figure 2: Performance of KPA 2

PERFORMANCE HIGHLIGHTS

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

MUNICIPAL PERFORMANCE AREA (KPA)	KEY INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Status (Achieved / Not Achieved)
Construction of Maqokomela Community Development Centre Ward 10 (MIG)	Percentage of Construction of Maqokomela Community Centre to be completed by deadline.	100% Construction of Maqokomela Community Development Centre (Site establishment, Earthworks, Foundation, Plastering, Plumbing works, Electrical works, Paving and Fencing) completed to be completed by end of 30 June 2025	100% Construction of Maqokomela Community Development Centre (Plastering, Plumbing works, Electrical works, Paving and Fencing) completed on 19 June 2025	Achieved

Construction of Hlalakahle CDC in ward 07	Percentage of Construction of Hlalakahle Community Development Centre (Paving and Fencing) to be completed by deadline.	100% Construction of Hlalakahle Community Development Centre (Paving and Fencing) to be completed by end of 30 September 2024	100% Construction of Hlalakahle Community Development Centre (Paving and Fencing) was completed on 6 May 2025.	Achieved
Construction of Msengeni CDC in ward 08	Percentage of Construction of Msengeni Community Development Centre (Fencing) to be completed by deadline.	100% Construction of Msengeni Community Development Centre (Fencing) to be completed by end of 30 September 2024	100% Construction of Msengeni Community Development Centre (Fencing) was completed on 19 August 2024.	Achieved
Construction of Makhawula/Ntaphuka Community Hall Ward 13	Percentage of Construction of Community Hall of Makhawula/Ntaphuka a Community Hall to be completed by deadline.	100% Construction of Makhawula/Ntaphuka a Hall (Paving/landscaping) to be completed by end of 30 September 2024	100% Construction of Makhawula/Ntaphuka a Hall (Paving/landscaping) to be completed on 6 May 2025.	Achieved
Disaster and Emergency Services Establishment ward 15	Percentage of Construction of Disaster and Emergency Services establishment to be completed by deadline.	70% Construction of Disaster and Emergency Services facility (Foundation, Walls) completed to be completed by end of 31 December 2024	Phase 1: 100% Construction of foundation, Walls for Fire Station was completed.	Overachieved .
Guard house of Mthombisa CDC Ward 03+13;19	Percentage of Construction of Guard house (Foundation, Walls, Roofing & Plastering) of Mthombisa Community Development Centre Ward 03 to be completed by deadline.	100% Construction of Mthombisa Community Development Centre Guard house (Foundation, Walls, Roofing & Plastering) to be completed by end of 30 June 2025	100% Construction of Mthombisa Community Development Centre Guard house (Foundation, Walls, Roofing & Plastering) completed on 13 June 2025	Achieved

Mangangeni CDC Renovation Ward 19	Percentage of Rehabilitation of Mangangeni CDC Hall Renovation to be completed by deadline.	100% Construction of Mangangeni Community Development Centre (Paving/landscaping, retaining wall, Sub-soil drainage, Electrical works, Stone pitching, Painting) completed to be completed by end of 30 June 2025	100% Construction of Mangangeni Community Development Centre (Paving/landscaping, retaining wall, Sub-soil drainage, Electrical works, Stone pitching, Painting) completed on 26 June 2025	Achieved
Ezimpondweni Hall Renovation Ward 17	Percentage of Rehabilitation of Ezimpondweni Hall Renovation to be completed by deadline.	100% Rehabilitation of Ezimpondweni Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Ezimpondweni Community Hall completed on 17 January 2025.	Achieved
Market Stalls Renovation Ward 08	Percentage of Market Stalls Renovation to be completed by deadline.	100% Renovation of Market stalls to be completed by end of 30 June 2025	100% Renovation of Market Stalls completed on 30 June 2025	Achieved
Umzamo CDC Renovation Ward 7	Percentage of Rehabilitation of Umzamo Hall Renovation to be completed by deadline.	100% Rehabilitation of Umzamo Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Umzamo Community Development Centre was completed on 17 March 2025	Achieved
Gcwensa Hall Renovation Ward 2	Percentage of Rehabilitation of Gcwensa Hall Renovation to be completed by deadline.	100% Rehabilitation of Gcwensa Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Gcwensa Community Hall was completed on 07 March	Achieved
Ntubeni Hall Renovation Ward 1 Phase 2	Percentage of Rehabilitation of Ntubeni Hall Renovation to be completed by deadline.	100% Rehabilitation of Ntubeni Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Ntubeni Community Hall was completed 06 March 2025	Achieved
Qhubakahle Hall Renovation Ward 6	Percentage of Rehabilitation of Qhubakahle Hall Renovation to be completed by deadline.	100% Rehabilitation of Qhubakahle Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Qhubakahle hall was completed on 10 February 2025	Achieved
Deda Hall Renovation in Ward 5	Percentage of Rehabilitation of Deda Hall Renovation to be completed by deadline.	100% Rehabilitation of Deda Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Deda Community Hall was completed on 10 February 2025	Achieved

Waterfall Hall Renovation Ward 3	Percentage of Rehabilitation of Waterfall Hall Renovation to be completed by deadline.	100% Rehabilitation of Waterfall Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Waterfall community hall was completed on 12 February 2025	Achieved
eGweni Community Hall Rehabilitation in ward 16	Percentage of Rehabilitation of eGweni Hall Renovation to be completed by deadline.	100% Rehabilitation of eGweni Hall Renovation to be completed by end of 31 March 2025	100% Rehabilitation of eGweni community hall was completed on 07 March 2025	Achieved
Sambaba Access Road Ward 6	Number of kilometres of Regravelling works of Sambaba Access Road to be completed by deadline.	1,5km Regravelling of Sambaba Access Road (Road base layer, drainage systems) to be completed by end of 30 September 2024	1,5km Regravelling of Sambaba Access Road (Road base layers, drainage system) was completed on 30 August 2024.	Achieved
Nhlangwini Access Road Ward 01	Number of kilometres of Regravelling works of Nhlangwini Access Road (Roadbed/formation layer) to be completed by deadline.	5,6km Regravelling of Nhlangwini Access Road (Road base layer, drainage system) to be completed by end of 30 September 2024	5,6 km Regravelling of Nhlangwini Access Road (Road base layers, drainage system) was completed on 20 December 2024.	Achieved
EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by	Number of number of jobs created through municipality's local, economic development initiatives, waste management including capital projects by deadline.	80 EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by end of 30 September 2024	85 EPWP work opportunities were created in July 2024.	Overachieved
Monitoring performance of Departmental Risk Profile reports	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	16 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2025	16 Quarterly progress reports on Departmental Risk Profile reports were completed.	Achieved
Mthombisa Access Road Ward 3 (Municipal Disaster Recovery Grant - MDRG)	Percentage of Construction of Mthombisa Access Road (Roadbed/formation layer) to be completed by deadline.	30% Construction of Mthombisa Access Road (Roadbed/formation layer) to be completed by end of 30 June 2025	98% Construction of Mthombisa Access Road (Roadbed/formation layer) was completed.	Overachieved

Ntabamhlophe Access Road Ward 8 (Municipal Disaster Recovery Grant - MDRG)	Percentage of Construction of Ntabamhlophe Access Road (Roadbed/formation layer) to be completed by deadline.	30% Construction of Ntabamhlophe Access Road (Roadbed/formation layer) to be completed by end of 30 June 2025	100% Construction of Ntabamhlophe Access Road (Roadbed/formation layer) was completed on 6 June 2025	Overachieved
Nhlangakazi Access Road Ward 9 (Municipal Disaster Recovery Grant - MDRG)	Percentage of Construction of Nhlangakazi Access Road (Roadbed/formation layer) to be completed by deadline.	30% Construction of Nhlangakazi Access Road (Roadbed/formation layer) to be completed by end of 30 June 2025	78% Construction of Nhlangakazi Access Road (Roadbed/formation layer) was completed.	Overachieved
Nogxaza Access Road Ward 19 (Municipal Disaster Recovery Grant - MDRG)	Percentage of Construction of Nogxaza Access Road (Roadbed/formation layer) to be completed by deadline.	30% Construction of Nogxaza Access Road (Roadbed/formation layer) to be completed by end of 30 June 2025	60% Construction of Nogxaza Access Road (Roadbed/formation layer) was completed.	Overachieved

CHALLENGES AND MEASURES TAKEN TO IMPROVE PERFORMANCE

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Reasons for Under-achievement and over achievement	Measures taken to improve performance
Construction of Khanyisa Sport field Ward 09 (MIG)	Percentage of Construction of Khanyisa Sport field to be completed by deadline.	100% Construction of Khanyisa Sport field (Site establishment, Site clearance, Earthwork, Fencing, Landscaping (Grassing) for soccer pitch, Change Rooms/ablution facility Foundation) to be completed by end of 30 June 2025	45% Construction of Khanyisa Sport field (Site establishment, setting out, Site clearance, Earthworks, foundation excavation, sub-structure brick work, Fencing, 50% water supply and 15% parking was completed. Target not met.	The project had delay due to regular rainfall occurring in all areas of Ndwedwe Municipality	The weather has cleared, and the project activities are being fast-tracked, this will be achieved in Quarter 1 on 30 September 2025

Construction of Shangase Hall Ward 18 (MIG)	Percentage of Construction of Shangase Community Hall to be completed by deadline.	100% Construction of Shangase Community Hall (Site establishment, Earthworks, Foundation, Wall, Plastering, Plumbing works, Electrical works, Paving and Fencing) to be completed by end of 30 June 2025	70% Construction of Shangase Community Hall (Electrical works 70%, Paving and concrete 10%, Fencing 100% and Plastering 100%) was completed. Target not met.	Termination of contract	New contractor will be appointed in Quarter 1: on 30 September 2025
INEP Electrification Ward 06, 07, 08, 11 & 15	Percentage of Construction INEP Electrification (Stringing, Installation of electricity lines and Transformers) to be completed by deadline.	100% Construction of INEP Electrification Ward 6,7,8,11 & 15 (Stringing, Installation of electricity lines and Transformers) to be completed by end of 30 June 2025	84% Construction INEP Electrification (Stringing, Installation of electricity lines and Transformers) was completed. Target not met.	Reduction of INEP Allocation by National Treasury from R11 477 000.00 to R10 279 000.00	The municipality had budgeted for the reduced amount of R1 198 000.00 in 2025-26 budget through Internal funding so that all the scope of works is completed
Ndwedwe Town Infrastructure Ward 15	Percentage of Construction works of Ndwedwe Town Infrastructure to be completed by deadline.	100% Construction works of Ndwedwe Town Infrastructure (Roadbed base layer/Pavement Road layers, black top Asphalt layer, drainage system), Street lights & Mini-substation, Water/Sewer construction and Platform Preparation for Shopping Centre to be completed by end of 30 June 2025	96% Construction works of Ndwedwe Town infrastructure and Platform earthworks Installation of kerbing channels, bulk earthworks for the Shopping Centre Platform, Pavement Road layers/Black top asphalt layer, Street lights/transformer installation and Water/Sewer line) was completed.	The project had delay due to regular rainfall occurring in Ndwedwe Town and payment delay by Department of Trade, Industry and Competition (DTIC)	The weather has cleared, and the project activities are being fast-tracked, DTIC engaged to speed up payment of work done

Capital expenditure monitoring	Percentage of municipality's capital budget spent on capital projects identified for a particular financial year in terms of the municipality's Integrated development plan completed by deadline.	100% Capital expenditure spent completed by end of 30 June 2025	95%	MIG allocation was not completed due to termination of contract in KwaShangase Hall Ward 18	The appointment of contractor to complete the scope of work in KwaShangase Hall will be appointed in Quarter 1: 2025-26 to report expenditure on the monies left for the project
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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.

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
16	14	2	88%

2024/2025

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
15	14	1	93%

The Figure below illustrates the performance of the KPA 3.

KPA 3: ECONOMIC DEVELOPMENT AND PLANNING



Figure 3: Performance of KPA 3

PERFORMANCE HIGHLIGHTS

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Status (Achieved / Not Achieved)
Ndwedwe Music Festival	Number of annual Ndwedwe Music Festival events to be held by deadline.	1 Annual Ndwedwe Music Festival event to be held by end of 31 December 2024	1- Festival was held on 20 December 2024	Achieved
Maskandi Festival	Number of annual Maskandi Festival event to be held by deadline	1 Annual Maskandi Festival event to be held by end of 31 December 2024	1 - Festival was held on 27 September 2024	Overachieved
Cluster Commercial Gardens	Number of Cluster Commercial Gardens supported by deadline.	10 Commercial Gardens supported by end of 30 June 2025	17	Overachieved.

Farmers market day	Number of Farmers market day events to be held by deadline.	2 Farmers market day events to be held by end of 30 June 2025	2	N/A
Co-operative Development	Number of Cooperatives supported by deadline.	15 Cooperatives supported by end of 31 March 2025	21	Overachieved
SMMEs supported	Number of quarterly SMMEs supported by deadline.	15 Quarterly SMMEs supported by end of 31 March 2025	115	Overachieved
Ndwedwe Town Development	Number of Ndwedwe Town Development Survey, Subdivision to be completed by deadline.	1 Ndwedwe Town Development Survey and Subdivision to be completed by end of 30 June 2025	1 Ndwedwe Town Development Survey and Subdivision completed	Achieved
Housing Forum meetings	Number of quarterly Housing Forum meetings to be held by deadline.	3 Quarterly Housing Forum meetings to be held by end of 31 March 2025	3	Achieved
LED Forum meetings	Number of quarterly LED Forum meetings to be held by deadline.	2 Quarterly LED Forums meetings to be held by end of 30 June 2025	2	Achieved
Bhamshela regeneration Development (Identification of new encroached development, re-submission, and consolidation)	Percentage of Bhamshela regeneration Development Phase 2 (Identification of new encroached development, re-submission, and consolidation) to be completed by deadline.	100% Bhamshela regeneration Development (Identification of new encroached development, re-submission, and consolidation) to be completed by end of 30 June 2025	100% Bhamshela regeneration Development (Identification of new encroached development, re-submission, and consolidation) to be completed	Achieved
Tourism Booklet	Number of Tourism Booklet developed by Council by deadline.	1 Tourism Booklet developed by end of 30 June 2025	1 Tourism Booklet has been developed	Achieved
Tourism Development Business Plan	Number of Tourism Development Business Plan by deadline.	1 Tourism Development Business Plan developed by end of 30 June 2025	1 Tourism Development Business Plan has been completed	Achieved

Tourism Indaba	Number of Tourism Indaba Stand to be erected by deadline.	1 Tourism Indaba Stand to be held by end of 30 June 2025	1 Tourism Indaba Stand has been completed purchased on 16 May 2025	Achieved
Monitoring performance of Departmental Risk Profile reports	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	16 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2025	16	Achieved

CHALLENGES AND MEASURES TAKEN TO IMPROVE

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Reasons for Under-achievement and over achievement	Measures taken to improve performance
Agricultural Plan	Number of Agricultural Plans developed and approved by Council by deadline.	1 Final Agricultural Plan developed and approved by Council by end of 30 June 2025	0	The Final Agricultural Plan has been completed and awaiting Council approval	Management will be submitting the Final Plan to Council on 30 July 2025 for approval

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.

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
15	15	0	100%

2024/2025

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
14	13	1	93%

The Figure below illustrates the performance of the KPA 4.



Figure 4: Performance of KPA 4

PERFORMANCE HIGHLIGHTS

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Status (Achieved / Not Achieved)
Compliance with MFMA regulations	Number of Mid-Year Budget Section 72(1) (b) MFMA report to National Treasury by deadline.	1 MFMA 72(1) (b) report submitted to National Treasury by end of 25 January 2025	1 MFMA 72(1) (b) report submitted to National Treasury on 25 January 2025	Achieved
Compliance with MFMA regulations	Number of quarterly Section 52 MFMA reports submitted to Council and National Treasury by deadline.	3 MFMA 52 Quarterly reports submitted to Council and National Treasury by end of 30 June 2025	3 MFMA 52 Quarterly reports submitted to Council and National Treasury	Achieved

Final Budget and related policies approved by Council	Number of Final Budget and related policies adopted by Council by deadline.	1 Final Budget and related policies adopted by Council by end of 31 May 2025	1 Final Budget and Related Policies approved and adopted by Council on 29 May 2025	Achieved
Supplementary Valuation Roll	Number of General and Supplementary Valuation Roll finalised by deadline.	1 General and Supplementary Valuation Roll finalised by end of 30 September 2024	1 General and Supplementary Valuation Roll finalised on 17 March 2025	Achieved
Screening of Suppliers from SCM Database	Number of quarterly Screening of Suppliers from SCM Database generated by deadline.	4 Quarterly Screening of Suppliers from SCM Database generated by end 30 June 2025	4	Achieved
SCM report	Number of quarterly SCM reports submitted to Council and Provincial Treasury by deadline.	4 Quarterly SCM reports submitted to Council and Provincial Treasury by end of 30 June 2025	4	Achieved
Payment of creditors (Pg 16 of MFMA circular 71)	Average number of days taken for trade creditors to be paid: Creditors Payment Period (Trade Creditors) Trade Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days)	30 Days taken for trade creditors to be paid by end of 30 June 2025	30 Days	Achieved
Maintain unqualified audit opinion	Number of Annual Financial Statements submitted to Auditor General (AG) by deadline.	1 AFS submitted to AG by end of 31 August 2024	1 AFS submitted to AG on 30 August 2024	Achieved
Conduct Asset Verification for Quality and a reliable fixed asset register	Number of annual Asset verification report on movable and immovable assets by deadline.	1 Annual Asset verification report on movable and immovable assets by end of 30 June 2025	1	Achieved

Liquidity Management (Pg 7 of MFMA circular 71)	Number of days for Cash/Cost Coverage Ratio (Excluding Unspent Conditional Grants) ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)) (Norm: Range between 30 and 90 days with 90 days being ideal)	90 Days cash on hand by 30 June 2025	120 Days	Achieved
Current Ratio (Pg 7 & 8 of MFMA circular 71)	Current Ratio Current Assets / Current Liabilities (Norm: 1.5 to 2.1)	1.5:1 Current Ratio by 30 June 2025	4.39	Achieved
Remuneration costs monitoring (Pg 17 of MFMA circular 71)	Percentage of Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs completed by deadline.	43% Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs by 30 June 2025	39%	Achieved
Monitoring performance of Departmental Risk Profile reports	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	16 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2025	16	Achieved

CHALLENGES AND MEASURES TAKEN TO IMPROVE

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Reasons for Under-achievement and over achievement	Measures taken to improve performance
Revenue Collection	% of Revenue collected by deadline.	81% of Revenue collected by end of 31 March 2025	68%	KPI target not achieved due to late payment by Public Works.	Management to ensure that Public Works pays by sending out reminder letters for payment.

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To promote good governance and public participation by conducting annual assessments forward committees, conduction of municipal employees for section 57 and conducting of Municipal Imbizo's. The table below indicates the total number of targets that have been met.

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
25 – 1(N/A) =24	21	3	88%

2024/2025

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
24	22	02	92%

The Figure below illustrates the performance of the KPA 5.

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

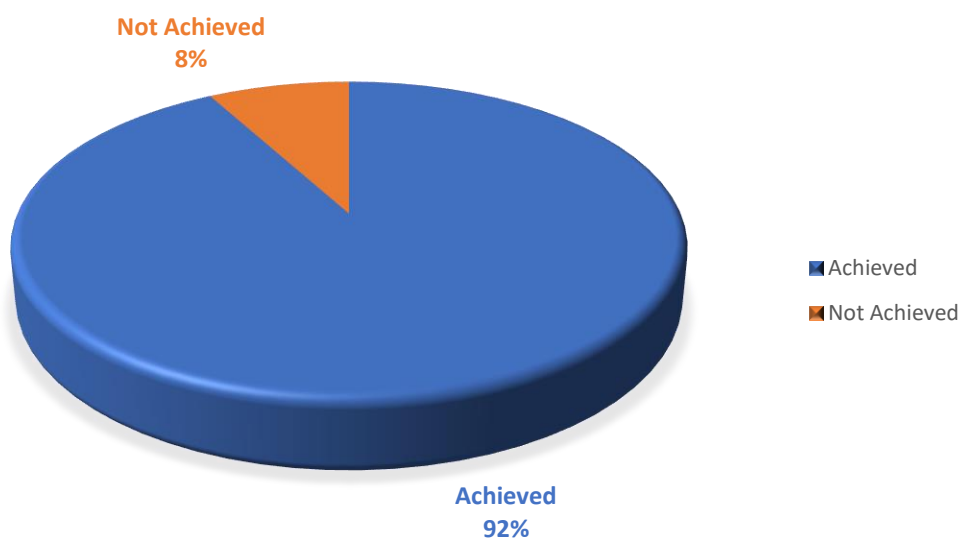


Figure 5: Performance of KPA 5

PERFORMANCE HIGHLIGHTS

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Status (Achieved / Not Achieved)
Submission of Internal Audit Report to Audit Committee	Number of quarterly reports submitted to Audit Committee by deadline.	4 Quarterly reports submitted to Audit Committee by end of 30 June 2025	9	Overachieved
Submission of Audit Committee Reports to Municipal Council	Number of quarterly reports submitted to Municipal Council by Audit Committee Chairperson by deadline.	4 Quarterly reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2025	4	Achieved
Internal Audit Charter	Number of Internal Audit Charter reviewed and submitted to Audit Committee for approval by deadline.	1 Internal Audit Charter reviewed and submitted to Audit Committee for approval by end of 30 June 2025	1	Achieved

Internal Audit Plan	Number of annual Internal Audit Plan developed and submitted to Audit Committee for approval by deadline.	1 Annual Internal Audit Plan developed and submitted to Audit Committee for approval by end of 30 September 2024	1	Achieved
Tabling of Annual Report to be approved by Council within 9 months after the end of a financial year	Number of Annual Reports approved by Council for adoption by deadline.	1 Annual Report to be approved by Council by end of 31 March 2025	1	Achieved
Tabling of Oversight report on the AR to be approved by Council no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5)	Number of Oversight Reports to be adopted by Council by deadline.	1 Oversight Report to be adopted by Council by end of 31 March 2025	1	Achieved
Performance Reviews	Number of quarterly performance reviews of Senior Managers conducted quarterly by deadline	3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2025	3	Achieved
Reviewed Performance Management Framework	Number of Reviewed Performance Management Framework approved by Council by deadline	1 Reviewed Performance Management Framework approved by Council by end 30 June 2025	1	Achieved
Annual Municipal Performance Report	Number of Annual Municipal Performance Report (AMPR) submitted to Auditor General (AG) by legislated deadline	1 AMPR submitted to AG by legislated deadline by end of 31 August 2024	1	Achieved
Annual IDP Review 2024/2025	Number of activities conducted to ensure the 2024/2025 IDP review (and Annexures) in line with S129 MFMA & Chapters 5&6 MSA and submit to Council for adoption by deadline.	2 Final 2024/2025 IDP review (and Annexures) submitted to Council for adoption by 30 June 2025	2	Achieved
Mayoral/IDP Izimbizo	Number of Mayoral IDP and Budget Izimbizo to be hosted by end of deadline.	10 Mayoral IDP and Budget Izimbizo to be hosted by end of 30 June 2025	12	Overachieved.

Ward Committees Training	Number of annual Ward Committee trainings to be held by end of deadline.	1 Annual Ward Committee training conducted by end of 31 December 2024	1	Achieved
Ward Committees Quarterly Meeting	Number of quarterly Ward Committee meetings to be held by deadline.	4 Quarterly Ward Committee meetings held by end of 30 June 2025	15	Overachieved.
Public Participation Strategy	Number of Public Participation Strategy reviewed and approved by Council by deadline.	1 Final Public Participation Strategy reviewed and approved by Council end of 30 June 2025	1- Submitted to Council on 29 May 2025	Achieved
Media Slots	Number of Media slots conducted by end of deadline.	19 Media slots conducted by end of 30 June 2025	20	Overachieved
Newsletter	Number of electronic Newsletter prepared by deadline.	2 Newsletters prepared by end of 30 June 2025	2	Achieved
Monitoring performance of effective enterprise risk management	Number of quarterly Risk registers updated by deadline.	16 Quarterly Risk registers updated by end of 30 June 2025	16	Achieved
Risk Management meetings	Number of quarterly Risk Management Committee meetings to be held by deadline.	4 Quarterly Risk Management Committee meetings held by end of 30 June 2025	4-Submitted to Risk Management and Compliance Committee	Achieved
Risk Management	Number of Annual Risk assessment conducted by deadline.	1 Annual Risk assessment conducted by end of 30 June 2025	1-Annual Risk assessment was conducted on 08 April 2025	Achieved
Enterprise Risk Management Policy and Framework	Number of Enterprise Risk Management Framework and Policy reviewed and approved by Council by deadline.	1 Risk Mngt Framework and Policy reviewed and approved by Council by end of 30 June 2025	1- Submitted to Council 29 May 2025	Achieved
Anti-Fraud and Corruption Strategy & Policy	Number of Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by deadline.	1 Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by end of 30 June 2025	1- Submitted to Council 29 May 2025	Achieved

Anti-Fraud and Corruption Strategy & Policy	Number of quarterly Hotline reports submitted to RMC, AC, MPA and EXCO by deadline.	4 Quarterly Hotline reports submitted to RMC, AC, MPAC and EXCO by end of 30 June 2025	4	Achieved
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CHALLENGES AND MEASURES TAKEN TO IMPROVE

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Reasons for Under-achievement and over achievement	Measures taken to improve performance
Speaker Izimbizo	Number of bi-annual Speaker's Izimbizo to be hosted by deadline.	2 Speaker's Izimbizo's to be hosted by end of 30 June 2025	1	The KPI target far exceeded the allocated budget, therefore the municipality conduct 1 Imbizo was held in in quarter 2 and in quarter 4 the Imbizo was not conducted due to budget constraints.	Management will ensure that the KPI target will be achieved in quarter 2 in the new financial year.
Communication Strategy	Number of Communication Strategy developed and approved by Council by deadline.	1 Final Communication Strategy developed and approved by Council end of 30 June 2025	0	The Final Communication Strategy has been completed and awaiting Council approval	Management will be submitting the Final Strategy to Council on 30 August 2025 for approval

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.

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
40-2(N/A) =38	37	1	97%

2024/2025

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
25-1(N/A) =24	23	1	96%

The Figure below illustrates the performance of the KPA 6.



Figure 6: Performance of KPA 6

PERFORMANCE HIGHLIGHTS

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Status (Achieved / Not Achieved)
Municipal Waste collections	Number of times refuse collected at Business premises/Public Skip Bins and dump areas by deadline.	395 Refuse collections at Ndwedwe Town, Msundunzi, Cell C, Mthebeni, Montebello, Bhamshela and Sonkombo done by end of 30 June 2025	573	Overachieved
Gender programmes	Number of Women's Caucus programmes held by deadline	1 Women's Caucus programme to be held by end of 30 September 2024	1	Achieved

Ingoma	Number of Ingoma programs held by deadline	1 Ingoma program to be held by end of 31 March 2025	1	Achieved
Gender programmes	Number of Gender (Male & Female) programmes to be held by deadline	1 Gender (Male & Female) programme to be held by end of 30 September 2024	2	Overachieved
Gender programmes	Number of Women's programme held by deadline	2 Women's programme to be held by end of 31 March 2025	3	Overachieved
Disability programme	Number of Disability programmes to be held by deadline.	2 Disability programmes to be held by 30 June 2025	2	Achieved
Dress a child uniform campaign	Number of schools benefitted annually from Dress a child campaign by deadline.	28 Schools that benefitted from Dress a child campaign by end of 31 March 2025	33	Overachieved
Orphans and Farm Workers Program	Number of programmes for Orphans and Farm workers held by deadline.	1 Orphans and Farm workers Programme held by end of 31 March 2025	1	1
Christmas Program for Senior Citizens	Number of Christmas programmes for Senior citizens held by deadline.	1 Christmas Programme for Senior Citizens held by end 31 December 2024	1	Achieved
Civil Society Forum	Number of quarterly Civil Society Forums held by deadline.	4 Quarterly Civil Society Forums held by end of 30 June 2025	4	Achieved
Ndwedwe HIV/Aids Day event	Number of HIV/Aids Day events held by deadline.	1 HIV/Aids Day event held by end of 31 December 2024	2	Overachieved
16 Days of Activism	Number of Activism programs for 16 days held by deadline.	1 16 Days of Activism programmes to be held by end of 31 December 2024	2	Overachieved
Umkhosi Wesintu	Number of Umkhosi Wesintu event held by deadline.	2 Umkhosi Wesintu events held by end of 31 March 2025	3	Overachieved

Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations	Number of Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations events held by deadline.	1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 31 September 2024	1	Achieved
Child Protection Program	Number of Child Protection Program held by deadline	1 Child Protection Program held by end of 31 May 2025	1	Achieved
Mandela Day Program	Number of Mandela day programmes to be held by deadline.	1 Mandela Day Program held by end of 31 July 2024	1	Achieved
Operation Sukuma Sakhe(OSS) local task team meetings	Number of quarterly OSS meetings to be held by deadline.	4 Quarterly OSS meetings to be held by end of 30 June 2025	6	Overachieved
Disaster Awareness Campaigns	Number of Fire and Disaster awareness campaigns to be held by deadline.	12 Fire and Disaster awareness campaigns to be held by end of 30 June 2025	36	Overachieved
District Disaster Management Advisory Forums	Number of quarterly Disaster Management Advisory Forum meetings to be held by deadline	4 Quarterly Disaster Management Advisory meetings to be held by end of 30 June 2025	4	Achieved
Disaster Management Emergency Relief	Number of monthly Incidents/disasters reports submitted to the district disaster management centre by deadline.	12 Monthly Incidents/disasters reports submitted to the district disaster management centre by end of 30 June 2025	12	Achieved
Disability Games (Local, District, Provincial and National)	Number of Disability Games hosted by deadline.	2 Disability Games hosted by end of 31 December 2024	2	Achieved
SALGA Games (Local/District and Provincial)	Number of SALGA games hosted by deadline.	2 SALGA Games hosted by end of 31 December 2024	4	Overachieved
Sports Development/Recreation programs	Number of quarterly Sports development programmes to be held by end of deadline	12 Sports development programs hosted by end of 30 June 2025	12	Achieved

Examination Prayer	Number of Examination Prayers to be hosted by deadline.	1 Examination Prayer to be hosted by end of 30 November 2024	1	Achieved
Youth Development	Number of monthly Youth development programmes to be hosted by deadline.	12 Monthly Youth development programmes to be hosted by end of 30 June 2025	20	Overachieved
Young Local Artists Support Workshop	Number of Annual support workshops for Young Local Artists held by deadline.	1 Annual Young Local Artists Support workshop held by end of 31 December 2024	1	Achieved
Youth Council meeting	Number of quarterly Youth Council meetings to be held by deadline.	4 Quarterly Youth Council meetings to be held by end of 30 June 2025	4	Achieved
Monitoring performance of Departmental Risk Profile reports	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	16 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2025	16	Achieved

CHALLENGES AND MEASURES TAKEN TO IMPROVE

MUNICIPAL KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Reasons for Under-achievement and over achievement	Measures taken to improve performance
Procurement of Library Books	Number of Library books procured for by deadline	50 Library books procured by end of 31 March 2025	22	The Textbooks target was not achieved due to the increase in price therefore only 22 textbooks were purchased instead of 50.	Management will ensure that planning and budget is done prior to setting the targets in the new financial year in line with budget requirements.

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.

DETERIORATING PERFORMANCE

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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.

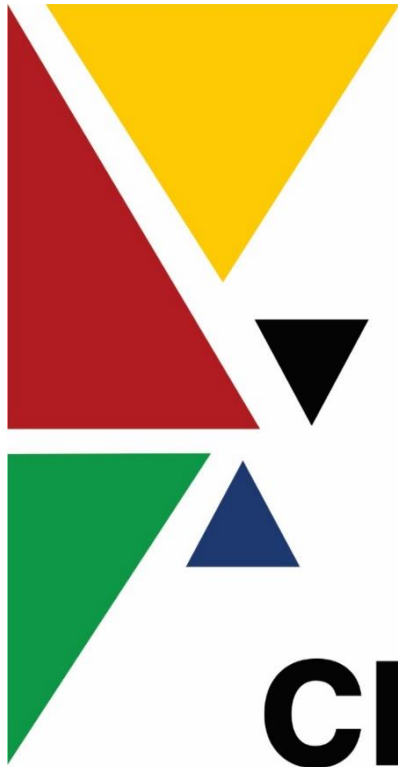
Performance Analysis and rating criteria for contractor performance rating purposes, the following rating criteria is used:

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:

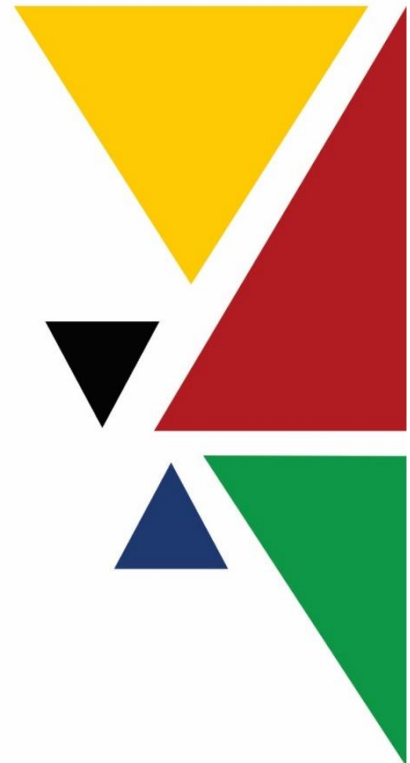
Assessment Key	
Good (G)	<i>The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract</i>
Satisfactory (S)	<i>The service has been provided at acceptable standards and outside of the timeframes stipulated in the SLA/Contract</i>
Poor (P)	<i>The service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

IDP REF NO.	MUNICIPAL KEY PERFORMANCE AREA (KPA)	PERFORMANCE RATING
TS01	Construction of Khanyisa Sport field Ward 09 (MIG)	SATISFACTORY
TS02	Construction of Shangase Hall Ward 18 (MIG)	POOR
TS03	Construction of Maqokomela Community Development Centre Ward 10 (MIG)	GOOD
TS04	Construction of Hlalakahle CDC in ward 07	GOOD
TS05	Construction of Msengeni CDC in ward 08	GOOD
TS06	Construction of Makhawula/Ntaphuka Community Hall Ward 13	GOOD
TS07	INEP Electrification Ward 06, 07, 08, 11 & 15	SATISFACTORY
TS08	Disaster and Emergency Services Establishment ward 15	GOOD
TS09	Guard house of Mthombisa CDC Ward 03	GOOD
TS10	Mangangeni CDC Renovation Ward 19	GOOD
TS11	Ezimpondweni Hall Renovation Ward 17	GOOD
TS12	Market Stalls Renovation Ward 08	GOOD
TS13	Umzamo CDC Renovation Ward 7	GOOD
TS14	Gcwensa Hall Renovation Ward 2	GOOD
TS15	Ntubeni Hall Renovation Ward 1 Phase 2	GOOD
TS16	Qhubakahle Hall Renovation Ward 6	GOOD
TS17	Deda Hall Renovation in Ward 5	GOOD
TS18	Waterfall Hall Renovation Ward 3	GOOD
TS19	eGweni Community Hall Rehabilitation in ward 16	GOOD
TS20	Ndwedwe Town Infrastructure Ward 15	SATISFACTORY
TS21	Sambaba Access Road Ward 6	GOOD
TS22	Nhlangwini Access Road Ward 01	GOOD
TS23	EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by	
TS24	Capital expenditure monitoring	
TS25	Monitoring performance of Departmental Risk Profile reports	
TS26	Mthombisa Access Road Ward 3 (Municipal Disaster Recovery Grant - MDRG)	EXCELLENT
TS27	Ntabamhlophe Access Road Ward 8 (Municipal Disaster Recovery Grant - MDRG)	EXCELLENT
TS28	Nhlangakazi Access Road Ward 9 (Municipal Disaster Recovery Grant - MDRG)	EXCELLENT
TS29	Nogxaza Access Road Ward 19 (Municipal Disaster Recovery Grant - MDRG)	EXCELLENT



CHAPTER FOUR

Organisational Development (Performance Report Part 2)



CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO MUNICIPAL WORKFORCE

- INTRODUCTION TO THE MUNICIPAL WORKFORCE PERSONNEL

The Municipal Manager, three Directors are appointed on a fixed term contract and two Directors are permanently employed in terms of Section 57 of the Municipal Systems Act 32 of 2000. On the 28 December 2023 the municipality was able to successfully appoint the Municipal Manager, Mr S.D.G Khuzwayo.

The reviewed staff establishment of the Municipality was adopted and approved on 22 May 2025. 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 Council's term of office, *i.e.*, 2022-2027.

The municipality's institutional arrangement comprises of a Political and Administrative structure. The Political structure (**EXCO and Council**) plays an oversight role and are the decision makers within the municipality whilst the administrative structure is responsible for implementing Council's strategic goals. The Administrative structure of the municipality is made up of 6 departments, namely:

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

The above-mentioned departments are monitored by the **5 Portfolio Committees** within the municipality which are established by Council. The role of these Portfolio Committees is to simply track progress and overlook the functionality and performance of the municipality. In addition to the Portfolio Committees, the Council has a further **2 Committees** that play an oversight role within the municipality, namely:

- Audit Committee (AC)
- Municipal Public Accounts Committee (MPAC)

Ndwedwe local municipality has a total number of 204 employees however 40 is contractually employed and 155 permanently employed.

EMPLOYEE TOTALS, TURNOVER AND VACANCIES

SUMMARY NO. OF EMPLOYEES/STAFF FOR THE FINANCIAL YEAR 2024/2025

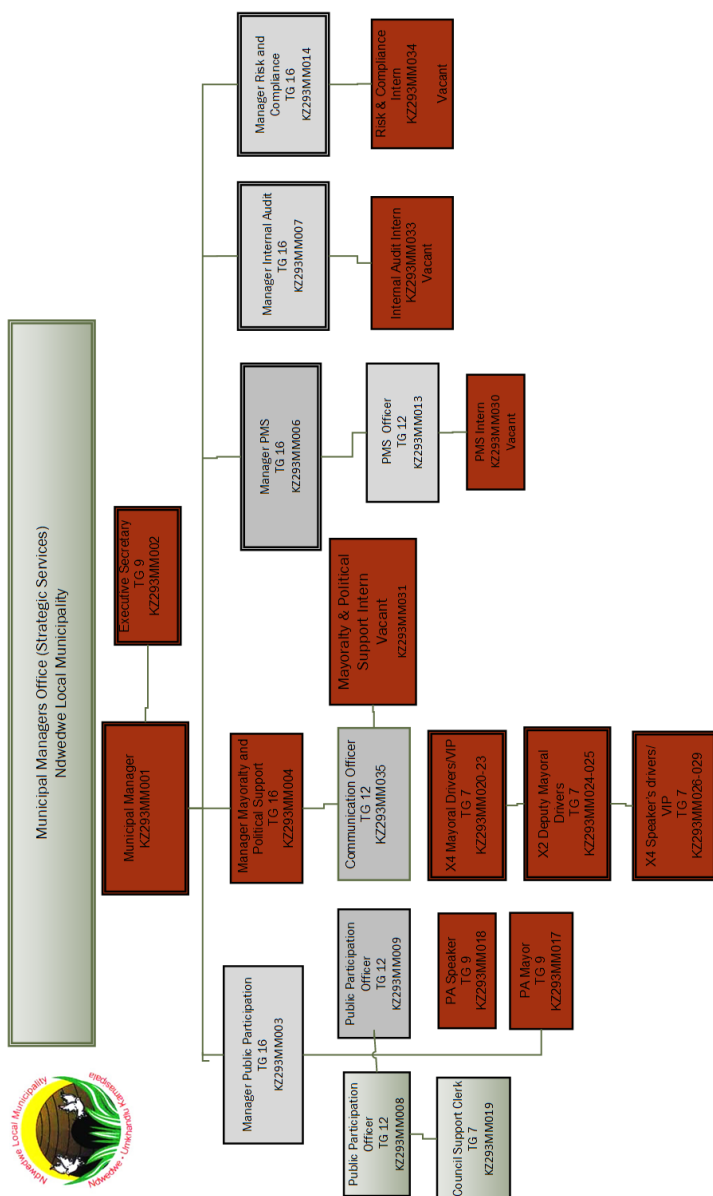
Department	Permanent employees	Contract employees	Intern employees
Office of the Municipal Manager		19	1
Finance	22	1	6
Department of Corporate Services	38	1	1
Department of Community Services	36	5	1
Economic Development and Planning	13	2	
Technical Services	26	5	
Total	155	40	

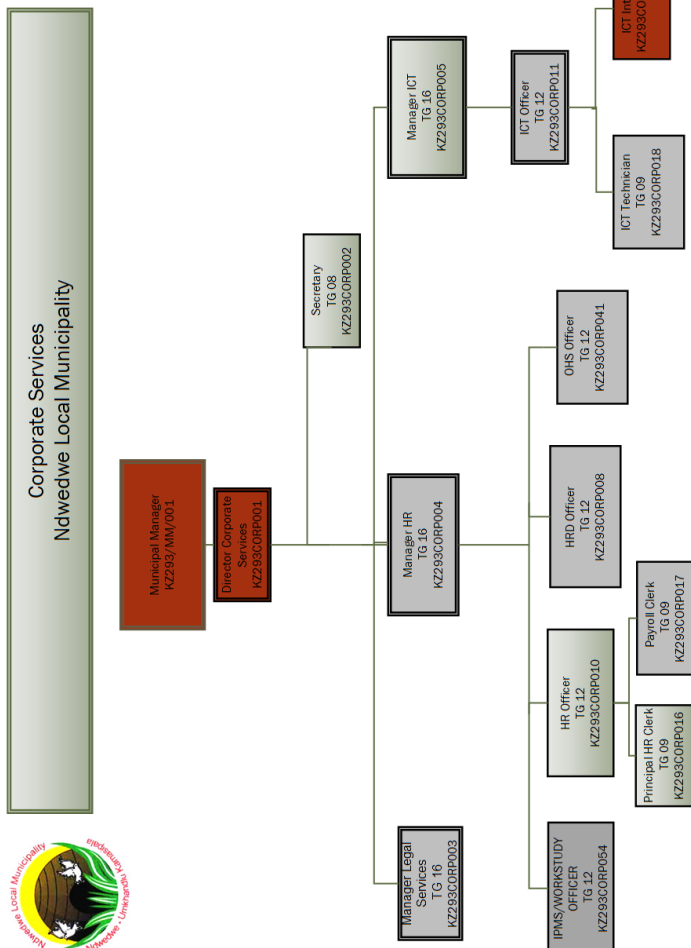
TABLE 51: STAFF COMPLEMENT

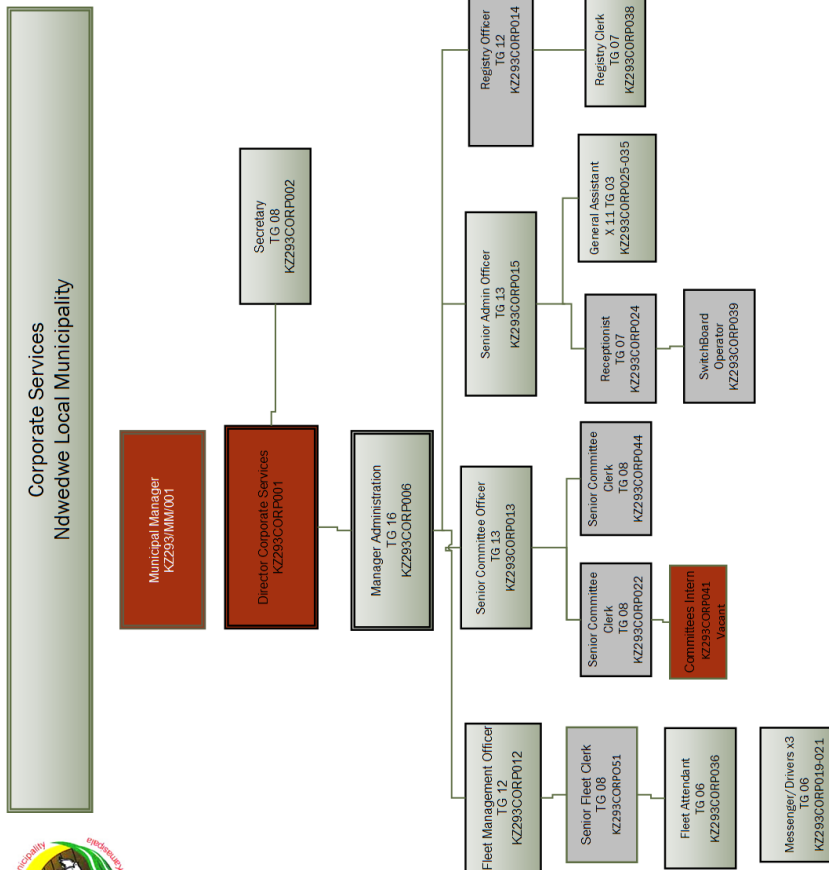
The Organogram is to a large extent taken into account the need for the proper re-engineering of the institution so that the municipality is orientated towards meeting its strategic directives. 78% of the vacant posts have been filled. The Municipality has staff compliments of 130. It is always the Council's 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.

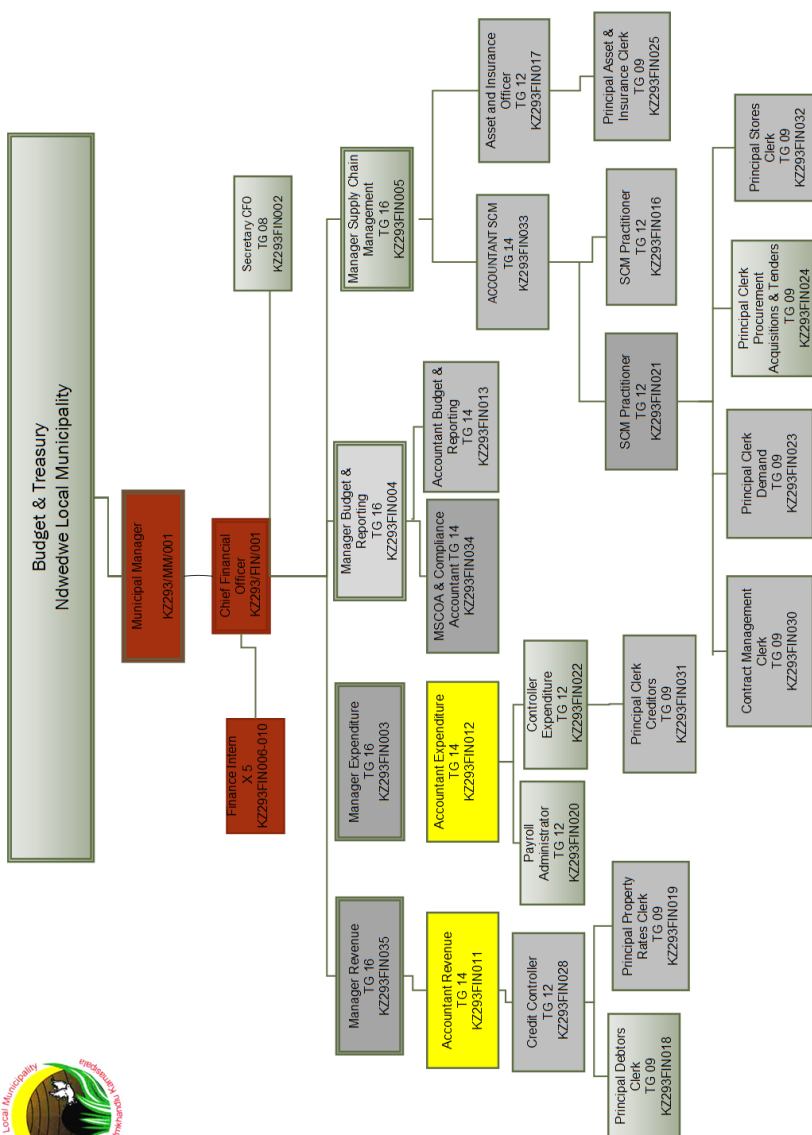
The Organogram below shows the structures of different departments within the Municipality. The number of filled posts, posts budgeted for, those not currently budgeted for as well as the contract post has been indicated.

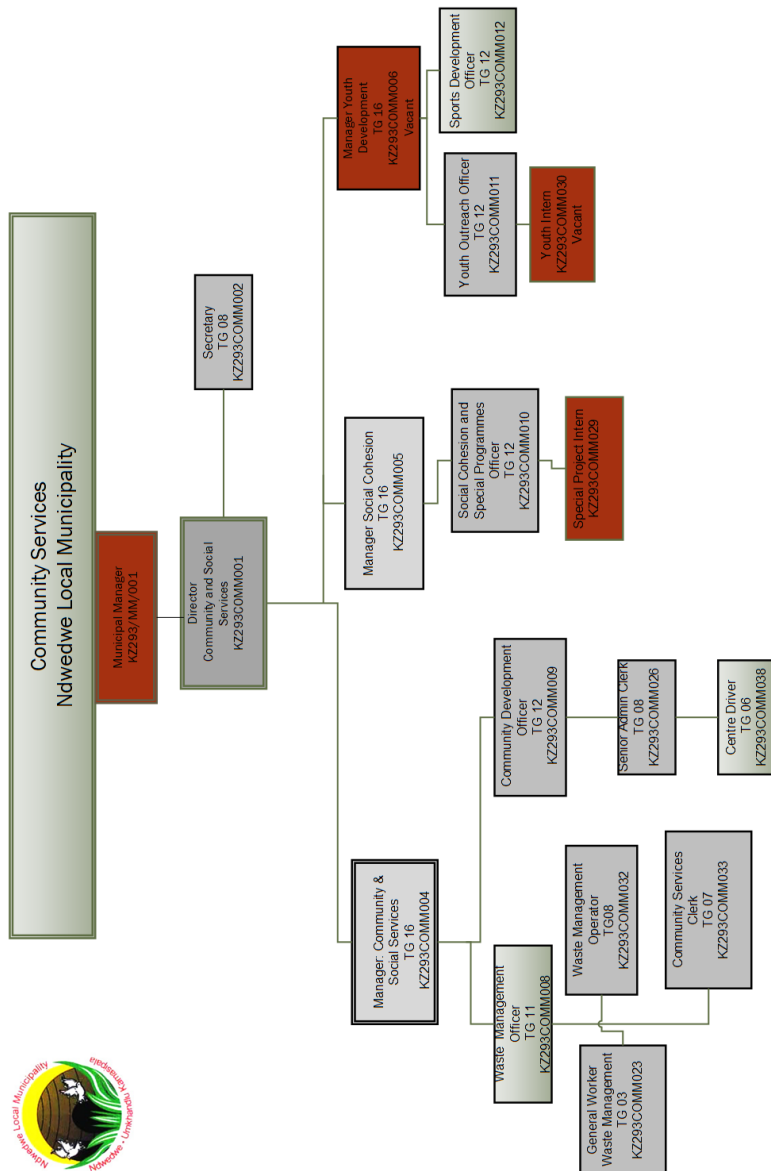
the Organisational structure/organogram is depicted below.

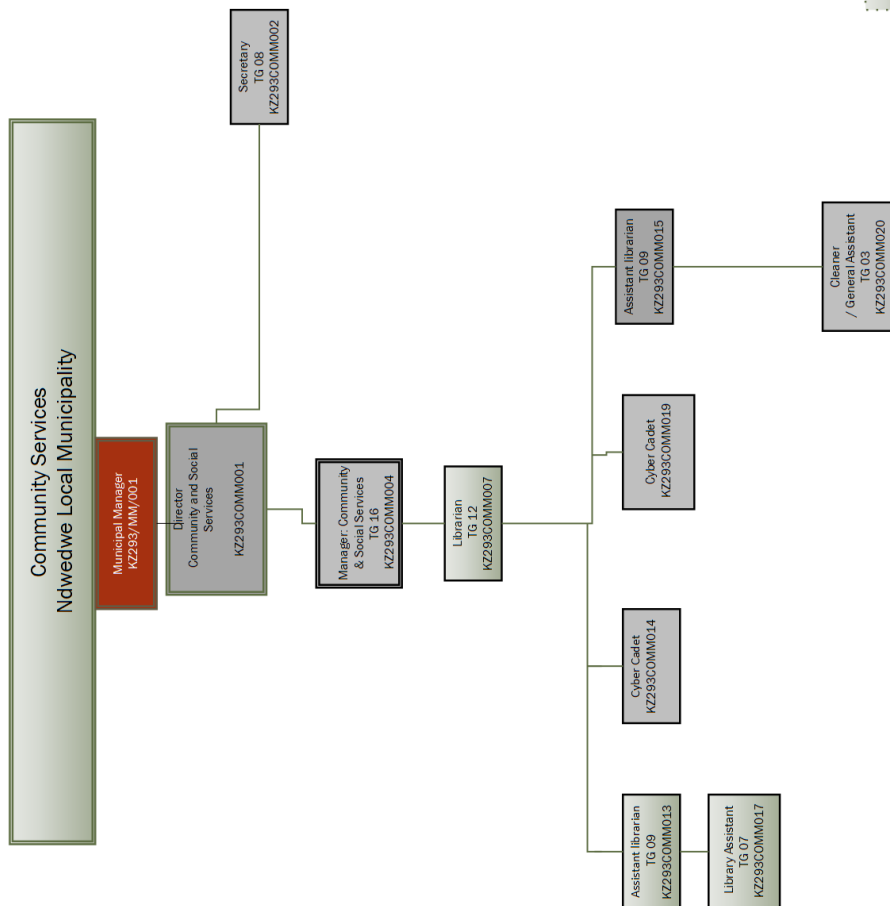


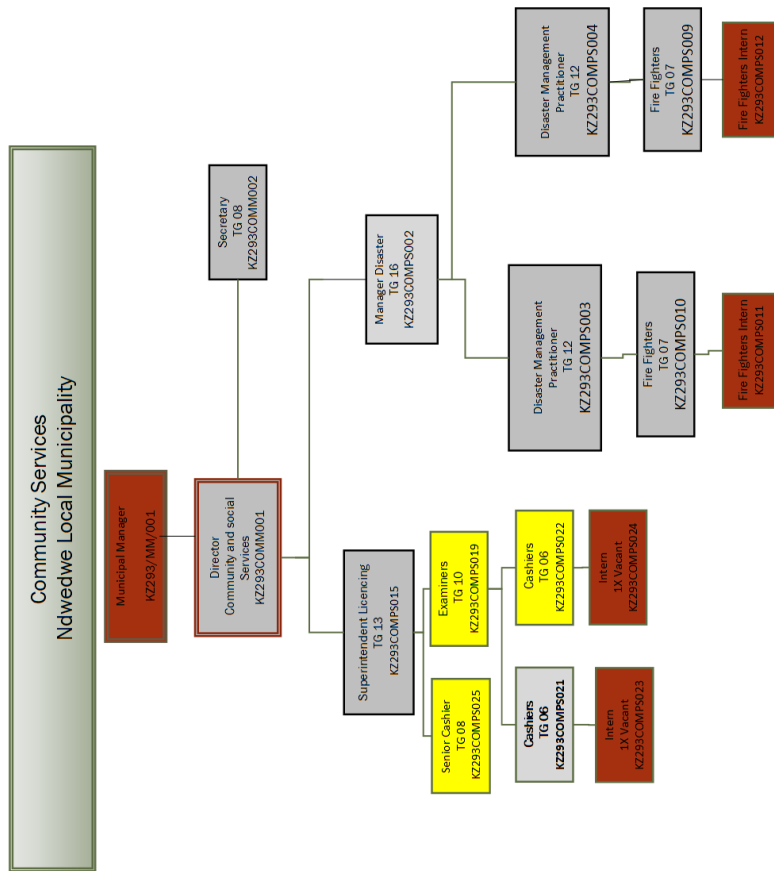


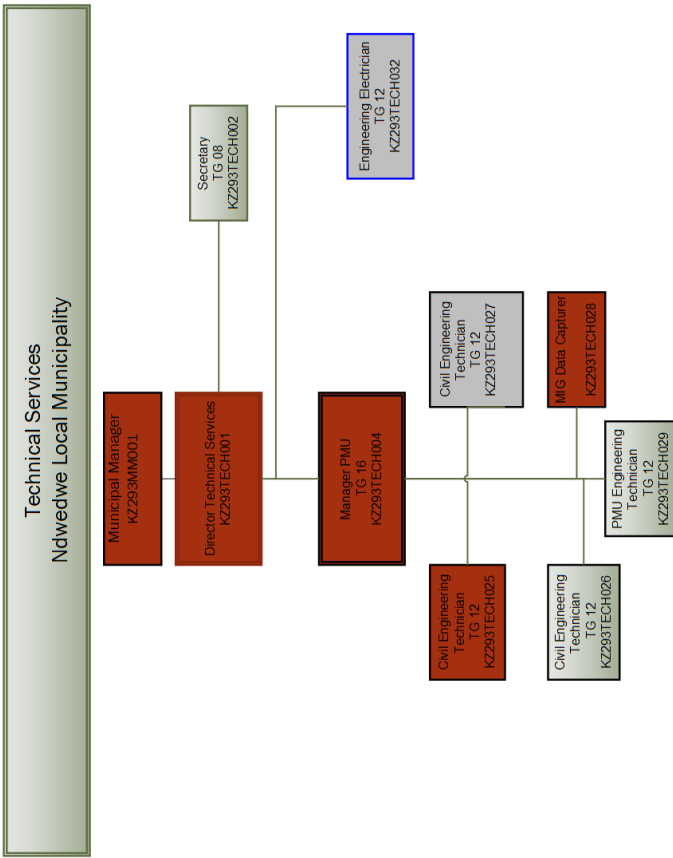


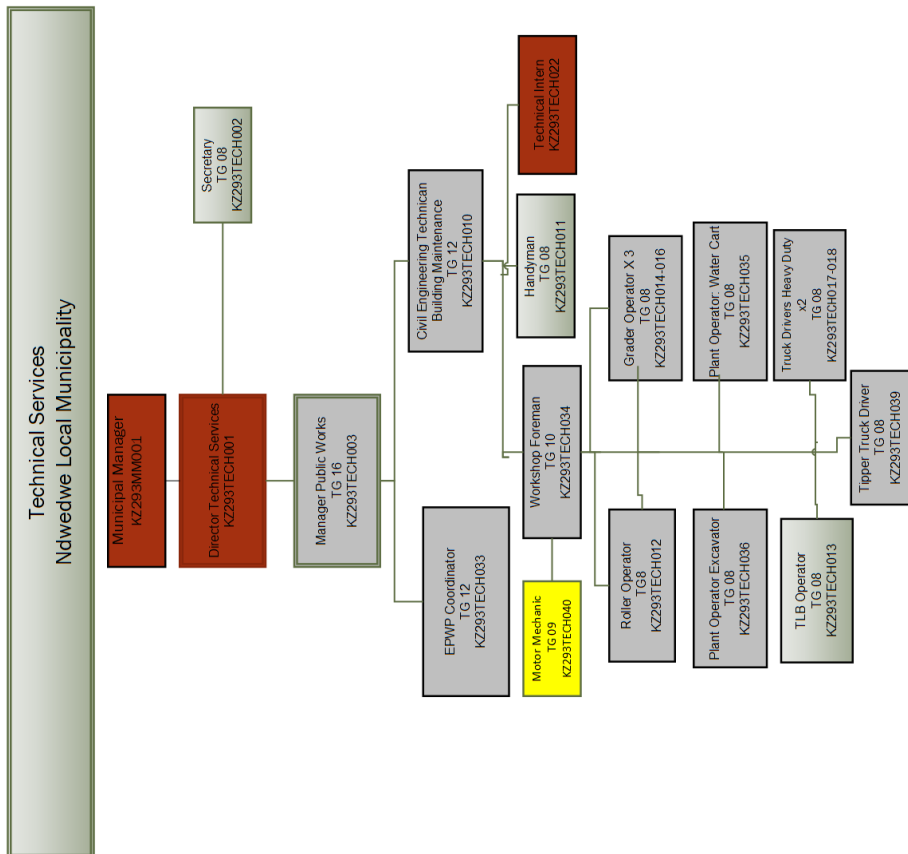


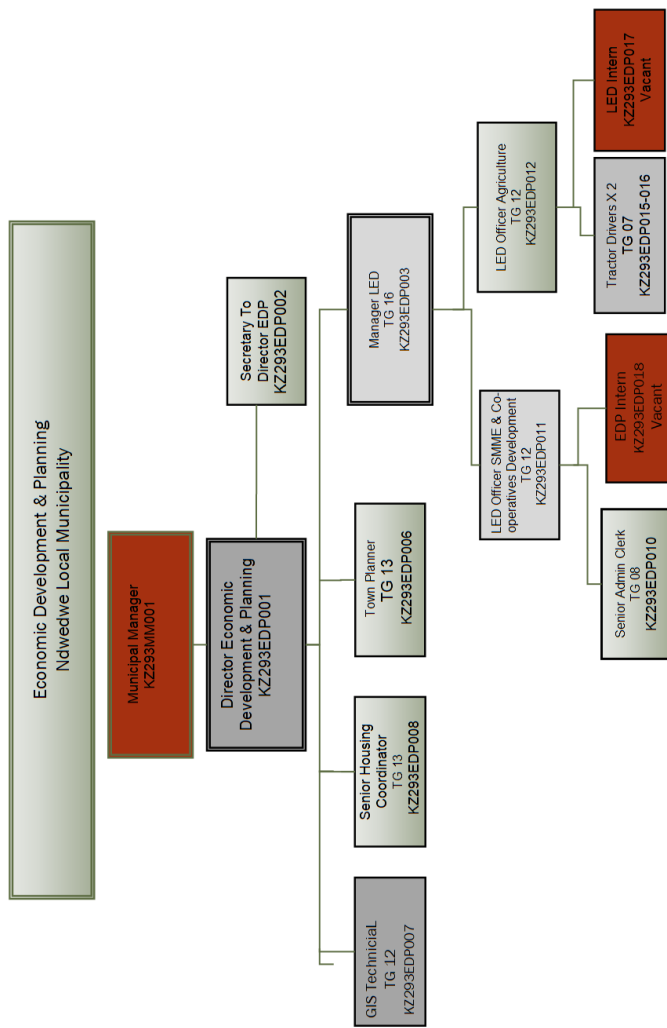












COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

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.

✓ WORKFORCE LEVELS

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: Internal Audit, Manager: PMS/IDP and Manager: Risk Management.
- **Director Economic Development and Planning: The Director EDP position is filled.** This directorate is responsible for the sustainable economic growth, include Local Economic Development, Tourism, agricultural development, environmental/development planning, and sustainable human settlements (Housing Development). Since the filling of the Manager: LED 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 Nhlankakazi tourism project and Kwaoshe projects; there are food massification agricultural projects that are currently being implemented (e.g. Makhluseni 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): The CFO position is filled.** This directorate is responsible for financial management and viability of the municipality. Since 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 position is filled.** the incumbent is responsible for good governance public participation. 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 Director: Community and Social Services, 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, Individual 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 incumbent is responsible for the delivery of sustainable infrastructure and basic services in accordance with the strategic objectives of the IDP.

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
1.	SCM Policy	100%	Yes
2.	Indigent Policy	100%	Yes
3.	Credit Control Policy	100%	Yes
4.	Cellular Phone Policy	100%	Yes
5.	Catering Policy	100%	Yes
6.	Pauper And Burial Policy	100%	Yes
7.	S&T For Employees and Councilors	100%	Yes
8.	Bursary Policy	100%	Yes
9.	Overtime	100%	Yes
10.	Provision Of Protection Personnel Political Assistance to Political Office Bearers	100%	Yes
11.	Placement & Acting Policy	100%	Yes
12.	Fleet Management Policy	100%	Yes
13.	Recruitment Policy	100%	Yes
14.	1. ICT Policies 2. ICT Policy and Framework 3. ICT Security Control Policy	100%	Yes

	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 Standardization Policy		
15.	1. SCM Policy 2. Budget Policy 3. Property Rates Policy 4. Petty Cash Policy	100%	Yes
16.	1. Indigent Policy and register	100%	Yes

TABLE 52: 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 policies 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 July 2024 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

• 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.

• 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.

Name of skills programmes	Number of employees	Number of councillors
Develop and Promote Labour Intensive Construction Strategies training	4	
ARC GIS Pro Basic Training	4	
Portfolio Councillor Induction	2	
Policy Workshop	21	37
MFMP	7	
Office Administration	8	
BY Annual Seminar Legislative and System Lecture	4	
Risk Management Training	4	20
Municipal	3	20
OHS Training	7	
Fire Fighter Training	7	
Refresher Course for Operators	12	

SKILLS MATRIX

Management	Gender	Employees in post as of 30 June 2025	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	36				35
Technicians and associate professionals	Female	3		3		3
	Male	5		3		5
				5		
Professionals	Female	14		4		14
	Male	16				15
Sub total		96				96

• SKILLS DEVELOPMENT AND EXPENDITURE

The skills planning is central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the iLembe District. During 2024/2025 financial year, the Municipality conducted skills audit and identified what skills were required and developed strategies, tasks and schedules in ensuring that the Municipality build those skills in order to deliver on our Integrated Development Plan objectives. A total of 97 beneficiaries including 37 Councillors and 60 officials have benefited.

Name of skills programmes	Number of employees	Number of councillors
Develop and Promote Labour Intensive Construction Strategies training	4	
ARC GIS Pro Basic Training	4	
Portfolio Councillor Induction	2	
Policy Workshop	21	37
MFMP	7	
Office Administration	8	
BY Annual Seminar Legislative and System Lecture	4	
Risk Management Training	4	20
Municipal	3	20
OHS Training	7	
Fire Fighter Training	7	
Refresher Course for Operators	12	

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

• 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.

• EMPLOYEE EXPENDITURE PER DEPARTMENT

The following is the employee expenditure for Ndwedwe Municipality.

TABLE 53: EMPLOYEE EXPENDITURE

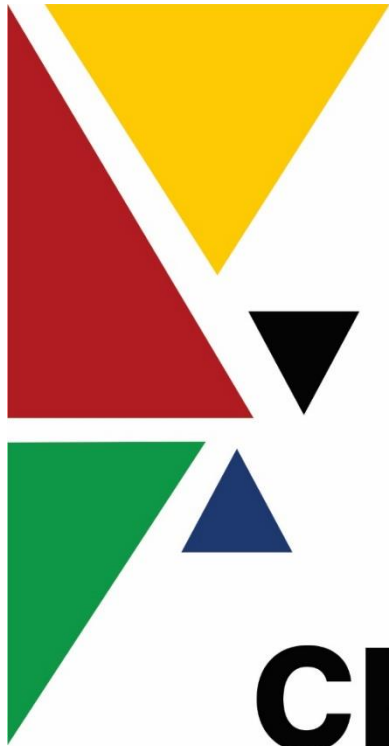
DESCRIPTION	FINANCE	MUNICIPAL MANAGER	CORPORATE SERVICES	COMMUNITY SERVICES	EDP	TECHNICAL SERVICES	TOTAL
Basic Salary	8 239 066.49	9 068 619.65	9 269 866.56	5 722 413.82	4 236 824.23	7 054 797.72	43 591 588.47
Basic Salary Section 57	601 421.17	771 295.49	497 334.85	143 064.38		668 524.51	2 681 640.40
EPWP Salary				986 255.66		3 962 292.39	4 948 548.05
Basic Salary FMG Interns	447 069.89						447 069.89
Basic Salary Library Grant				1 116 631.79			1 116 631.79
Bonus	1 118 613.80	326 920.61	816 127.19	444 413.98	307 207.70	421 370.23	3 434 653.51
Bonus Library Grant				-			-
Bonus Section 57				158 122.83			158 122.83
Vehicle Allowances	167 938.77	743 440.00	277 506.24	294 048.48	83 132.40	266 678.28	1 832 744.17
Vehicle Allowances Section 57	195 274.75	248 176.24	177 522.50	33 960.96		211 992.88	866 927.33
Medical Aid	650 342.06	417 482.88	971 703.84	554 275.01	342 135.00	439 080.72	3 375 019.51
Library							-
Medical Aid Section 57	58 051.18	57 549.60	52 317.26	193 214.28		63 328.56	424 460.88
Pension Fund and Provident fund	2 763 889.57	1 407 925.47	2 487 060.75	1 807 682.32	865 340.95	1 371 852.63	10 703 751.69
UIF	47 509.09	56 131.68	75 536.58	32 434.15	21 077.28	84 857.16	317 545.94
UIF Library				14 429.54			14 429.54
UIF Section 57	1 948.32	2 125.44	1 771.20	354.24		2 125.44	8 324.64
Housing Allowance	57 187.84	25 593.84	63 984.60	38 390.76	38 390.76	38 390.76	261 938.56
Leave Gratuity	210 101.28	13 858.10	41 287.50	56 187.00	13 858.10	13 303.35	348 595.33
Leave Pay	319 372.59	57 009.60	133 179.30	106 265.56	81 858.29	85 295.44	782 980.78
Retirement Annuity							-
Clothing Allowance		510 000.00					510 000.00
Available Allowance	966 624.62	132 000.00	27 000.00			105 000.00	1 230 624.62
Bargaining Council	3 436.76	3 562.52	4 837.08	2 867.76	1 274.56	3 004.32	18 983.00
Overtime	76 496.47	99 998.13	156 228.89	144 818.11	61 309.11	81 588.36	620 439.07
TOTAL	15 924 344.65	13 941 689.25	15 053 264.34	11 849 830.63	6 052 408.38	14 873 482.75	77 695 020.00

- EMPLOYEES AND COUNCILLORS' EXPENDITURE

The employee related costs are determined by the approved organogram of the municipality. The municipality prepares the budget estimates for the next three years. The proposed budget estimates for employee related costs (including councillors' allowance) are as follows:

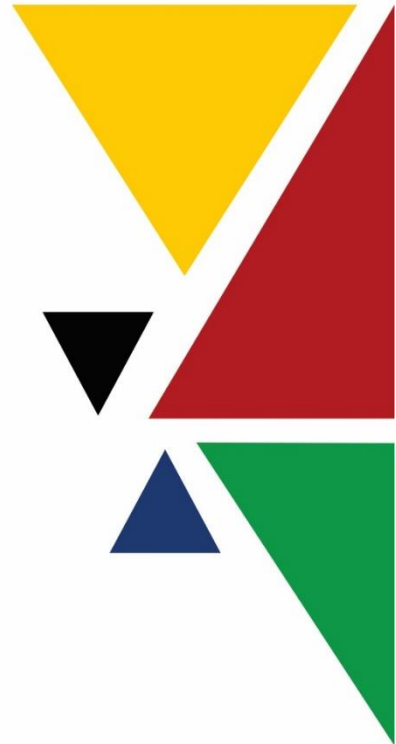
This information will be provided once the Audit is concluded.

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CHAPTER FIVE

Financial Performance



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: Cash flow Management and Investment
- Component D: Other Financial Matters

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE 2024/2025

This information will be provided once the Audit is concluded.

• GRANTS

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 and Open Space Plan and others.

• ASSET MANAGMENT

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.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

- CAPITAL SPENDING ON 5 LARGEST PROJECTS

This information will be provided once the Audit is concluded.

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

- 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.

- BORROWING AND INVESTMENTS BANKS

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

- 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 and 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.

SUPPLY CHAIN MANAGEMENT

The Municipality has established a Supply Chain Management (SCM) 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 SCM Unit performs

the functions such as demand and acquisitions, logistics, disposal management, contract management and assets management.

The 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 conducts emerging contractors/suppliers' workshops so as to build their capacity and assist them to participate successfully in the Council's SCM systems through the Economic and Development Planning Department. This initiative was introduced after it was discovered 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 area; 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).

The Municipality has a Supply Chain Management Policy in place that gets reviewed annually for implementation. The last date of review and approval was May 2025 with the new PPPFA amendments. The Municipality applies strict Supply Chain Management policy 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.

Updated/Revision of the Procurement Plans

The municipality has formulated new procurement plans for 2024/2025 financial year in line with the Council approved scorecard and departmental service delivery budget and implementation plans (SDBIPs'). The procurement plans have an approved annual calendar for the sitting of all bid committees. A copy of the Procurement Plan is attached at **Annexure O**.

Narrative on Performance on Procurement Plan Implementation

Upon the completion of the departmental service delivery budget and implementation plans (SDBIPs'), the Municipality prepares the Annual Procurement Plans and Procurement schedule/calendar with timeframes. These are formulated annually. 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.

Challenges Experienced with the SCM Unit

The SCM unit currently has no challenges within the Unit. The SCM Unit currently has 6 permanent employees and 1 Intern.

Establishment & Functionality of Bid Committees

The municipality has established all the bid committees, and they are all functional. The bid committees meet as per the annual calendar in ensuring that there is no backlog in bid awarding so as to speed up service delivery. The Supply Chain Management is cohesive when assessing whether the primary objectives of service delivery are met. Management includes statements on the functionality of Bid Committees. The Municipality has the following committees established and functional, with appointments valid for one financial year:

- Bid Specification Committee- Every Tuesday
- Bid Evaluation Committee- Every Tuesday
- Bid Adjudication Committee- Every Tuesday

TABLE 54: BID SPECIALISATION COMMITTEE MEMBERS

BID SPECIFICATION COMMITTEE
LIZIWE MHATU (CHAIRPERSON)
STHEMBILE MNGADI (SCRIBER)
NOKUKHANYA NGOBESE (SCM)
CHRIS KHOZA
AKHONA NGCOBO

TABLE 55: BID EVALUATION COMMITTEE MEMBERS

BID EVALUATION COMMITTEE
THABANI FAKUDE (CHAIRPERSON)
THULILE FAYA (SCRIBER)
MZOKHONA MKWANAZI
SAKHISENI GUMEDE
BONGILE NDLOVU (SCM)
SEBENZILE NGUBANE
NOKULUNGA MTSHALI (SCRIBER)
SPHELELE DLAMINI
BHEKI MDUNGE

TABLE 56: BID ADJUDICATION COMMITTEE MEMBERS

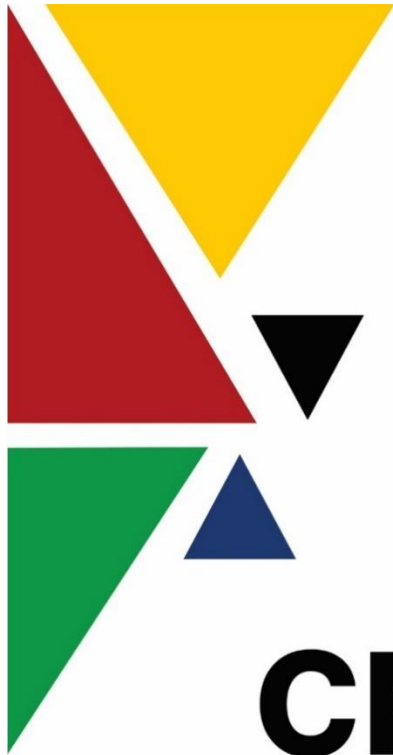
BID ADJUDICATION COMMITTEE
XOLANI HLEKWANE (CHAIRPERSON)
DUMISANI MZOLO
TSEPISO MOTAUNG
ZEMPILO KHULUSE
MATI NKABINDE (SCM)
NKANYISO MKHWANAZI

SCM Policy Provision for the Categories of Preference

The SCM Policy makes provision for the categories of preference in term of Section 217 (2) of the Constitution for such as the consideration of people living with disabilities, women and youth to qualify for tenders. The SCM Policy 2024/2025 has been approved and adopted by Council in June 2025. A copy a SCM Policy is attached at **Annexure O1**.

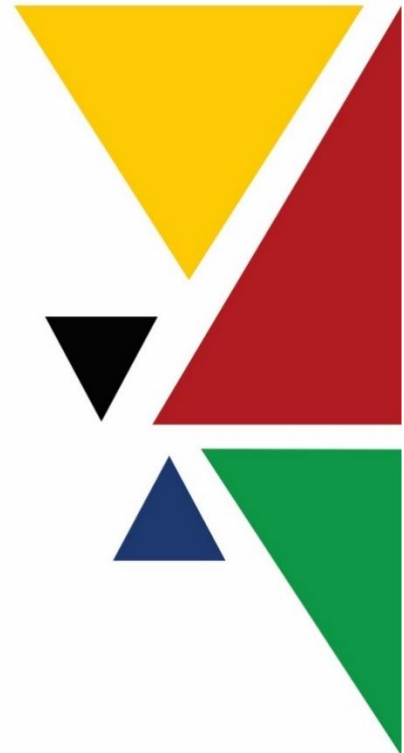
GRAP COMPLIANCE

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.



CHAPTER SIX

Auditor General's Report



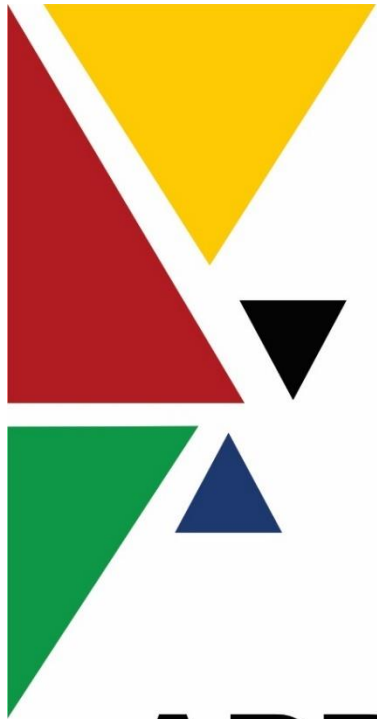
CHAPTER 6: AUDITOR-GENERAL AUDIT FINDINGS

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.

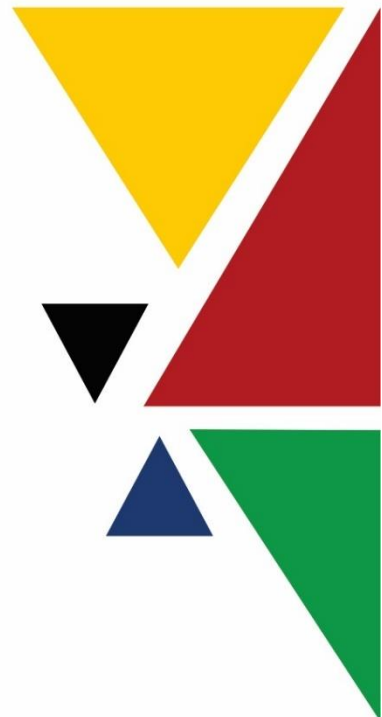
The Auditor-General conducted the audit of this Municipality for two previous financial years ending 2023/2024, 2021/2022 and 2020/2021, the findings have been indicated below. The financial statements were submitted to them within the prescribed timeframes as determined by Section 126 (1)(a) of the Local Government: Municipal Finance Management Act 2003 (Act 56 of 2003).

The Ndwedwe Local Municipality Final Audited Annual Financial Statements (AFS) is attached as Volume II, Final Audited Annual Performance Report (word & excel) for the financial year ended 30 June 2025 is attached as Appendix A/A1. The Audit Action Plan is attached at Appendix B1/B2.

This information will be provided once the Audit is concluded.



APPENDICES



**Appendix A: Ndwedwe LM Audited Annual Performance
(word)**

**Appendix B: Ndwedwe Audited APR 2024/2025 (excel) for
the year ended 30 June 2025**

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GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	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.
Activities	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> ”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	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.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	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.
Basic municipal service	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.
Budget year	The financial year for which an annual budget is to be approved - means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	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.
General performance indicators	Key After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	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.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National performance areas	Key • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	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 “ <i>what we wish to achieve</i> ”.

Outputs	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.
Performance Indicator	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)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	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 EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	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.
Service Delivery Budget Implementation Plan	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.
Vote:	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