



ANNUAL REPORT

2023/24



AUDITED ANNUAL REPORT
2023/2024
BY AUDITOR GENERAL

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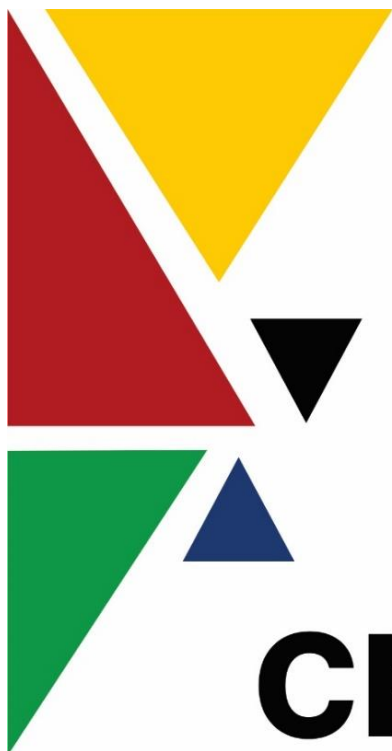
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ACRONYMS

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	Councillor
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 Programme
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 2023/2024. 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 05-08 March 2024 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 2023/2024 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 2023/2024 financial year which among others include handover of Hlalakahle Community Development Centre Ward 07Umdloti Access Road Ward 17, Msengeni Community Development Cent Ward 08, Makhawula/Ntaphuka Community Hall Ward 13, Ethafeni Concrete Road Ward 08, Ndwedwe Disaster and Emergency Services Ward 15 and 95% complete with the Municipal Offices Phase 2 Ward 15.

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.

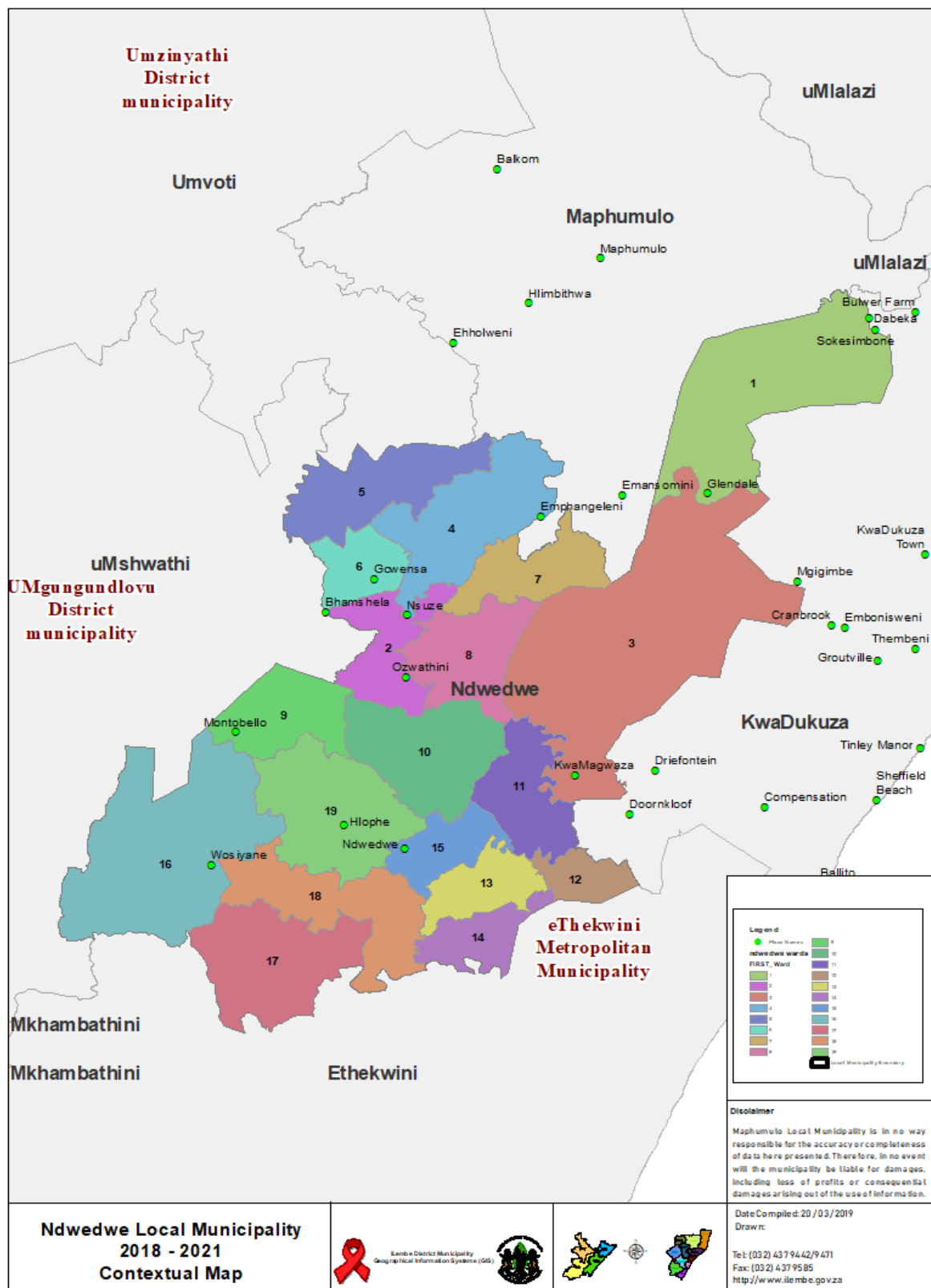
Secondary activity nodes, which are major interceptor point locations serving each portion of the municipality and providing services for such areas, suggested secondary activity nodes consist of:

- 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.

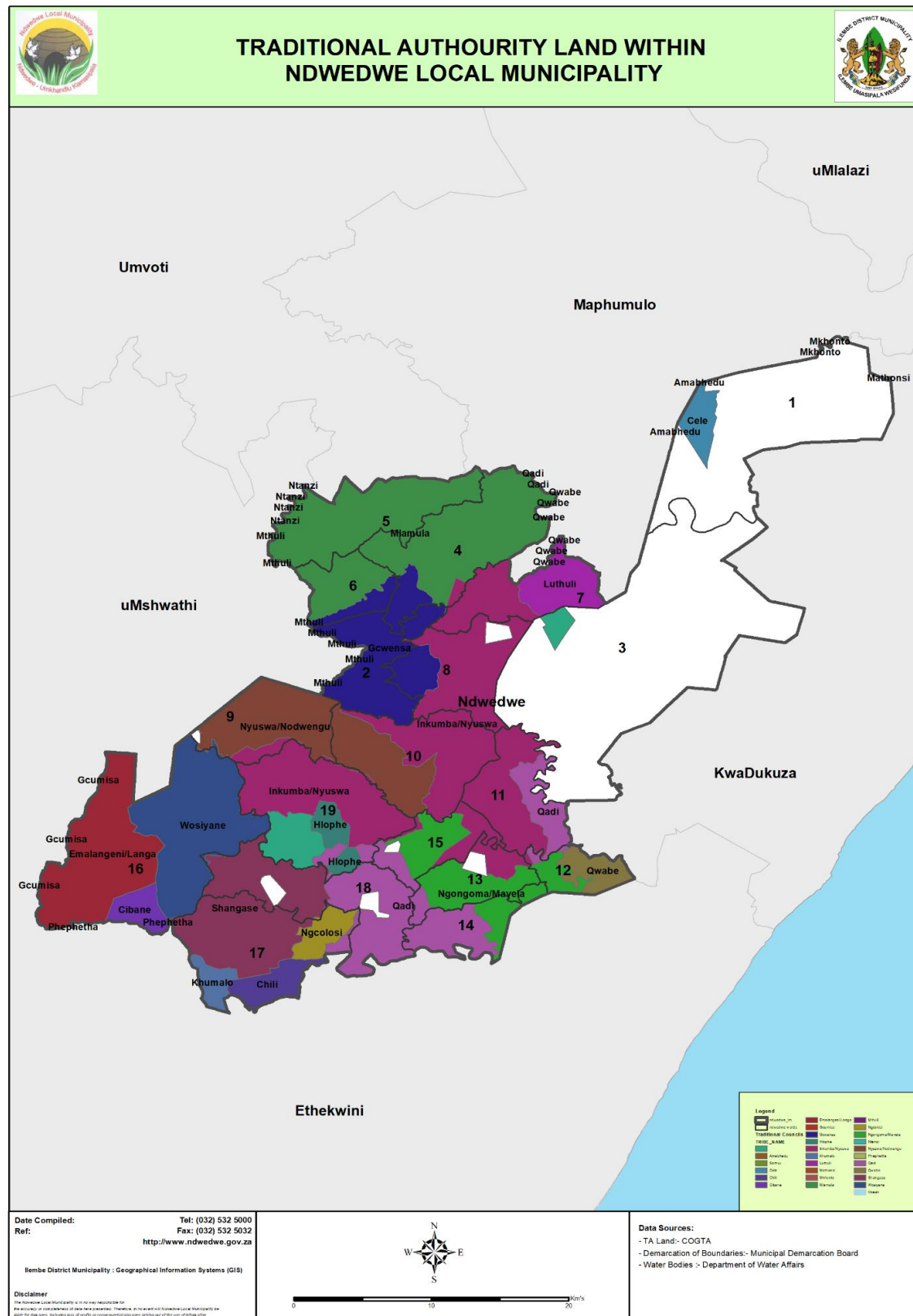
Tertiary activity nodes, consisting of strictly local nodes serving individual communities and areas. The extent of the municipal area is 1153 Km² and accommodates a population in the region of 143 117 people (Community Survey, 2016). As would be indicated later, the majority of the population is made 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 05 to 08 March 2024 and which emphasis the issue of speeding up services to the community. This 2023/2024 Annual Report review contains goals, objectives, strategies, programmes and priorities of the Municipality. Ndwedwe Local Municipality IDP 2023/2024 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 has been appointed on 1st May 2024. The Manager will 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 able to **spend 100% of municipal infrastructure grant**, as a result of good performance on infrastructure spending. It is worth to report that by end 30 June 2024; Municipality was able to spend 100% of MIG amounted to **R32 654 000.00**. The highlights and achievements for Technical Services for Ndwedwe Municipality during 2023/2024 has successfully delivered the following infrastructural projects under Municipal Infrastructure Grant (MIG) and internal funding:

1. Umdloti Access Road Ward 17
2. Msengeni Community Development Cent Ward 08
3. Makhawula/Ntaphuka Community Hall Ward 13
4. Ethafeni Concrete road Ward 08
5. Ndwedwe Disaster and Emergency Services Ward 15
6. Ndwedwe Town Infrastructure Ward 15

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 (Acting)
5.	Technical Infrastructure Services	Mr. M Mzolo
6.	Economic Development Planning Services	Ms. Z Khuluse (Acting)

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 2023 to 30 June 2024. 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 main challenges facing the Municipality can be summarized as follows:

TABLE 2: KEY DEVELOPMENT CHALLENGES AND STRATEGIC INTERVENTIONAL MEASURES

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGES	STRATEGIC INTERVENTIONS
Municipal Transformation and Institutional Development	Inadequate office space	Municipal Offices Phase 2 is 95% complete.
	Insufficient budget allocation for the implementation of Workplace Skills Plan	- To source funding for the implementation of Workplace Skills Plan. - To conduct community skills audit/profile - To conduct community skills training programme targeting the vulnerable groups.
	Inadequate skills support for communities and vulnerable groups	
	Shortage of staff	To prioritise budgeting and filling of strategic positions.
NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGES	STRATEGIC INTERVENTIONS
Municipal Financial Viability and Management	Inability to meet the investment income target	- Strive to increase revenue base if the municipality by devising strategies to generate revenue. - Review the Revenue Enhancement Strategy.
	Lack of revenue base limiting the budget growth of the municipality and its ability to fulfil its service delivery obligations.	
NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGES	STRATEGIC INTERVENTIONS
Good Governance and Public Participation	Councillor support office and staff is small	The municipality is in the process of building offices for the staff.
	Lack of training for the ward committees	The municipality has budgeted for 2 x Accredited ward committee training and capacity building to be conducted in the new financial year.
	Social media criticism and absence of newspaper advertisements for the municipality No communication strategy and No communication policy.	The municipality has allocated funding to Develop a Communication Strategy and Public Participation Strategy.

LOCAL ECONOMIC DEVELOPMENT (LED)		
NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGES	STRATEGIC INTERVENTIONS
	Limited resources to support Cooperatives, SMME'S and for the implementation of LED projects	▪ Mobilisation of external funders
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGES	STRATEGIC INTERVENTIONS
	The lack of regular access to drinking water.	▪ iLembe District Municipality is responsible for this function.
	High levels of household service backlogs creating a threat of service delivery protests.	▪ iLembe District Municipality is responsible for this function.
	No Local Integrated Transport Plan	▪ Financial assistance is required to develop the Integrated Transport Plan (ITP)
	Mining of quarry material for road maintenance poses a challenge	▪ The issue of Quarry material is being attended by JCC (Joint Coordinating Committee - Amakhosi and Cllrs)
	Ongoing load shedding	▪ Do research on alternative energy approaches. ▪ Review organogram to accommodate energy specialist and/or manager energy resources in assisting the municipality with energy licence through NERSA
	Limited office space	▪ The municipality Municipal Office Phase 2 mainly to accommodate Finance Department Staff is 95% complete.
	Limited budget and resources including vehicles for operation	▪ Budget for the purchase of vehicles that will be dedicated for Technical Services
	Poor maintenance of sports fields and community facilities	▪ Sportsground maintenance plan in place through grass cutting budget vote and community facilities maintenance
	Delays in the establishment of the buy-back/transfer station for waste management	▪ The Buy-Back centre is being fenced. The establishment of the buy-back/transfer station for waste management has been budgeted in the new financial year. The project will commence in quarter 1.
	Unavailability of land for the establishment of the mandatory animal pound, municipal cemeteries as well as Bhamshela Thusong Centre expansion.	▪ The municipality is currently engaging in bilateral meetings with Amakhosi to and resolve the issue surrounding unavailability of land.

CROSS CUTTING INTERVENTIONS		
NATIONAL KEY PERFORMANCE AREA	KEY DEVELOPMENT CHALLENGES	STRATEGIC INTERVENTIONS
Cross Cutting Interventions	Lack of Land ownership by the Municipality	- The municipality is currently engaging in bilateral meetings with Amakhosi to and resolve the issue surrounding unavailability of land. - Strengthening relations with Ingoyama Trust
	Unauthorised developments and un-co-ordinated developments	Implement Municipal By-Laws
	Poor working relationships between uMshwathi and Ndwedwe Municipalities on cross boundary planning and alignment issues	Strengthening relations with uMshwathi Municipality.
	Climate change, Unsustainable development practices and Loss of natural capital.	The municipality will be developing a Climate change Plan in the new financial year 2023/2024, currently the municipality is aligning to the District Climate Change Strategy.

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:

Functions	Functions currently performed		Capacity to perform the function		Levels of capacity	Alternative measures in place (function not performed or no capacity)	Municipal Action
	Yes	No	Yes	No			
1. Air pollution	-	X	-	X	-	-	There is no demand, and no action required
2. Building Regulation	-	X	-	X	-	No Alternative measures in place currently	With the town development project and some housing projects starting to unfold, the Municipality has during the 1011-12 financial year, started to build capacity by appointing the Building Control Unit that will consist of professionals such as Building Inspectors and Plan Examiners
3. Childcare facilities	-	X	X	-	-	There is currently a community initiative	The Municipality has a partnership with Divine Life Society of South Africa to build early childhood development centres throughout the municipal area
4. Fire Fighting	X	-	X	-	Limited Capacity only two fire fighters currently	iLembe District and eThekweni Municipality provides assistance where necessary.	The disaster management plan identifies the significance of this function especially when the commercial centres planned for in Ndwedwe Town and Bhamshela become operational
5. Local Tourism	X	-	X	-	Limited capacity to drive tourism development and market it aggressively	-	The municipality is currently dependant on the Tourism Graduate Development Programme of the Department of Economic Development and Tourism with the newly appointed LED Manager to implement its tourism sector plans
6. Municipal Planning	X	-	X	-	Limited capacity to perform all planning functions, in particular, forward planning.	-	The Municipality receives assistance from the Planning Shared Service and the MISA Young Graduate.

					There is currently one municipal planner.		
7.Storm water	X	-	-	X	-	Performed through outsourcing	Two graders have been purchased and will assist in performing this function.
8.Trading Regulations	-	X	-	X	There are underutilised personnel with the institution that can best perform this function	Case-by-case regulation. No trading regulations in place	With the town development project starting to unfold and develop trading bylaws.
9. Billboard and display of advertisement in public places	-	X	-	X	There are underutilised personnel with the institution that can best perform this function	Case-by-case regulation. No signage control in place	With the town development project starting to unfold and develop trading bylaws, develop signage by-laws and tap into the underutilised personnel by training them into becoming Signage Control Officers.
10. Cemeteries, funeral parlour and crematoria	-	X	-	X	-	The communities follow the traditional burial systems	The municipality is currently considering raising funds for this function.
11. Cleansing	X	-	X	-	-	The function is being performed to a limited extent due to human and financial capacity constraints	-
12.Control Public nuisance	X	-	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent	No action required as there is no pressing demand
13. Licensing of dogs	-	X	-	X	-	-	No action required as there is no pressing demand
14. Municipal Abattoirs	-	X	-	X	-	-	No action required as there is no pressing demand
15.Licensing and control undertakings that sell food to the public	-	X	-	X	There are underutilised personnel with the institution that can best perform this function	No alternative measures in place currently	The idea of employing an Environmental Health Practitioner is not a priority at the moment. The idea will be given full attention once the town becomes functional or due to an unexpected demand or pressure. EDP caters for business licensing function.
16.Licensing and control undertakings that sell liquor to the public	-	X	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent	No action required as there is no pressing demand

17. Local amenities	X	-	-	X	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
18. Local sports facilities	X	-	X	-	Limited capacity due to financial constraints	-	Every financial year, the municipality caters for this function. With the availability of additional funds, more of these will be established.
19. Markets	X	-	X	-	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
20. Parks and recreation	-	X	-	X	-	Communities use their means	The Town Development Project caters for this function.
21. Pounds	-	X	-	X	-	-	No action required as there is no pressing demand.
22. Municipal Roads	X	-	X	-	Limited capacity due to human and financial constraints	Performed through outsourcing	Two graders have been purchased and will assist in performing this function.
23. Noise pollution	-	X	-	X	-	-	No action required as there is no pressing demand
24. Public places	-	X	-	X	The function is being performed to a limited extent due to human and financial capacity constraints	-	The Town Development Project caters for this function
25. Electricity Reticulation	-	X	-	X	-	This function is currently performed by ESKOM	There is no planned actin to perform this function on the near future.
26. Cemeteries, Funeral Parlours and Crematoria	-	X	-	X	-	The communities follow the traditional burial systems	The municipality is currently considering raising funds for these functions.
27. Facilities for the accommodation, care and burial of animals	-	X	-	X	-	Traditional methods are used	No action required as there is no pressing demand.
28. Fencing and fences	X	-	-	X	-	-	Technical Services caters for this function.
29. Libraries	X	-	X	-	-	-	Community Services caters for this function.

TABLE 3: 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.

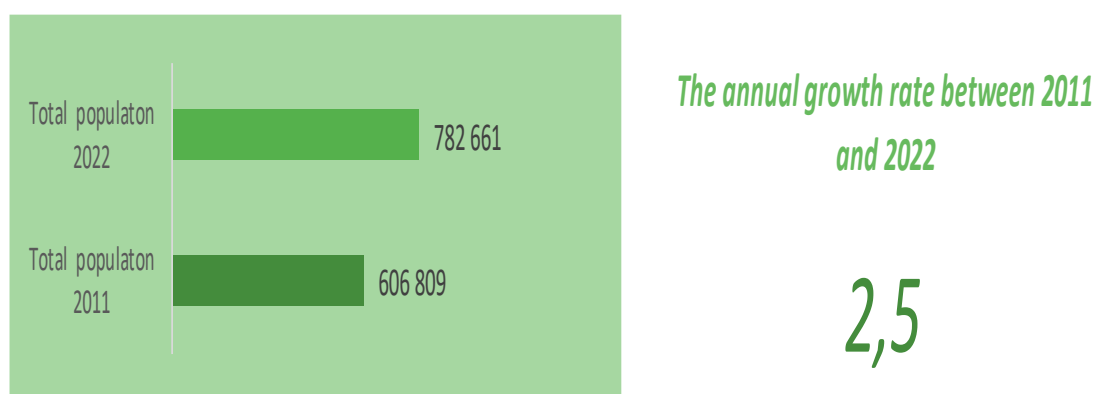
1.6.2 DEMOGRAPHICS STATS SA 2022

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

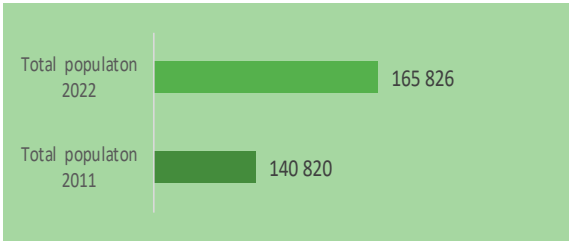
FIGURE 2: NDWEDWE POPULATION



TOTAL POPULATION 2022	MALE	% Male	Sex Ratio
KZN293 : Ndwedwe	78 518	47,3	89,9
165 826	FEMALE	% Female	males
	87 309	52,7	per 100 females

SOURCE: STATS SA 2011-2022

FIGURE 3: NDWEDWE ANNUAL GROWTH RATE POPULATION



The annual growth rate between 2011 and 2022

1,6

SOURCE: STATS SA 2011 - 2022

FIGURE 4: NDWEDWE TOTAL HOUSEHOLDS

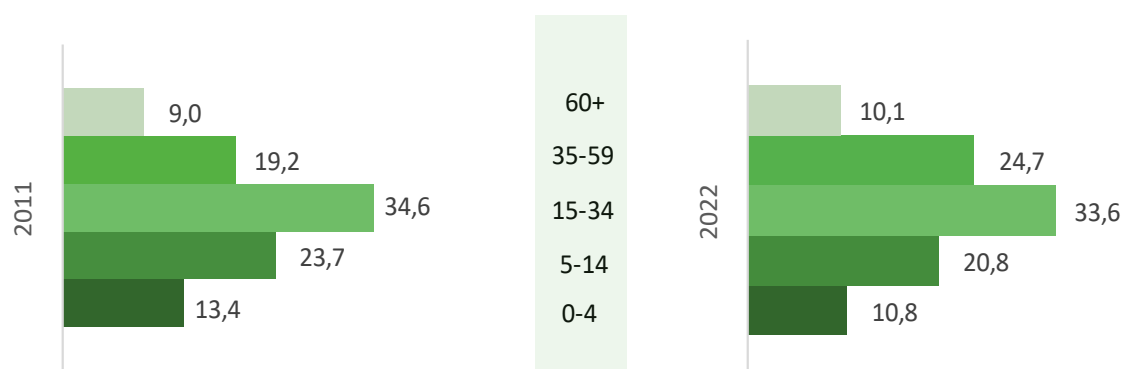


TOTAL HOUSEHOLDS 2022
29 981
up from 29198 households in 2011.
Average household size
5,5
up from 4,8 persons in 2011.

SOURCE: STATS SA 2011 - 2022

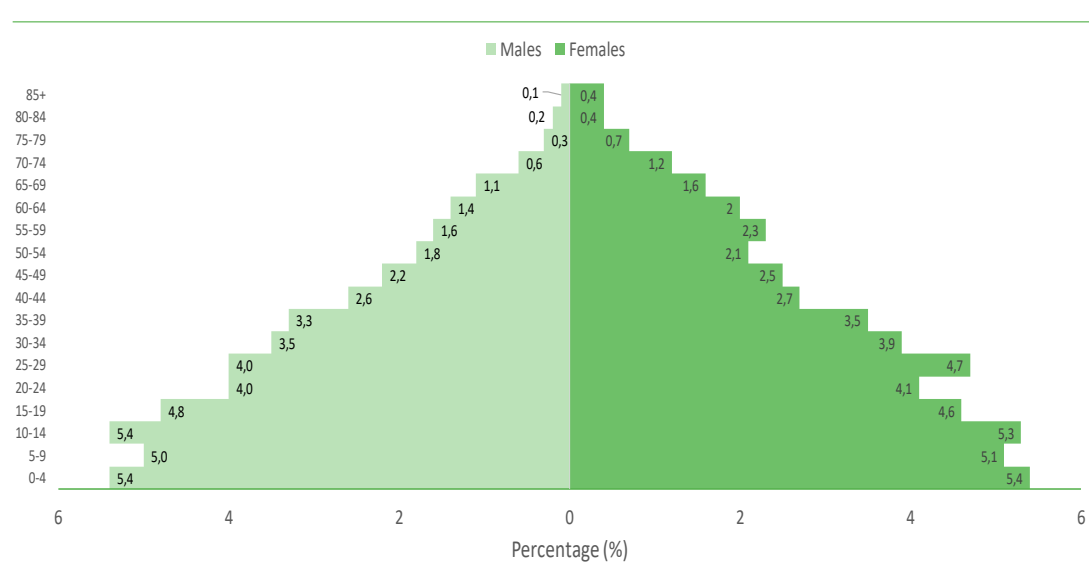
Figure 5: Ndwedwe Percentage population by Age

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 4: Population Group

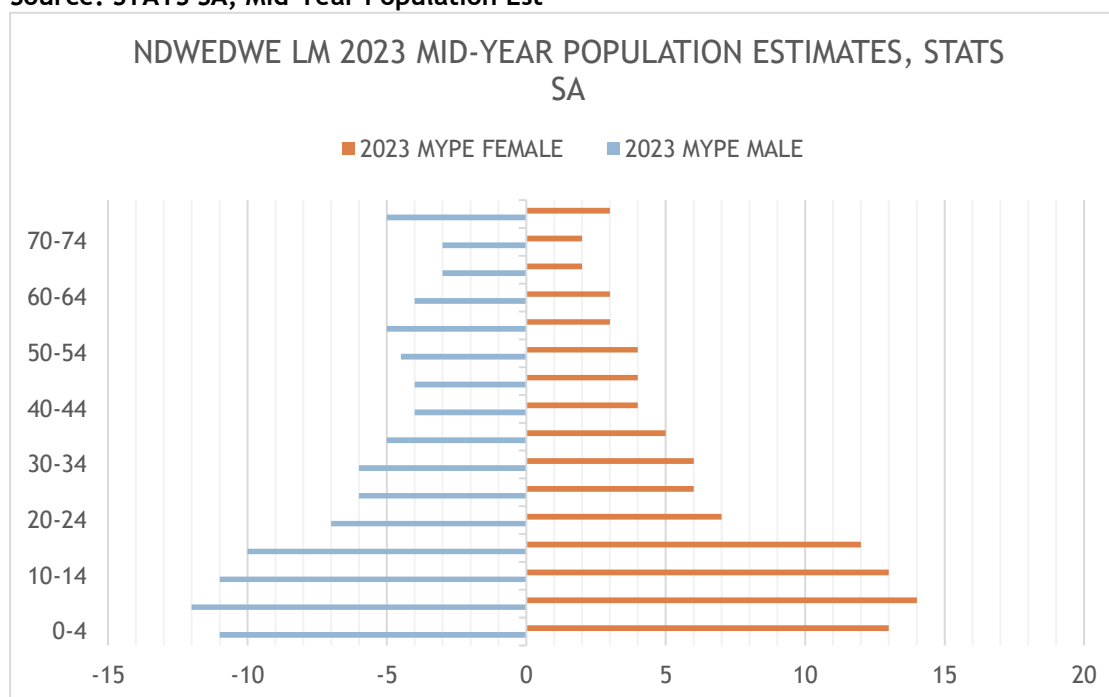
Population group per municipality	Black African	Coloured	Indian/Asian	White
DC29: iLembe	89,2	0,5	6,9	3,4
KZN291: Mandeni	97,1	0,5	1,8	0,5
KZN292: KwaDukuza	76,3	0,9	15,1	7,7
KZN293: Ndwedwe	99,3	0,1	0,4	0,2

KZN294: Maphumulo	99,9	0,0	0,0	0,0
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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 5: 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 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	1. Engagement with the department of education and other relevant sector dots 2. list programs according to the indicators identified in the	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

	analysis do not have programs/plans?	situation analysis 3. Which indicators/gaps identified don does not have programs/plans?	5. list programs according to the indicators identified in the situation analysis 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 6: 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

1.6.6 Population Broad Age

Table 7: 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 8: 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 9: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 10: 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 11: 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 12: 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 13: Total Learners Reported Pregnant by Schools in 2021

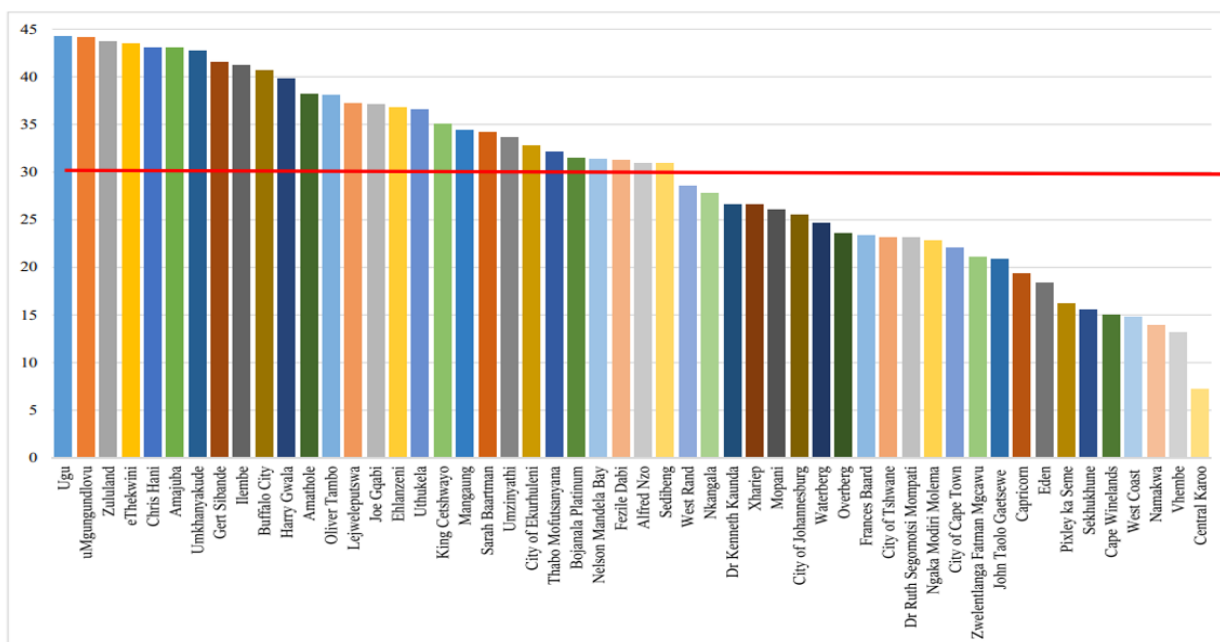
DISTRICT	CMC	CIRCUIT	NATEMIS	INSTITUTION_NAME	Total Learners
iLembe	Maphumulo	Balcomb's Hill	500102416	Amaphuphesizwe High School	1
iLembe	Maphumulo	Balcomb's Hill	500201095	Masiwela Combined School	2
iLembe	Maphumulo	Balcomb's Hill	500207644	Menyezwayo Senior Secondary School	2
iLembe	Maphumulo	Balcomb's 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 14: 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 15: 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 16: Health Profile

KZN	ILembe
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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

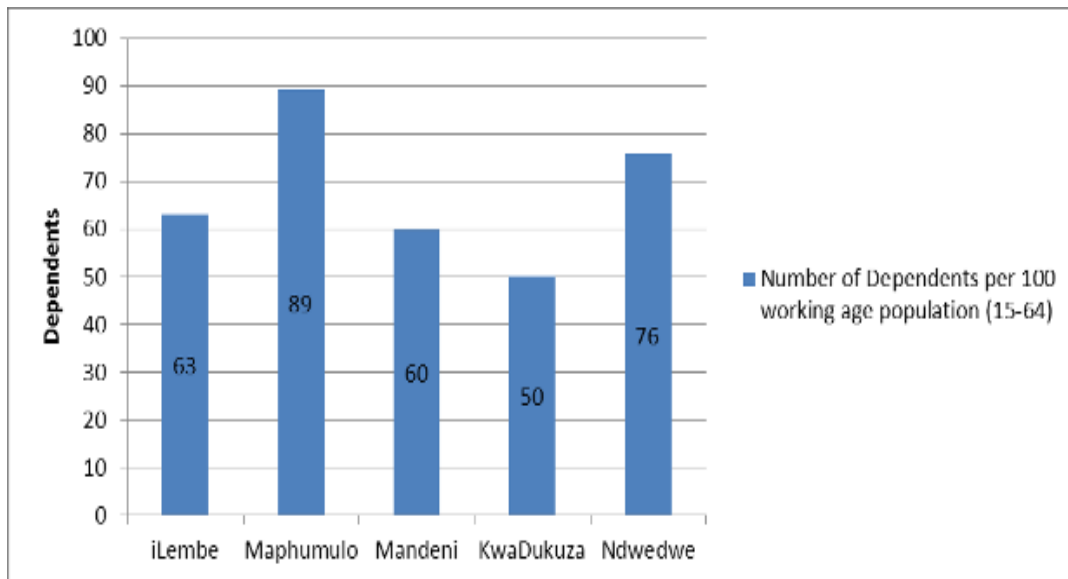
1.6.14 Economic Profile

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

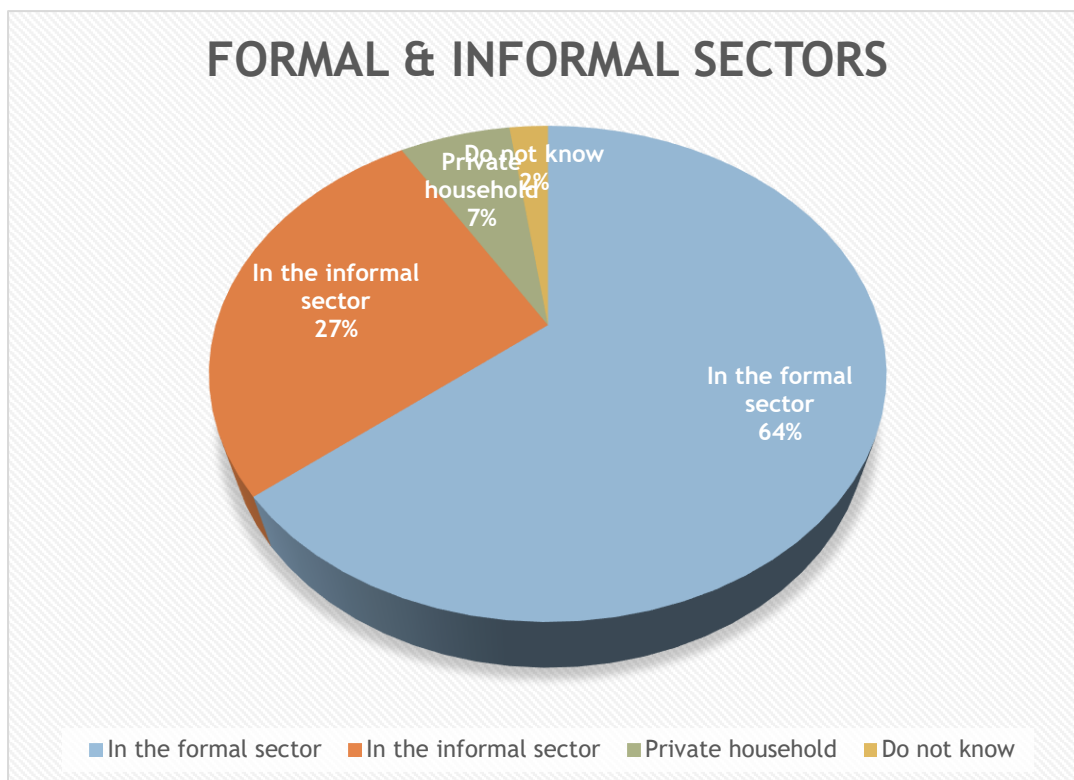
The dependency ratio describes the number of dependents per 100 people between the age of 15 and 64. Dependents are people who cannot work due to their young (under the age of 15), or old (over the age of 65). A high dependency ratio is a large burden to carry for carers who are in many cases unemployed. 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 on 31 March 2023 and the road shows were conducted in October and November 2023 and April and May 2024 for the approval of the Final IDP and Budget. The venues for these meetings were conducted and publicized through the media.

ACTIVITY	WARD ATTENDING	VENUE	TIME	DATE
Speakers Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Ezimangweni Sport field	10am	27 October 2023
IDP Budget Mayoral Imbizo		Nhlosana Sport field	10am	10 November 2023
IDP Budget Mayoral Imbizo		Simunye Sport Field	10am	17 November 2023
IDP Rep Forum		Council Chamber	10am	04 April 2024
IDP Budget Mayoral Imbizo		Ntubeni Ward 1	09am	08 April 2024
IDP Budget Mayoral Imbizo		Ntabaskop ward 10	09am	10 April 2024
IDP Budget Mayoral Imbizo		Hloniphani ward 12	13h00	10 April 2024
IDP Budget Mayoral Imbizo		KwaL Sport field Ward 13	09h00	11 April 2024
IDP Budget Mayoral Imbizo		Skills Centre Ward 14	13h00	11 April 2024
IDP Budget Mayoral Imbizo		Wewe Hall ward 2	09h00	12 April 2024
IDP Budget Mayoral Imbizo		Noordsburg Hall Ward 6	13h00	12 April 2024
IDP Budget Mayoral Imbizo		Khanyisa Hall ward 09	09h00	17 April 2024
IDP Budget Mayoral Imbizo		Sthelosethu Ward 4	09h00	18 April 2024
IDP Budget Mayoral Imbizo		Deda Hall ward 5	13h00	18 April 2024
IDP Budget Mayoral Imbizo		Johny Makhathini Hall Ward 15	13h00	19 April 2024
IDP Budget Mayoral Imbizo		Mbuyeni Ward 17	09h00	22 April 2024
IDP Budget Mayoral Imbizo		Esigedleni Ward 19	13h00	22 April 2024
IDP Budget Mayoral Imbizo		eGweni Hall Ward 16	09h00	23 April 2024
IDP Budget Mayoral Imbizo		Kwazini Ward 18	13h00	24 April 2024
IDP Budget Mayoral Imbizo		Mayika Sportsground Ward 11	09h00	25 April 2024
IDP Budget Mayoral Imbizo		Mlandeleni CDC Ward 03	13h00	25 April 2024
IDP Budget Mayoral Imbizo		Mar Grey Sport Complex Ward 07	09h00	26 April 2024
IDP Budget Mayoral Imbizo		Gugu Sport field Ward 08	13h00	26 April 2024

TABLE 17: COMMUNITY ISSUES/PRIORITY NEEDS

08 APRIL 2024

Ward No.	Name of Community members	COMMUNITY ISSUES AND NEEDS
WAR 01	Phelelani Mabaso	• Ilembe: The issue of Pipe that are licking, no one is taking care of it. • Issues of High Schools, there are only Primary. • Working opportunities, there is no one who is working at Municipality from ward 1.
	Njabulo Mathabela: Dorenkop	• Housing program: Hullet, issue from 2014 between Cele trust and Municipality, there is a land, but Municipality must buy that land. How far is that project. • Water issue: there is no progress, there must be follow up.
	Mr Mgenge: Nhangwini	• At Nhangwini there is no water at all.
	Zakhele Mdletshe	• No one is taking care of Mayekeni ground.
	Thokozani Mpunzane Glendale	• RDP House are cracking. • Toilets are full, assist of collecting of sewage.

10 APRIL 2024

WARD 10	Mr Gumede	• Has a problem about his pension money from SASSA, an untouristed debit of R160, even the bank cannot help. • Asking for Poison for cows.
	Sbusiso Mkhize	• 5years ago there was a promise about water, ever since there is nothing happening. • Issue of Transformer, there is no earth. • Road, there is no road sign. • Tabasco school there is no security.
	Mukelan Mhlongo	• Asking for Bridge • Asing for collecting of sewage.
	Thobeka Luthuli	• How possible it can be to be collecting sewage at school. • Empangeleni there is water issue, assisting of tanks.

WARD 12	Nkanyiso Makheni	• Never see the truck that collect sewage in the community. • Call center number of iLembe does not work, it rings nonstop.
	Nhlanhla Ngwane	• Housing project: people that were suffered from Disaster did not get any help. • In IDP plan let prioritize water, there is 2 Rereview that need attention.

11 APRIL 2024

	Busisiwe Mthembu	• iLembe does not close pipe that was destroyed by greater.
	Mrs. Mthembu	• asking for RDP House and Sanitation • does not have Electricity.
	Mam Malinga	• asking for RDP House and Sanitation • does not have Electricity.

WARD 14	Ntombizethu	• Ask for Electricity since 2019 still waiting. • 2024 March there was an electricity fault, till today there in nothing happening, there is no electricity in the area.
	Boni Gumede	• Sport: Children like Sport netball and soccer, asking for support. • Poles for under 15yrs netball team. • Community must be told about the skills that are taking place at the skill centre.
	Mr Nene	• Who is taking charge of giving number of the beneficiary houses.
		• Cell C Road to Tongaat was destroyed by disaster. • Greater make another disaster when grating the road. • Is skill centre for community or Municipality, do community have to pay for it. • How does Municipality help children that does not have metric

12 APRIL 2024

WARD 02	Dindi Ntabakhathaza	• Water issue and the link of the tanks • Asking for clinic, road issue on the road to Montebello and Nyuswa Clinic.
	Mr Mwandla	• Community is not safe, there are people that have business they are not safe, criminal is very high asking for police to pay more visit.

WARD 06	Mbuso Mkhize	• iLembe: people that are plumbing, how do they deal with licks. • Eskom: load reduction is a problem, there is too much of days of reduction.
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17 APRIL 2024

WARD 09	Basizeni Cele	• Asking for LED to assist, they have a guarding at QwaQwa.
	Mam Luthuli	• iLembe need to change water pipes. • people are not happy in job opportunity.

19 APRIL 2024

WARD 04	The community interrupted the meeting therefore the meeting could not conclude the business of the day.	
WARD 05	Mam Chamane	• Has child that doesn't earn child support grant, (ward comm Simphiwe Mngadi)

19 APRIL 2024

WARD 15	Malungelo Dlamini	• It been 3years and doesn't have Electricity.
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22 April 2024

WARD 17	Mam Ngcobo	• Mam has RDP but lives in danger, grand child is in power.
	Miss Mbambo	• Community asks about Clinic at Manyonini • Asked for a place to learn Skills for youth.
	Mama Echibini & mabaso	• Request for garden fence.
	Thoko Shangase	• Stays in 1 round and it in danger, need a visit (They are 11 people in that round) (084 323 2517).

22 April 2024

WARD 19	Kwenzekile Sthole	- In 2022 got RDP house but till today it not finished - Doesn't have a toilet.
	Mr Ximba	Asking for a toilet and Electricity
	Mr Bhengu	Works at OSS project in 2021, did not get his money ever since.
	Mr Mngadi	Issue of Transformer, there is always a faulty it been 3 times

23 APRIL 2024

WARD 16	Siyabonga Nzama	- Co-op: asking for fencing - Menyane road has a pothole. - D1604 has a problem.
	Mam Nzama	Rain destroys her house 3rooms.
	Thandiwe Khuluse	Has a Co-op, asking for fencing.
	Mam Ngcobo	Lives with a grandchild that doesn't have a birth certificate, nobody knows where the mother of a child is.
	Bathoziloe Goqo	RDP House near River
	Ntombenhle Zondi	- How far will disable people have RDP and asking for special school. - Electricity free token.
	Mrs. Khuluse	- Doesn't have a house number. - Job opportunities to0 project from ward 09.
	Thobelani Mabaso	Asked that how ca RDP fail, while you qualify.
	Mbongeni Nzama	Registered for RDP house but there is no respond
	Sakhile	Gospel VD do not match, there is no Hall, no creche, no ground, No one is even recognizing the VD, people feels like they don't belong to ward 16.

24 April 2024

WARD 18	Dumile Gumede	There are children who live at church.
	Manqoba Hlophe	Want to develop his spaza.

25 April 2024

WARD 11	Philisiwe Maria	- Doesn't have Electricity. - Also asking for RDP House
	Ziphi Ngidi	Want some funding for her small business of selling chickens, has a room, food for chickens now want to buy amazinyane.

25 April 2014

WARD 03	Senzo Ntuli	Electric pole in danger to community.
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26 April 2024

WARD 08	MR Mgobhozi	There are computer classes, the issue youth is not presented.
	Fikile Mkhize	Complained about Job opportunities, people are judged by the house they live in off which is wrong.
	Mr Mzulu	- EPWD must not purify water. - Let have operators at uMhlali Plant.

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 18: 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
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The EMaQadini Traditional list has been provided below with contact details as follows:

TABLE 19: 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
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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 Municipalities	- To manage waste activities within municipal jurisdiction - To provide waste services in an acceptable standard - To develop integrated waste management plan as per section 11 of the Waste Act - To designate a Waste Management Officer	The Municipality is providing waste services but not to the standard required by the policy. 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.
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TABLE 20: 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 BurrowingSkink) • Bradypodion melanocephalum (Blackheaded Dwarf Chameleon) • Amphibian • Hyperolius pickersgilli • (Pickersgill's Reed Frog) E • Birds • Anthopodes 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 21: 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) • KZNSandstone Sourveld - 3707.3ha (3.2% of municipality) Vulnerable (4) • Eastern Scarp Forest - 537.5ha (0.46% of municipality) • KZNCoastal 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 22: SUMMARY OF BIODIVERSITY INFORMATION FOR THE NDWEDWE MUNICIPALITY

1.7 SERVICE DELIVERY OVERVIEW

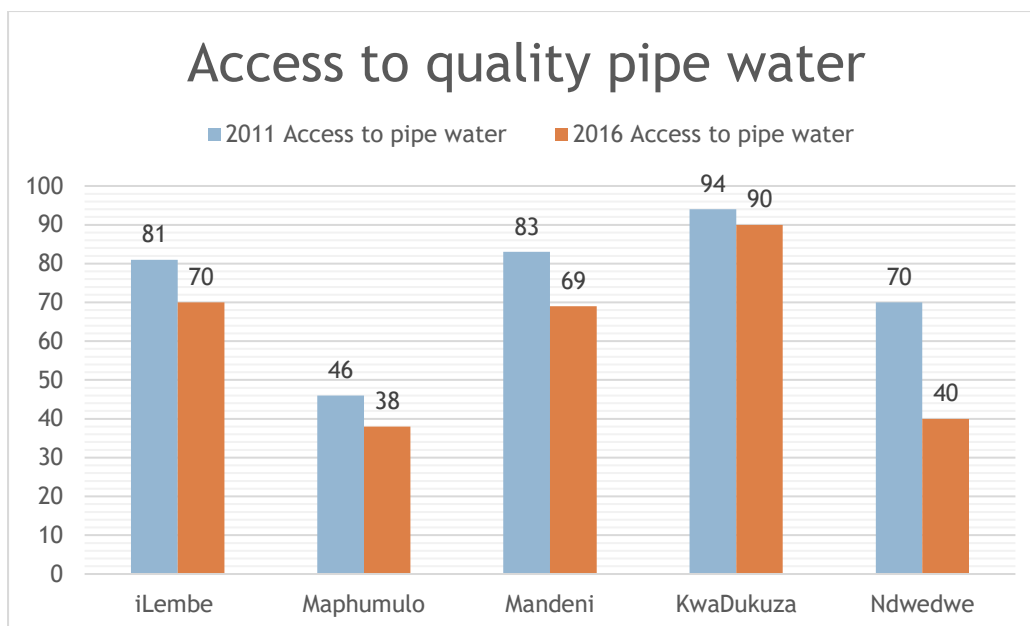
1.7.1 WATER AND SANITATION

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.

The highlights and achievements for Technical Services for Ndwedwe Municipality during 2023/2024 has successfully delivered the following infrastructural projects under Municipal Infrastructure Grant (MIG) and internal funding. The following achievements were as follows:

1. Umdloti Bridge Ward 17
2. Umdloti Access Road Ward 17
3. Construction of Court Access Road Ward 15
4. Mahlabathini Access Road Ward 05
5. Chibini Access Road Ward 04
6. Ndwedwe Testing Centre Building Works Ward 06

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 22 May 2024. 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 2016 elected Council, the municipality management committee had less than 10 members in its extended management committee. To date, the extended management committee has more than 21 members in its sitting. The greatest achievement is that the Department has appointed 1 Municipal Manager, 3 Directors, 2 Acting 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. Hlewane	CFO

4.	Ms T Motaung	Director Corporate Services
5.	Ms Z. Khuluse	Manager LED
6.	Ms S. Mthembu	Manager: Public Participation
7.	Mr S. Gwamanda	Manager Social Cohesion
8.	Ms V.L. Naidoo	Manager IDP & PMS
9.	Ms B Zulu	Manager: Internal Audit
10.	Mrs G Mthembu	Manager: Human Resource
11.	Mr N. Hlongwane	Manager Legal Services
12.	Mr MG Mkhwanazi	Manager Youth Development
13.	Mr S. Ngidi	Manager Budgeting & Reporting
14.	Mr T. Mlabla	Manager: Risk Management
15.	Mr S. Mthembu	Manager IT
16.	Ms NP Nkabinde	Manager Supply Chain Management
17.	Ms V. Malusi	Manager: Mayoralty
18.	Mr F Luthului	Manager: Public Works
19.	Mr T. Ngiba	Manager: Disaster Management

TABLE 23: NDWEDWE APPOINTEES FROM 2016 TO CURRENT

The municipality has a total number of 154 employees employed. However, a total number of 36 employees are employed on temporary basis while 118 employees are permanent.

Department	Permanent employees	Contract employees
Office of the Municipal Manager	8	18
Finance	20	5
Department of Corporate Services	34	2
Department of Community Services	27	4
Economic Development and Planning	10	2
Technical Services	19	5
Total	118	36

TABLE 24: 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; and

Director Technical Services. The Director Economic Development and Planning and Director Community and Social Services will commence their duties on 01 July 2024.

1.9.4 VACANCY RATE

The NLM organogram for the financial year was approved by Council on 22 May 2024. 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	0	1
Finance	4	0
Department of Corporate Services	2	2
Department of Community Services	4	3
Technical Services	2	2
Economic Development and Planning	1	3
Total	13	11

TABLE 25: VACANT POSITIONS

1.10 AUDITOR-GENERAL REPORT

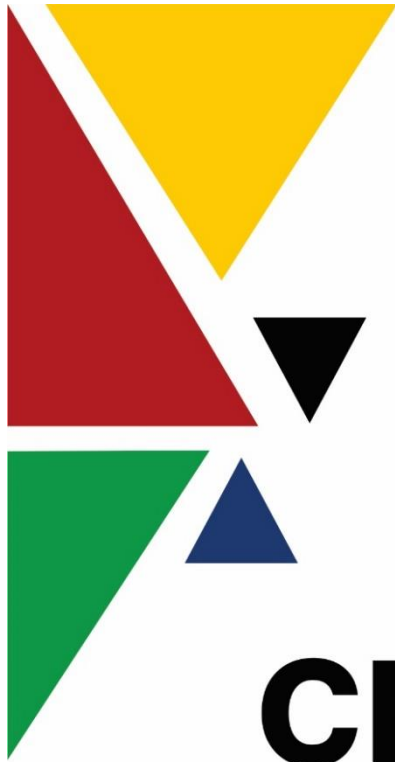
Section 4(1)(d) of the Public Audit Act of 2004 states that the Auditor General (AG) must audit and report on the accounts, financial statements, and financial management of municipalities. The Municipality committed itself to the principles of innovation service delivery to take us forward into the 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 2023/2024 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.

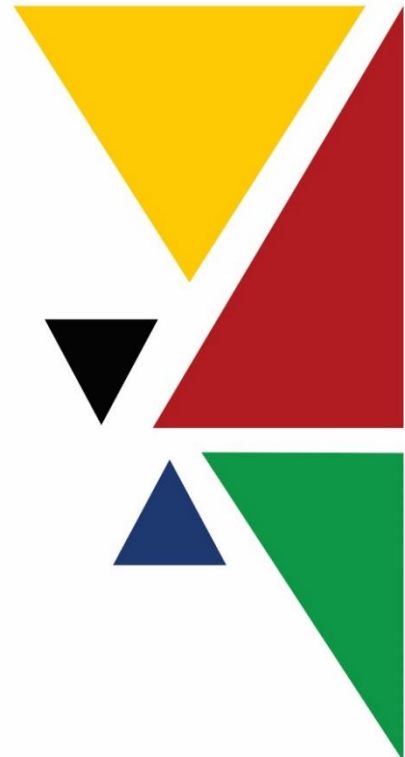
Section of Legislation	Requirement	Legislative Provision
Section 127, 129, 130 and 131 of the MFMA.	Tabling the audited Annual Report within 6 / 7 months after the end of the financial year.	The Auditor-General's reports are issued during the period of November/December. Once the AG audit reports have 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 26: 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 4 Directorates; however, the position of the Director Corporate Services position is vacant.

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

Political Governance

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 of 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 27: 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

Local Municipality Ward Councillors 2021-2026

The list below indicates the number of Councillors as follows:

TABLE 28: 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

TABLE 29: PR COUNCILLORS

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	Phumlani Henry Ngobese	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

TABLE 30: THE ROLES AND RESPONSIBILITIES OF THE COUNCIL, EXCO AND OTHER COMMITTEES

Council	The Municipality Councillors 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

Councilor 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 Cllr S Mhlongo Cllr NDC Maphumulo Cllr ZP Ngwane Cllr SS Bhengu Cllr L M Sibiya Cllr SM Sishi Cllr Z P Magwaza Cllr RS Hlophe Cllr T Khuzwayo Dir. responsible: Mr. XNE Hlekwane	HUMAN RESOURCE AND LOCAL PUBLIC ADMINISTRATION Councillor M Makhanya Chairperson EFF Cllr J Luthuli Cllr VC Shangase Cllr N Simelane Cllr CS Mbhele Cllr MM Khuzwayo ANC Cllr S Mhlongo Cllr TP Nkwakhwa Cllr LS Moahloli Cllr PS Shezi Dir responsible: Ms T Motaung
INFRASTRUCTURE AND TECHNICAL SERVICES Councillor NN Ntetha: Chairperson: ANC Cllr NDC Maphumulo: ANC Cllr SM Mthethwa Cllr SE Dladla Cllr T P Nkwakhwa Cllr P H Ngobese Cllr SB Mfayela Cllr ES Khuzwayo Cllr RS Hlophe Dir responsible: Mr. D H Mzolo	ECONOMIC DEVELOPMENT AND PLANNING Councillor ZS Thoolsi chairperson ANC Cllr MM Khuzwayo (Whip) ANC Cllr SM Mthethwa Cllr CS Mbhele Cllr TP Nkwakhwa Cllr PH Ngobese Cllr RT Nkwanyana Cllr MV Phewa Cllr VC Shangase Cllr N Makhanya Acting Dir. responsible: Ms. Z Khuluse

COMMUNITY AND SOCIAL SERVICES Councillor GK Ngidi Chairperson: ANC Cllr NP Simelane ANC Cllr NC Chamane ANC Cllr S S Bhengu ANC Cllr NDC Maphumulo ANC Cllr E B Ntuli AIC Cllr MV Phewa IFP Cllr RS Hlophe IFP Cllr RT Nkwanyana IFP Cllr T Khuzwayo EFF Dir. Responsible: Mr N Mkhwanazi	MUNICIPAL PUBLIC ACCOUNTS COMMITTEE Cllr ZW Khoza Chairperson ANC Cllr SE Dladla ANC Cllr P H Ngobese AFR Cllr LM Ndlovu ANC Cllr MV Phewa IFP Cllr SB Mfayela IFP Cllr NY Mlotshwa IFP Cllr N Makhanya EFF Cllr LM Mohloali ANC Manager responsible: Office of the MM
AUDIT/PERFORMANCE COMMITTEE Mbanjwa RM: Chairperson Simelane TG TI Nzimakwe BEM Khuzwayo S Mhlongo	
JOINT CO-ORDINATING COMMITTEE I Nkosi S Khumalo I Nkosi TP Cibane Cllr SZ Mfeka (Honorable Mayor) ANC Cllr LS Moahloli ANC Cllr SE Dladla ANC Cllr M Shangase EFF Cllr M L Sibiya DA Cllr J Luthuli IFP Cllr PS Shezi IFP Municipal Manager	RULES OF ORDER SUB-COMMITTEE Municipal Manager

GENDER SUB-COMMITTEE		EXECUTIVE COMMITTEE
Cllr Z P Ngwane :Chairperson	ANC	Councillor SZ Mfeka His Worship the Mayor (chairperson)
Cllr NP Simelane	ANC	

Cllr PH Ngobese:	AFR	Councillor ZS Thoolsi (Deputy Mayor)
Cllr NY Mlotshwa	IFP	Councillor GK Ngidi
Cllr SM Sishi	IFP	Councillor NN Ntetha
Cllr M Makhanya	EFF	Councillor RT Nkwanyana
Cllr LM Sibiya	DA	Councillor PS Shezi
		Councillor MW Makhanya
Director responsible: Mr N Mkhwanazi		
EVALUATION PANEL FOR THE MUNICIPAL MANAGER	THE	EVALUATION PANEL FOR THE MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGER
His Worship the Mayor Councillor SZ Mfeka		Municipal Manager
Chairperson of the Audit/Performance Committee		Chairperson of the Audit/Performance Committee
Councillor Member of the Executive Committee		Councillor - Member of the Executive Committee
Municipal Manager (KwaDukuza Local Municipality)		Municipal Manager (Mandeni Local Municipality)
.....- Ward Committee Member		

YOUTH AFFAIRS SUB-COMMITTEE Councillor NP Simelane: Chairperson ANC Cllr SM Mthethwa ANC Cllr SS Bhengu ANC Cllr NC Chamane IFP Cllr SB Sibiyi EFF Cllr ZP Magwaza Cllr M Shangase Dir. Responsible: Mr N Mkhwanazi	RISK MANAGEMENT COMMITTEE Ms. Z Lugongolo independent (chairperson) Mr. SDG Khuzwayo- Municipal Manager Ms. T Motaung- Director Corporate Services Mr. DM Mzolo- Director Technical Services Ms. ZN Khuluse- Acting Director EDP Mr. XNE Hlekwanane- Chief Financial Officer
WOMEN'S CAUCUS: NDWEDWE Cllr EB Ntuli (Chairperson) ANC Cllr RT Nkwanyana IFP Cllr NY Mlotshwa IFP Cllr ZP Magwaza IFP	BURSARY COMMITTEE Cllr SM Mthethwa (Chairperson) ANC Cllr Simelane ANC Cllr NC Chamane ANC Cllr Bhengu ANC Cllr PS Shezi IFP
Cllr T Khuzwayo EFF Cllr N Makhanya ANC Cllr ZS Thoolsi ANC Cllr NP Simelane Cllr NN Ntetha Cllr ZP Ngwane	Cllr ZP Magwaza IFP Cllr ML Sibiyi DA Cllr M Shangase EFF

TABLE 31: LIST OF PORTFOLIO COMMITTEES

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

1.1.3 SUB-COMMITTEES

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

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

1.1.4 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

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

The Committee examines: -

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

1.1.5 AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE

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

- Audit Committee.
- Performance Management Audit Committee; and

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

1.1.6 INTERNAL AUDIT CAPACITY AND FUNCTIONALITY

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

- ADMINISTRATIVE GOVERNANCE 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 4 Directorates namely Corporate Services, Technical Services, Community Services and Financial Services Directorate. The Municipal Managers office comprises Public Participation, Social Cohesion, Mayoral Support and Communications, IDP and PMS Unit and Risk Management and Internal Audit. The functions of the Municipality are set out in Section 156, read together with Schedules 4B and 5B of the Republic of South Africa Constitution Act, Act 108 of 1996. Section 84 of the Municipal Structures Act, Act 117 of 1998 regulates the division of these functions between the District and Local Municipality.

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 32: 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 33 : 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 2022 and the road shows will be conducted in between April and May 2023 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 5 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:

ACTIVITY	WARD ATTENDING	VENUE	TIME	DATE
Speakers Imbizo	Stakeholders Municipal	Ezimangweni Sport field	10am	27 October 2023
IDP Budget Mayoral Imbizo	Officials Government	Nhlosana Sport field	10am	10 November 2023
IDP Budget Mayoral Imbizo	Stakeholders Councillors	Simunye Sport Field	10am	17 November 2023
IDP Rep Forum	Amakhosi Ward	Council Chamber	10am	04 April 2024
IDP Budget Mayoral Imbizo	committee SAPS	Ntubeni Ward 1	09am	08 April 2024
IDP Budget Mayoral Imbizo	Community	Ntabaskop ward 10	09am	10 April 2024
IDP Budget Mayoral Imbizo		Hloniphani ward 12	13h00	10 April 2024
IDP Budget Mayoral Imbizo		KwaL Sport field Ward 13	09h00	11 April 2024
IDP Budget Mayoral Imbizo		Skills Centre Ward 14	13h00	11 April 2024
IDP Budget Mayoral Imbizo		Wewe Hall ward 2	09h00	12 April 2024
IDP Budget Mayoral Imbizo		Noordsburg Hall Ward 6	13h00	12 April 2024
IDP Budget Mayoral Imbizo		Khanyisa Hall ward 09	09h00	17 April 2024
IDP Budget Mayoral Imbizo		Sthelosethu Ward 4	09h00	18 April 2024
IDP Budget Mayoral Imbizo		Deda Hall ward 5	13h00	18 April 2024
IDP Budget Mayoral Imbizo		Johny Makhathini Hall Ward 15	13h00	19 April 2024
IDP Budget Mayoral Imbizo		Mbuyeni Ward 17	09h00	22 April 2024
IDP Budget Mayoral Imbizo		Esigedleni Ward 19	13h00	22 April 2024
IDP Budget Mayoral Imbizo		eGweni Hall Ward 16	09h00	23 April 2024
IDP Budget Mayoral Imbizo		Kwazini Ward 18	13h00	24 April 2024
IDP Budget Mayoral Imbizo		Mayika Sportsground Ward 11	09h00	25 April 2024
IDP Budget Mayoral Imbizo		Mlandeleni CDC Ward 03	13h00	25 April 2024
IDP Budget Mayoral Imbizo		Mar Grey Sport Complex Ward 07	09h00	26 April 2024
IDP Budget Mayoral Imbizo		Gugu Sport field Ward 08	13h00	26 April 2024

TABLE 34: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 2023/2024 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: Nhangwini, Pheyane, 40 Nhangwini access road	1	2
Berea housing project (40)	1	3
Land	1	4
Msonono Creche	1	6
Housing: Msonono, Hullets and Parukapad	1	7
Nhangwini Hall renovations	1	8
Glendale Cemetery	1	9
Nhangwini Clinic	1	10
Electricity infills	1	11
Building of a High School (Nhangwini)	1	12
Library	1	13
Co-operative support (fencing)	1	14
WARD 2	WARD	PRIORTIY
Water and Sanitation	2	1
Nsuze sport field renovation	2	2
Housing (Phase 02)	2	3
Access Roads; Mwandla, Mhlongo, Nzuzza; Mazombe, Cibane; Gcamu, Zinkawini, Sibhukudweni access road and Maphumulo 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
Sani Access Road	3	1
Waterfall School access road	3	2
Housing	3	3
Land	3	4
Waterfall hall renovation	3	5
Nyangaye Access Road	3	6
Mlandeleni CDC	3	6
Waterfall crèche	3	7
Waterfall camp fencing	3	8
Glendale camp fencing	3	9
KwaMagwaza cemetery	3	10
Glendale CDC renovation	3	11
Mthombisa Access Road	3	12
Clinic	3	13
Waterfall community garden fencing	3	14
Glendale deepening tank	3	15

Agriculture: Village	3	16
College: Sewing Skills	3	17
L21 Access Road (Department of Transport)	3	18
WARD 4	WARD	PRIORITY
CDC Ngcongcongcong 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 windmill 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.	5	1
Electricity infills	5	2
Mkhomazi/Wolongo CDC	5	2
KwaDeda Modular Library	5	3
Housing: Mlamula Phase 2	5	4
Agricultural Co-operative Development	5	5
Deda Centre Renovations	5	6
Renovation: KwaDeda Club houses and connection of kwaDeda sport field lights.	5	7
WARD 6	WARD	PRIORITY
Access Roads: Madwaleni access road Mabheleni, Noordsberg, Zichwayini, Matshekesheni, Qhubakahle, Mkhize, Phambela, Simunye,	6	1
Bhamshela Multi-Functional Centre	6	1
Noordsburg multi-functional	6	2
water	6	3
Sanitation	6	4
Road: D1523 D 889	6	5
Agricultural Cooperation	6	6
Sportsground: Qhubakahle	6	7
Matshekesheni Primary School	6	8
Bhamshela Town Development	6	9
Electricity infill projects	6	10
WARD 7	WARD	PRIORITY
Housing	7	1
Mwandla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road, P712 Road, and eDiphini eNsuzi	7	2
eTsheni Bridge	7	3
Hlalakahle CDC	7	3
Unyazi CDC	7	4
Sports Field: Hlalakahle & Mary Grey	7	4
Sthokozise and Unyazi Creche renovations	7	5
Zakhele CDC renovations	7	5
Lightning conductor	7	6
Water and Sanitation (disabled people)	7	7
Luthuli Community Hall	7	8
Creches: Zakhele, Gogovuma and Mary grey	7	9
Fencing gardens: Isinandi, Sinamuva, Xanyana, Faya, Senzokwethu farming and Siyazenzela youth farming	7	10
Regravelling of (D1617, D891 and D1629)	7	11
Zakhele Gym park	7	12
Clinic: Luthuli clinic	7	12
Zakhele Library	7	13
May Grey Signage and KwaVuma Senior citizen signage	7	13
Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheelchair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza; Nduli; Mafumeyana;	7	14

Nhlanhleni; Dlamini; Ximba; Khoza; UNyazini; Dube Mdodi; KwaNgidi; Zilwayo, KwaFaya; Mandleya; Makhanya; Stop8, Dube KwaNgidi, uNyazi access road, Mlondi.		
Hospice	7	15
eTsheni Tourism Development	7	16
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
Ozwathini and Nhlangakazi CDC	9	1
Khanyisa Sports field	9	2
Ozwathini Creche, Nhlangakazi Creche, Montobello Creche	9	3
Sanitation (Toilets)	9	4
Montobello Hall Renovation	9	5
Drayeni access road, Qwaqwa access road, Nsuze access road, Thusi access road, Goge access road	9	6
Housing (RDP houses)	9	7
Water	9	8
Electricity	9	9
Businss center/ market stalls	9	10
Fencing of cooperatives projects (agriculture)	9	11
Tier road to Montobello hospital	9	12
WARD 10	WARD	PRIORITY
Water and Sanitation	10	1
Electricity infills	10	2
Halls: Maqokomela CDC	10	3
Market Stalls (Magongolo renovations)	10	4
Dikwayo (hall renovations)	10	5
Grazing Camp: Magongolo	10	6
Sports field Dikwayo	10	7
Creche: Magongolo	10	8
Access road: Nkumbanyuswa,	10	9
Access Road (Magongolo, Vilakazi)	10	10
Access Road (Magongolo, Esgodini) maintenance	10	11
Access Road (Magongolo to Dikwayo) maintenance	10	12
WARD 11	WARD	PRIORITY
Access Roads: Nsimbini, Sanguphe, Slungwaneni, Dlamuka access road, D1509, D865, Mbuzazane and mathoba access road	11	1
Mayika Sport Ground	11	2
Community Library	11	3
Electricity	11	4
Renovation of Matholamnyana Sportsground	11	5
Matholamnyama bridge	11	6
Toilets/ sanitation	11	7
Thabani Luthuli electricity	11	8
Nozandla Tourism	11	9
Co-operatives Support	11	10
Nkumbanyuswa Housing project	11	11
Qadi Housing project	11	12
Fencing of Community Gardens	11	13
water	11	14
WARD 12	WARD	PRIORITY

Bridges: Sokhulu, Mgezengwana and Khohlwa	12	1
Access roads: Engosini, Ekohlwa, Isithupha, Jika to Sthupha Clinic, Hlonipani to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ethafeni to Enkwambase	12	2
Halls: Sthupha, Ezibomvini Khohlwa hall	12	3
Sport fields: Ezibomvini, Ekohlwa, Nkwambase, Hlonipani and Ngedleni	12	4
P715 Tar Road (From Cell C to Noodrburg Road)	12	5
Creches: Zibomvini, Hlonipani, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	6
Kwambase Clinic	12	7
Mgqwayini Primary School	12	8
Tourism Development	12	9
Housing (Qadi)	12	10
WARD 13	WARD	PRIORITY
Ntaphuka CDC	13	1
Madlebe access road	13	2
Sisebenzile access road	13	3
Nhlabamkhosi access road	13	4
Sanitation (Toilet project)	13	5
Mbeki to Jikeni tar road	13	6
Skills centre	13	7
Electricity infills	13	8
Shange access road	13	9
Mgibandlala sport ground	13	10
WARD 14	WARD	PRIORITY
Ndodemi 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 (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
Type 1,2,3 Electricity Infills	15	1
Ndwedwe Central Indoor Sports Centre	15	2
Tarred Roads: Shakavillage, Mzileni, Nhlabathi, Mayekeni, Mpungeni, Zondo	15	3
Water	15	4
Art and Culture Centre	15	5
Nyongwana, Zondo, and Ngwane Road (concrete)	15	6
Mzokhulayo Development Centre	15	7
Qadi and Nkumbanyuswa housing project	15	9
15 Boreholes (iLembe or Public Works)	15	10
Crèches: Mzamo, Mpungeni, Mzokhulayo and Mutwa/Madimeni	15	11
Geysers	15	12
Mzokhulayo Sports field and Netball court	15	13
Swimming Pool Academy	15	14
WARD 16	WARD	PRIORITY
Spring water and boreholes in all VD's	16	1
Menyane Hall and Msilili Hall	16	2
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). SONTSHENGE VD ACCESS ROAD (Nonoti, Mqhawe,	16	3

Lisho, Diphini, T.C access, Madondo and Cibane access road). MAKHAZINI VD 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 regraveling and enlarged	16	8
Msilili bridge	16	9
Hogweni 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
Maphofu bridge	17	1
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	2
Access Roads: Maganini, Mzunga, Emathankini and Ndimande	17	3
Road: P716, L1042, D1543 and D3826	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
WARD 18	WARD	PRIORITY
Electricity	18	1
Water	18	2
Housing	18	3
KwaLoshe Game Reserve	18	4
Thafamasi Pay Point	18	5
Makhuluseni Cattle Grazing Camp	18	6
Makhuluseni and Mission Netball Fields	18	7
Bridges: Makhuluseni to KwaShangase	18	8
Ndwedwe Mission Soccer field	18	9
Renovation of Makhuluseni and KwanoVimba Deeping Tanks	18	10
KwaNovimba Access Road Regravelling	18	11
D1512 Road Construction	18	12
Renovation of KwaShangase Hall	18	13
Renovation: Thafamasi Creche	18	14
Re-gravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Creche Renovation	18	16
Thafamasi CDC Security Provision	18	17
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
Mantshunguntshu Road and Bridge	19	6
Halls: Simamane, Mkhukhuze, Mahedeni and Zubane hall	19	7
Creches: Snothando, Mantingwane, Thandolwethu and Sbusisiwe Community creche	19	8
Hlophe Sport Centre	19	9
P102 Tar Road	19	10
Mkhukhuze Market	19	11
Water and Sanitation	19	12
Phewa Road regravelling and KwaCebekhulu	19	13
Ndiyazi Sport field, KwaHlophe, Mkhukhuze, Mangangeni Sport field	19	14
Mahedeni creche/hall renovation	19	15
Sgedleni and Mkhukhuze Master Light	19	16
Renovation of Mangangeni Clinic	19	17

TABLE 35: 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 36: 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 on 31 March 2022. 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 proactive 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's) 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 37: 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 2021/2022 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 38: 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.

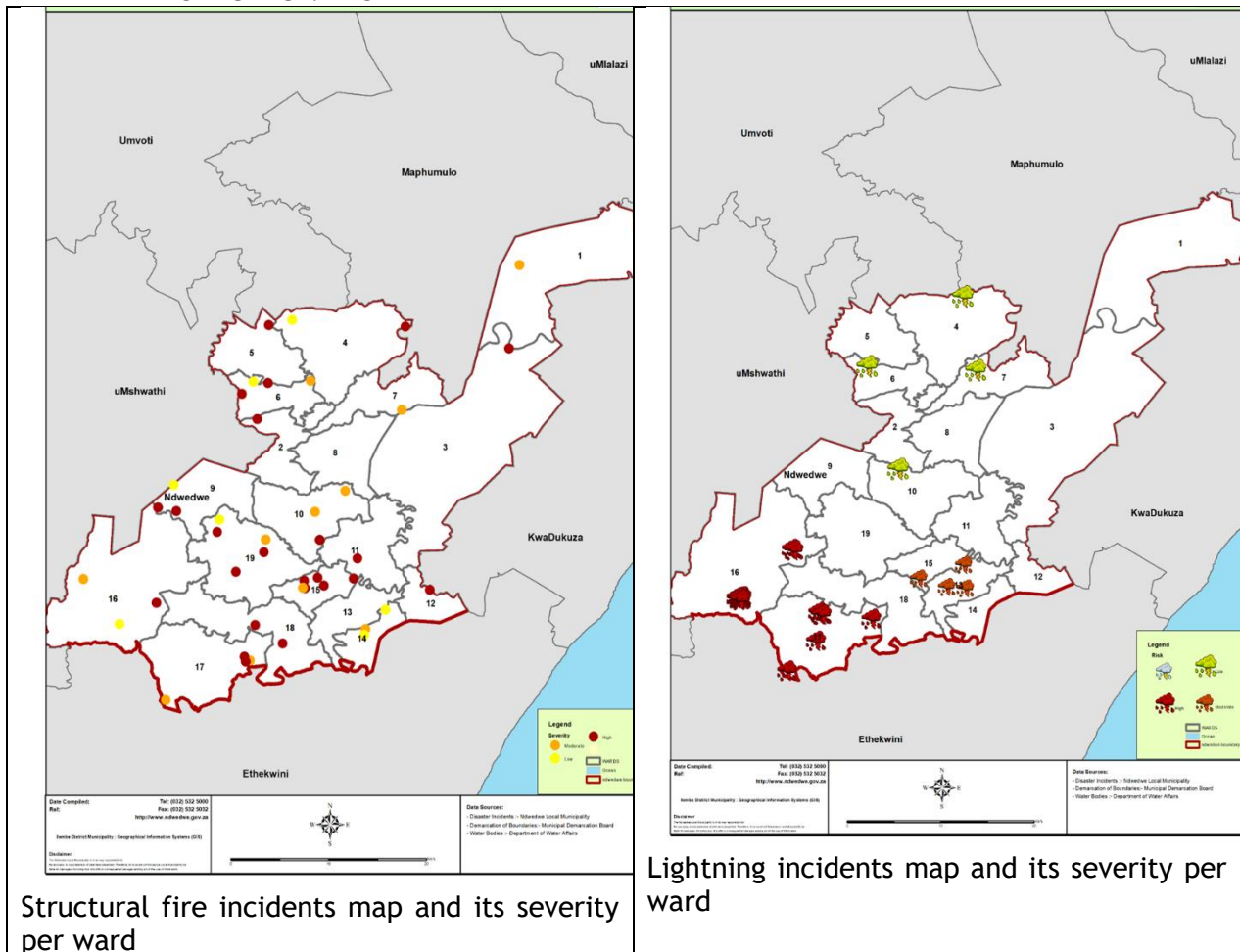
DISASTER RISK PROFILE

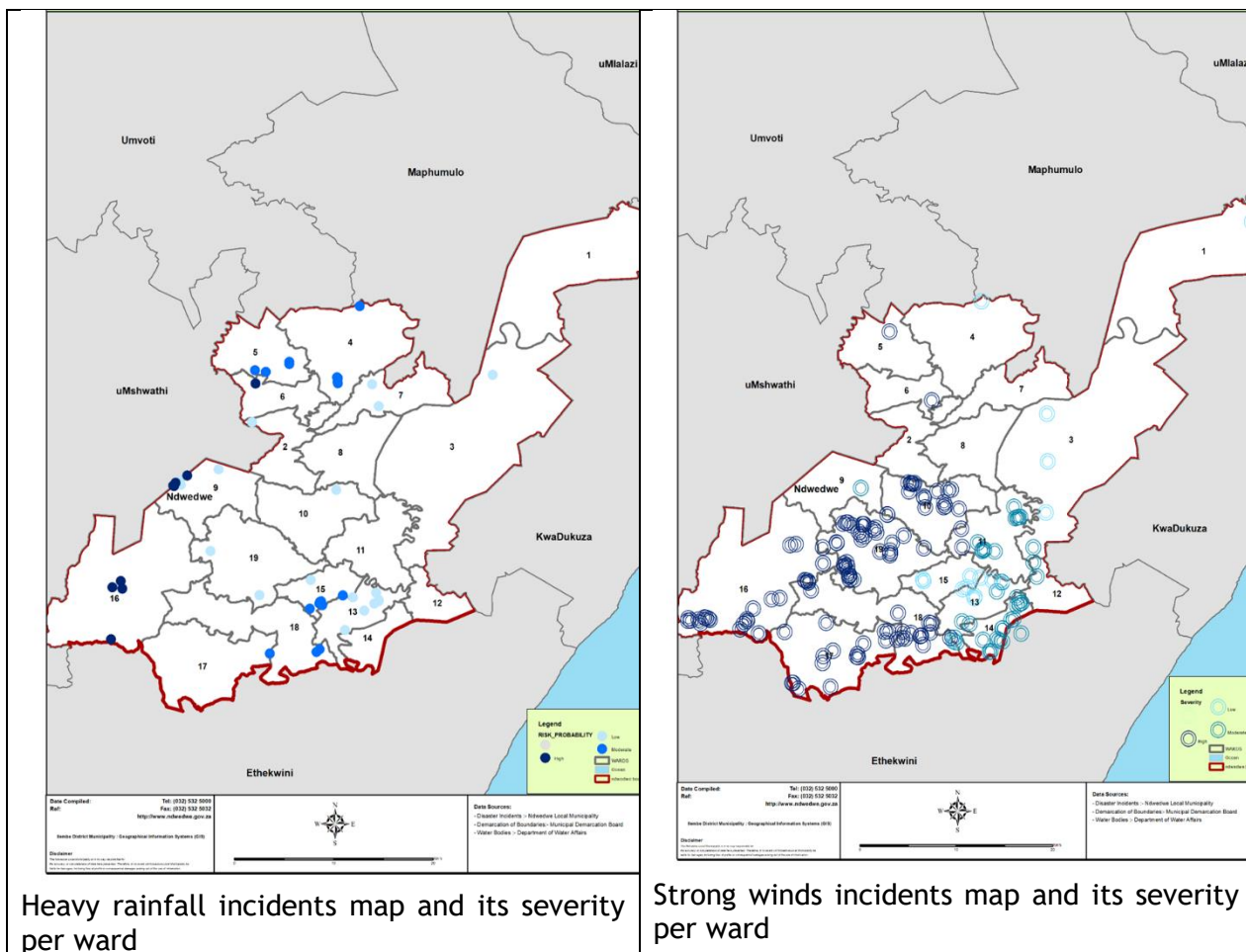
Ndwedwe Local Municipality's Disaster Management Unit conducted Risk Assessments where the most prone hazards within our jurisdiction were identified, listed and prioritised. The findings of the risk assessment resulted into a disaster risk profile that was tabled and mapped as shown below. Thereafter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

TABLE 39: 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 40: STATUS OF WASTE MANAGEMENT COMPLIANCE AT NDWEDWE MUNICIPALITY

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

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

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

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

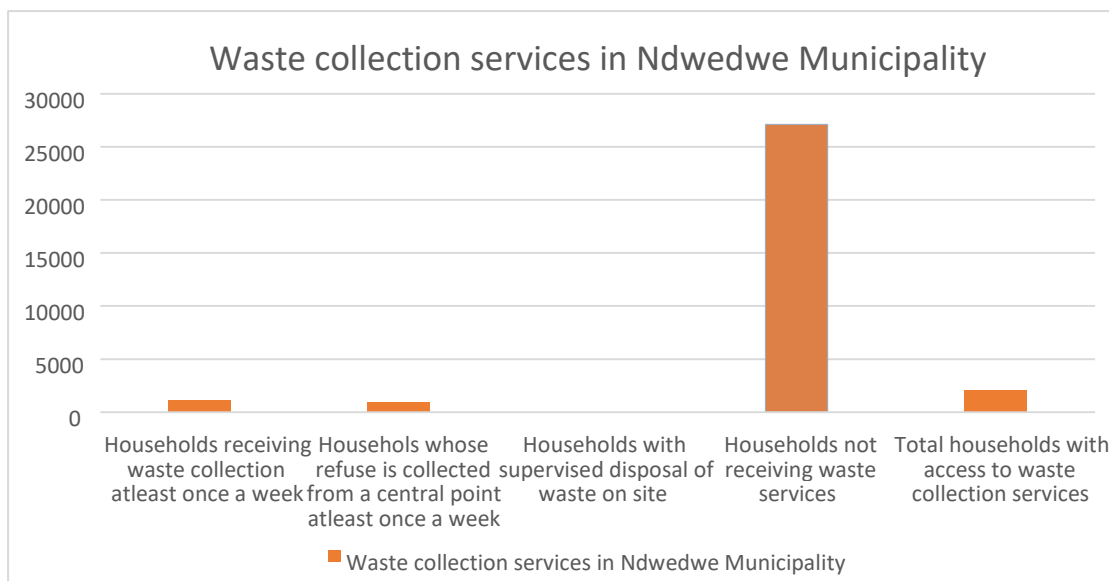


FIGURE 10: REPRESENTING THE PROVISION OF WASTE MANAGEMENT SERVICES IN NDWEDWE LOCAL MUNICIPALITY (INFORMATION ADAPTED FROM CENSUS, 2011)

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 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 EMLs appointed in the three spheres of government to enforce the Waste Act.		No EMLs 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 41: 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 42: 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 43: 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 44: 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 2022/2023 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 45: 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 Bonakaude & 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 46: 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	Acting Director: EDP	Female
5	Mr N Nkanyiso Mkhwanazi	Acting 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 47: 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	Acting Director: ED	Female
4	Mr F Luthuli	Manager: Public Works	Male
5	Ms T Motaung	Director: Corporate	Female

Table 48: 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 2023/2024 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 2024 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 on 30 March 2024 and it was adopted at the last Council meeting 22 May 2024.

TABLE 49: RISK MANAGEMENT POLICIES 2023/2024

No.	POLICY	LAST APPROVED BY COUNCIL
1	ERM Framework	22 May 2024
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 March 2023. 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 2022. 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 50: BID COMMITTEE MEMBERS

Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
Liziwe Mhatu (Chairperson)	Sanele Mthembu (Chairperson)	Xolani Hlekwanane (Chairperson)
Siyabonga Nyoka	Thulile Faya (Scriber)	Dumisani Mzolo
Sthembile Mngadi (Scriber)	Mzokhona Mkwanazi	Liziwe Mhatu
Nokukhanya Ngobese (SCM)	Richard Mthombo	Zempilo Khuluse
Chris Khoza	Bongile Ndlovu (SCM)	Mati Nkabinde (SCM)
Akhona Ngcobo	Sebenzile Ngubane	Phumzile Mbonambi
	NOKULUNGA MTSHALI (SCRIBER)	BABONGILE NGCOBO (SCRIBER)
	SAKHISENI GUMEDE	

- **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 Policy	Review and Approval Date
Recruitment and Selection of Senior managers	7 December 2023
Retention Policy	22 May 2024
Fleet management policy	31 August 2023
Selection and Recruitment Policy	7 December 2023
Draft Training and Development Policy	30 August 2023
Workplace Skills Plan	28 April 2024
Draft Acting Policy	30 August 2023
Leave encashment Policy	30 August 2023
Bursary Policy	30 August 2023
IPMS - Performance Management Policy	30 August 2023
Bursary Policy	31 August 2023
Pauper and Burial Indigent Policy	31 August 2023
Integrated Waste Management Policy 2021-2026	22 March 2022
Subsistence and Travelling Allowance Policy for Councillors& Policy	31 August 2023
PMS Policy/Framework	22 May 2024
Internship and experiential learning policy	May 2022
ICT Policies ICT Policy and Framework ICT Security Control Policy ICT User Access Management Policy ICT Service Level Agreement Management Policy (External Service Providers/Vendors)	08 March 2024

ICT Disaster Recovery Policy	
ICT Data Backup Recovery Policy	
ICT Standard Operating Procedure	
Hardware and Software Standardization Policy	
SCM Policy	22 May 2024
Budget Policy	22 May 2024
Property Rates Policy	22 May 2024
Petty Cash Policy	22 May 2024
Credit Control Policy	22 May 2024
Indigent Policy	22 May 2024
Tariffs Policy	22 May 2024
Cash Management and Investment Policy	22 May 2024
Virement Policy	22 May 2024
Funding and Reserve Policy	22 May 2024
Assets Management Policy	22 May 2024
Leave Management Policy	22 May 2024
Disposal Policy	22 May 2024
Cost Containment Policy	22 May 2024
Variation Order Policy	22 May 2024
Long term Financial Planning Policy	22 May 2024
Infrastructure Investment and capital Policy	22 May 2024
Borrowing Policy	22 May 2024
Expanded Public Works Program Policy	22 May 2024
ERM Framework	July 2022
ERM Policy	July 2022
Fraud Prevention Strategy	July 2022
Anti- Fraud and Corruption Policy	22 May 2024
Whistle Blowing/ Hotline Policy	22 May 2024
Loss Control and Prevention Management Policy	22 May 2024
Complaints Management Policy	22 May 2024
Conflict of Interest Policy	22 May 2024
Acceptance/giving of gifts, donations, and sponsorship policy	22 May 2024
Risk Management Framework Strategy and Policy	22 May 2024
Anti-Fraud Corruption Strategy	22 May 2024
Climate disaster change Strategy 2023	30 May 2023
Draft Firearms and Dangerous Weapons	5 March 2024
Draft Risk Management Framework	5 March 2024

- 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 51: 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

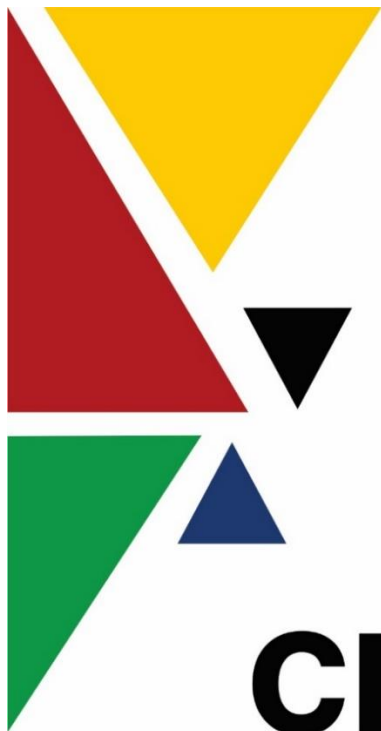
The White Paper on transforming public service delivery (1997) provides direction on how services should be rendered. This document, referred to as the *Batho Pele* (people first) white paper, favours the customer and places the obligation on the service provider to deliver on the basic customer requirements. 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

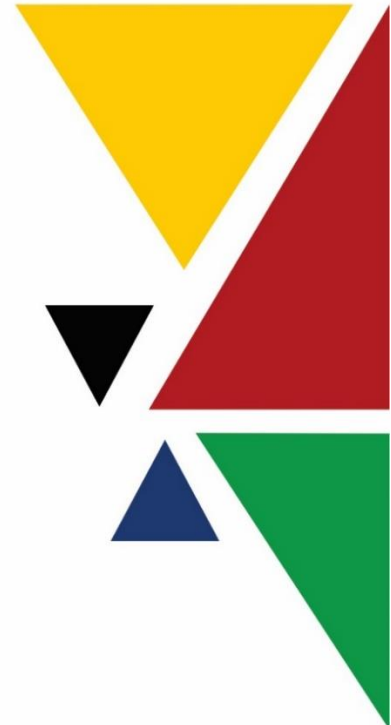
- ALL MUNICIPAL OVERSIGHT COMMITTEES

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 2022/2023 and 2023/2024 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 2023/2024. These KPAs have been included in the municipal scorecard for 2023/2024 financial year. It also presents the year end performance results for 2023/2024. 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 22 May 2024. 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 2023/2024 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 2022/2023 AND 2023/2024 FINANCIAL YEAR

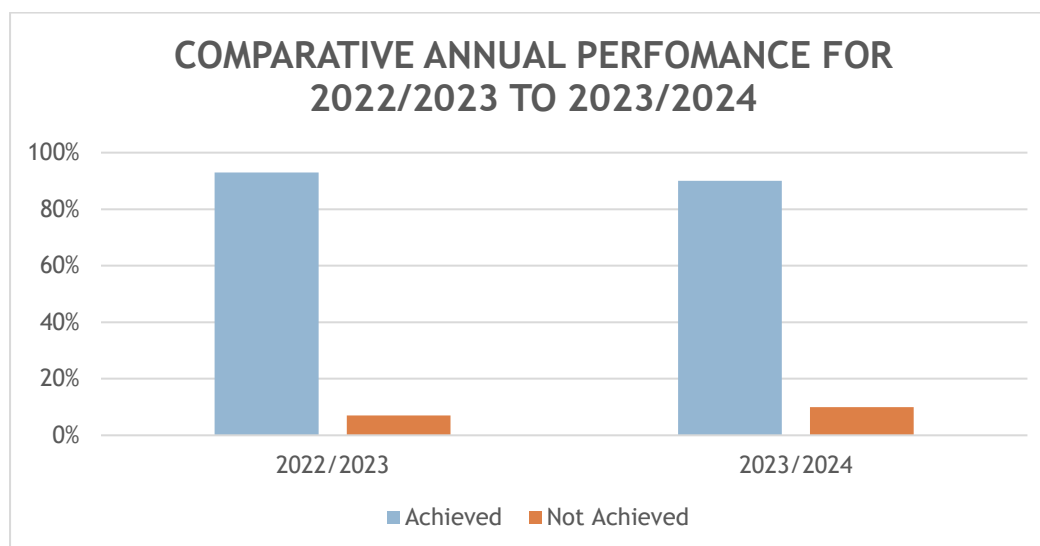
The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs, focuses on Section 46 of the Municipal systems Act requirements.

The table below indicates the Ndwedwe municipality's organisational annual performance reporting compared over the last two financial years for the 2022/2023 and 2023/2024.

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 2022/2023 and 2023/2024.

FINANCIAL YEARS	TOTAL KPI's	TARGET MET	TARGET NOT MET
2022/2023	141	132 94%	9 6%
2023/2024	147	131 90%	16 10%



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, 90% reported as achieved and 10% 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 2023/2024 FY

BUSINESS UNITS	TARGET MET % FOR ANNUAL PERFORMANCE EXCLUDING NON-ACHIEVED
Corporate Services Department	95%
Finance Department	100%
Community Services Department	97%
Office Of the Municipal Manager Department	90%
Economic Development and Planning Department	88%
Technical Services Department	71%

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.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
19	17	2	89%

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
23	22	1	95%

The Figure below illustrates the performance of the KPA 1.

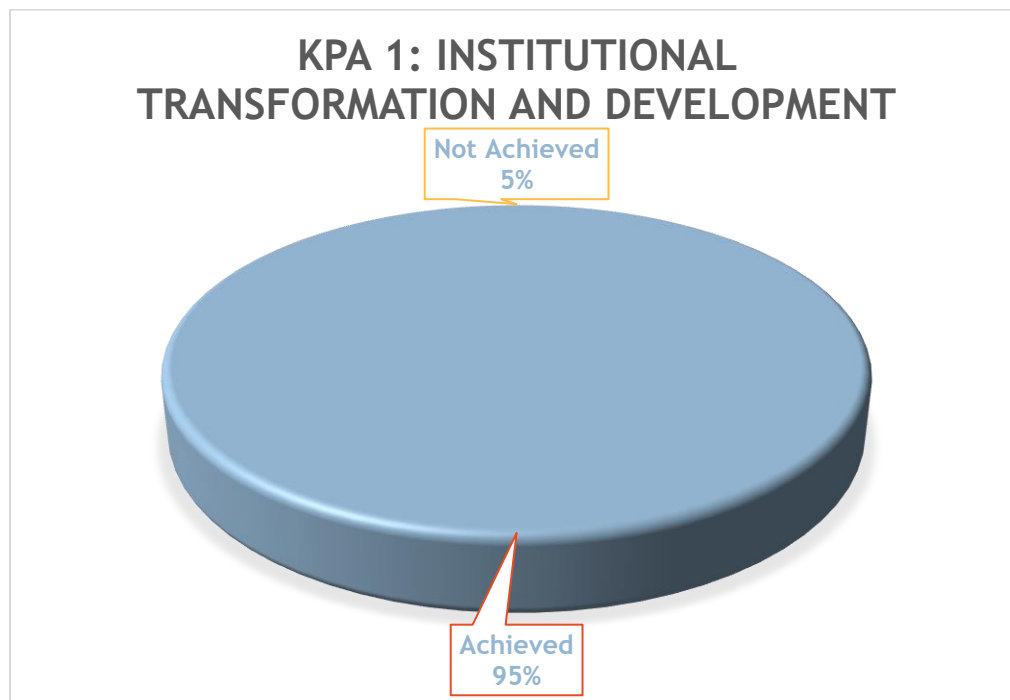


Figure 1: Performance of the KPA

PERFORMANCE HIGHLIGHTS

KPI	KPA	ANNUAL TARGET	ANNUAL ACTUAL
Implementation of the Workplace Skills Plan	Number of WSP trainings for employees to be held in accordance with the WSP by deadline.	11 WSP trainings for employees to be held in accordance with the WSP by deadline by 31 March 2024	11
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 2024	1 WSP & ATR completed and submitted to LGSETA on 26 April 2024.
Implementation of the Workplace Skills Plan	The number of people from employment equity target groups employed in the three	2 People from employment equity target groups employed in the three highest	2

	highest levels of management in compliance with a municipality's approved employment equity plan.	levels of management in compliance with a municipality's approved employment equity plan to be appointed by 31 March 2024.	
Occupational, Health and Safety meeting	Number of bi-annual occupational, Health and Safety (OHS) Committee meetings held by deadline.	2 Bi-Annual OHS Committee meetings to be held by 30 June 2024	2
Employment Assistant Programs	Number of bi-annual employee wellness program held by deadline	2 Bi-Annual EAP programs to be held by 31 December 2023	2
Functional ICT infrastructure (Implement, test and maintain ICT system backups)	Number of monthly reports on maintenance of ICT infrastructure submitted by deadline.	8 Monthly reports on maintenance of ICT infrastructure submitted by 30 June 2024	8
Convening of ICT Steering Committee	Number of quarterly ICT Steering Committee meetings to be held by deadline.	4 Quarterly ICT Steering Committee meetings to be held by 30 June 2024	4
ICT Maintenance and Support Contract	Number of monthly SLA performance monitoring reports by deadline.	8 Monthly ICT SLA performance monitoring reports by end of 30 June 2024	8
ICT Strategic documents	Number of ICT Strategic documents developed and submitted to ICT Steering Committee (SC) by deadline.	2 ICT Strategic documents developed and submitted to ICT SC by end of 30 June 2024	2 ICT Strategic documents developed and approved by Council on 28 June 2024.
Fleet management	Number of monthly Fleet management reports generated by deadline.	12 Monthly Fleet management reports generated by 30 June 2024	12
Fleet Strategy	Number of Fleet Strategy developed and approved by Council for adoption by deadline.	N/A	N/A
Coordination of Council meetings	Number of quarterly scheduled Council meetings to be held by deadline.	4 Quarterly scheduled meetings of Council to be held by 30 June 2024	13 Council meetings were held.
Coordination of Exco meetings	Number of monthly scheduled Exco meetings to be held by deadline.	10 Monthly scheduled EXCO meetings to be held by 30 June 2024	12 EXCO meetings were held.
Coordination of Portfolio Committees meetings	Number of annual scheduled Portfolio Committees meetings (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) that are	17 Annual scheduled Portfolio Committees meetings (Finance, EDP, LPA & HR, Community Services, Infrastructure &	39 Portfolio meetings were held.

	co-ordinated by deadline.	Technical) to be held by 30 June 2024	
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 2024	6 Audit Committee meetings were held.
Coordination of Municipal Public Account Committee meetings	Number of quarterly scheduled MPAC meetings held by deadline.	4 Quarterly scheduled MPAC meetings held by 30 June 2024	7 MPAC meetings were held.
Security Services Reports	Number of quarterly Security Services Reports generated by deadline.	4 Quarterly Security Services Reports generated by 30 June 2024	4
Human Resources Management Excellence	Number of annual Policy workshop to be held by deadline.	1 Policy Workshop to be held by 31 March 2024	1 - Policy Workshop was held on 5 March 2024
Human Resources Strategy	Number of Human Resource Strategy reviewed and approved by Council by deadline.	1 Human Resource Strategy reviewed and approved by Council by end of 30 June 2024	1 Human Resource Strategy Plan reviewed and approved by Council on 28 June 2024
To manage the staff component of the Municipality	Number of Staff establishment/Organogram reviewed and approved by Council by deadline.	1 Staff establishment/Organogram reviewed and approved by Council by end of 30 June 2024	1 Staff establishment/Organogram reviewed and approved by Council on 22 May 2024
To manage the staff component of the Municipality	Number of Budgeted posts filled as per approved staff establishment by deadline.	9 Budgeted posts filled as per approved staff establishment by Council by end of 31 December 2023	11
Monitoring performance of effective enterprise risk management	Number of progress reports on Risk Management by deadline.	4 Progress Reports on Risk Management by end of 30 June 2024	4

CHALLENGES AND MEASURES TAKEN TO IMPROVE PERFORMANCE

KPA	KPI	ANNUAL TARGET	ANNUAL ACTUAL	CHALLENGES	CORRECTIVE MEASURES TAKEN TO IMPROVE PERFORMANCE
Implementation of the Workplace Skills Plan	Percentage of actual budget spent on implementing the approved the WSP by deadline.	1% of budget spent on the municipality WSP by 30 June 2024	0,71%	The municipality was unable to spend 1% of the WSP grant due to receiving a grant from LGSETA that	In the new financial year Management will developed a sperate budget plan for WSP and LGSETA grants. Management

			also need to be spent within the 2023/2024 financial year. However, hence only 0,71% of the WSP grant has been spent. The LGSETA grant was received for learnership grants which has been paid in trenches upon the completion of the course and issue of the certification.	will also ensure better spending of the grants are adhered to.
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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.

2022/2023

TOTAL KPI's	TARGET MEET	TARGET NOT MET	TOTAL TARGETS MET%
26	23	3	88%

2023/2024

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

The Figure below illustrates the performance of the KPA 2.

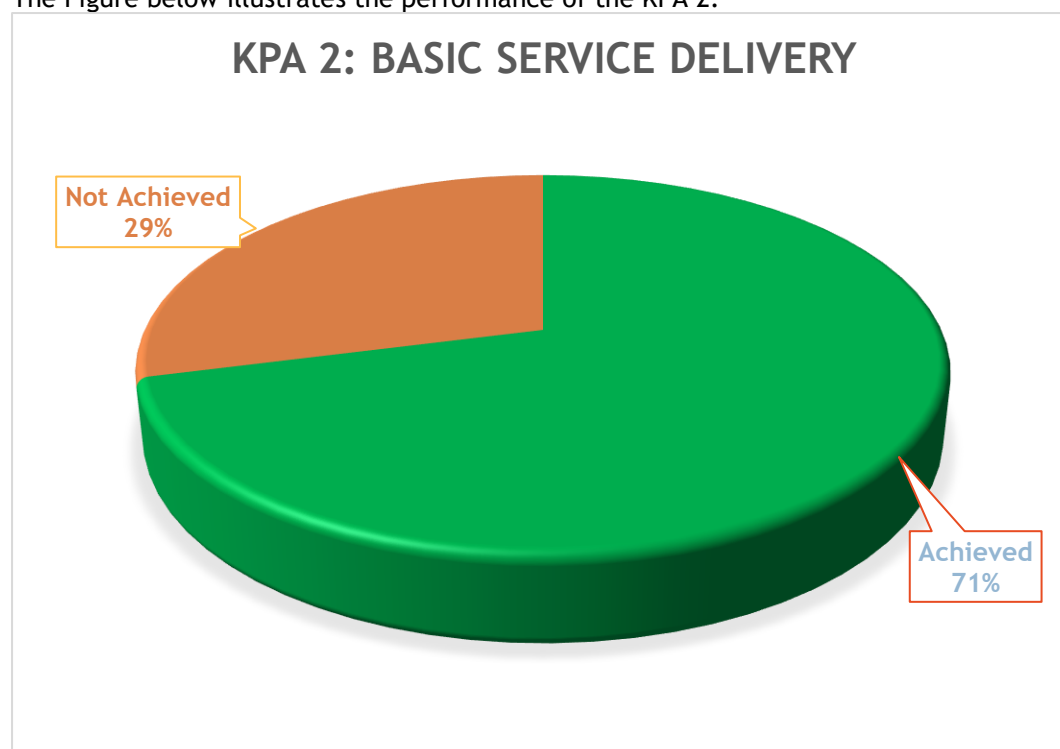


Figure 2: Performance of KPA 2

PERFORMANCE HIGHLIGHTS

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

KPI	KPA	ANNAUL TARGET	ANNUAL ACTUAL
Msengeni Community Development Centre Ward 08	Percentage of Construction of Msengeni Community Development Centre to be completed by deadline.	90% Construction of Msengeni Community Development Centre (Plastering, Plumbing works, Electrical works, Paving and Fencing) to be completed by end of 30 June 2024	90.8% Construction of Msengeni Community Development Centre (Plastering, Painting, Plumbing works and Electrical works) completed
Ndwedwe Botanic Garden and Park Construction in ward 15	Percentage of Construction for Ndwedwe Botanic Garden and Park to be completed by deadline.	100% Construction of Ndwedwe Botanic Garden and Park to be completed by end of 30 June 2024	N/A
Mdloti Access Road Ward 17	Number of kilometres of Construction works of Mdloti Access Road to be completed by deadline.	3,2km Construction works of Mdloti Access Road (Road base layer, drainage system) to be completed by	3,2km Construction works of Mdloti Access Road (Road base layer, drainage system)

		end of 30 September 2023	completed in August 2024
Fencing of Magwaza Community Development Centre in ward 03	Site establishment for Fencing of Magwaza Community Development Centre to be completed by deadline.	Site establishment for Fencing of Magwaza Community Development Centre to be completed by end of 30 June 2024	Site establishment and Installation of Fencing for Magwaza Community Development Centre completed in June 2024
Fencing of Mary Grey Community Indoor Centre in ward 07	Percentage of Fencing of Mary Grey Community Indoor Centre to be completed by deadline.	100% Fencing of Mary Grey Community Indoor Centre to be completed by end of 30 June 2024	100% Fencing of Mary Grey Community Indoor Centre completed in March 2024
INEP Electrification Ward 14, 13, 05, 03 & 12	Percentage of Construction of preparations for household connections to be energised by ESKOM to be completed by deadline.	100% Construction of preparations for household connections to be energised by ESKOM by end of 30 June 2024	100% Construction of preparations for household connections for energising by ESKOM
Installation of Highmast lights in various Wards 02 & 10	Percentage of Installation of Highmast lights in various wards to be completed by deadline.	100% Installation of Highmast lights in various wards to be completed by end of 30 June 2024	100% Installation of Highmast lights in ward 2 & 10 completed in May 2024
Installation of electricity in Bhamshela Telecentre in ward 02	Percentage of Installation of electricity in Bhamshela Telecentre to be completed by deadline.	100% Installation of electricity in Bhamshela Telecentre to be completed by end of 31 March 2024	100% Installation of electricity in Bhamshela Telecentre completed in December 2023
Thabani Luthuli Hall Electricity ward 11 to conduct the Site Assessment, Measuring and Preparation of Tender Document	Site establishment for Installation of electricity in Thabani Luthuli Hall to be completed by deadline.	Site establishment for Installation of electricity in Thabani Luthuli Hall to be completed by end of 30 June 2024	Site establishment and Installation of electricity in Thabani Luthuli Hall was completed in April 2024
Regravelling of Mona Bridge in Ward 12	Site establishment for Regravelling of Mona Bridge to be completed by deadline	Site establishment for Regravelling of Mona Bridge to be completed by end of 30 June 2024	Site establishment and re-gravelling Mona Bridge was completed in June 2024.
Ndwedwe Library Rehabilitation in ward 15 to conduct the Site Assessment, Measuring and Preparation of Tender Document	Site Assessment, Measuring and Preparation of Tender Document completed by deadline.	Site Assessment, Measuring and Preparation of Tender Document completed by end of 30 September 2023	Site Assessment, Measuring and Preparation of Tender Document was completed

Noordsberg Community Development Centre in ward 06	Percentage of Rehabilitation of Noordsberg Community Development Centre to be completed by deadline.	100% Rehabilitation of Noordsberg Community Development Centre to be completed by end of 30 June 2024	100% Rehabilitation of Noordsberg Community Development Centre was completed in March 2024.
Sgedleni Community Development Centre in ward 19	Percentage of Rehabilitation of Sgedleni Community Development Centre to be completed by deadline.	100% Rehabilitation of Sgedleni Community Development Centre to be completed by end of 31 March 2024	100% Rehabilitation of Sgedleni Community Development Centre was completed in December 2023.
Khanyisa Community Hall in Ward 09.	Percentage of Rehabilitation of Khanyisa Community Hall to be completed by deadline.	100% Rehabilitation of Khanyisa Community Hall to be completed by end of 30 June 2024	100% Rehabilitation of Khanyisa Community Hall was completed in June 2024
eGweni Community Hall in ward 16 to conduct the Site Assessment, Measuring and Preparation of Tender Document	Site Assessment, Measuring and Preparation of Tender Document for Rehabilitation of eGweni Community Hall to be completed by deadline.	Site Assessment, Measuring and Preparation of Tender Document completed by end of 30 September 2023	Site Assessment, Measuring and Preparation of Tender Document was completed in September 2023.
Okwazini Community Hall in ward 18	Percentage of Rehabilitation of Okwazini Community Hall to be completed by deadline.	100% Rehabilitation of Okwazini Community Hall to be completed by end of 31 March 2024	100% Rehabilitation of Okwazini Community Development Centre was completed in December 2023
Ntubeni Community Hall in ward 01	Percentage of Rehabilitation of Ntubeni Community Hall to be completed by deadline.	100% Rehabilitation of Ntubeni Community Hall to be completed by end of 30 June 2024	100% Rehabilitation of Ntubeni Community Hall completed in May 2024
Ovanzini Community Hall in ward 04	Percentage of Rehabilitation of Ovanzini Community Hall to be completed by deadline.	100% Rehabilitation of Ovanzini Community Hall to be completed by end of 30 June 2024	100% Rehabilitation of Ovanzini Community Hall was completed in April 2024
Ethafeni Concrete Road in Ward 08	Percentage of upgrading of Ethafeni Concrete Road to be completed by deadline.	100% Upgrading of Ethafeni concrete road to be completed by end of 30 June 2024	100% Upgrading of Ethafeni concrete road was completed in June 2024

Bhamshela Testing Centre (Tar Road access and signals/robots) in ward 06 development of Design and tender documents	Design report and Tender Document completed to be completed by deadline.	Design report and Tender Document to be completed by end of 30 September 2023	Design report and Tender Document was completed in September 2023
EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects	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 2023	85 EPWP work opportunities were created by end of 30 September 2023
Capital expenditure monitoring	Percentage of municipality's capital budget actually 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 2024	100%
Monitoring performance of effective enterprise risk management	Number of progress reports on Risk Management by deadline.	4 Progress Reports on Risk Management to be completed by end of 30 June 2024	4

CHALLENGES AND MEASURES TAKEN TO IMPROVE PERFORMANCE

KPI	KPA	ANNAUL TARGET	ANNUAL ACTUAL	CHALLENGES	Corrective MEASURES TAKEN TO IMPROVE PERFORMANCE
Hlalakahle Community Development Centre Ward 07	Percentage of Construction of Hlalakahle Community Development Centre to be completed by deadline.	90% Construction of Hlalakahle Community Development Centre (Plastering, Plumbing works, Electrical works, Paving and Fencing) to be completed by end of 30 June 2024	81.4% Construction of Hlalakahle Community Development Centre (Plastering, Painting Internal, Plumbing works and Electrical works) was completed	Non-achievement is due to slow performance of the Contractor	The slow performance warning was issued to the contractor which means the contractor was put under Terms and Conditions according to GCC (General Conditions of Contract).

					Municipality will do Close Monitoring and will do more regular site visit/inspection like weekly to trace the program/recovery plan of the contractor.
Makhawula/Ntaphuka Hall Ward 13	Percentage of Construction of Makhawula/Ntaphuka Community Hall to be completed by deadline.	100% Construction of Makhawula/Ntaphuka Community Hall (Plastering, Plumbing works, Electrical works, Paving and Fencing) completed to be completed by end of 30 June 2024	77.6% Construction of Makhawula/Ntaphuka Community Hall (Plastering, Painting, Plumbing works, Electrical works, Paving and Fencing) was completed	Slow performance of the Contractor	Contractor was put on terms and conditions in of GCC - Intention to terminate was issued and close monitoring of the project is being done. The project will be completed in August 2024 Quarter 1 - 2024-25
Ndwedwe Municipal Offices Phase 2	Percentage of Construction of Ndwedwe Municipal Offices Phase 2 to be completed by deadline.	100% Construction of Ndwedwe Municipal Offices (Plastering, Paving and Final Roofing) to be completed by end of 30 June 2024	95% Construction of Ndwedwe Municipal Offices Phase 2 (Plastering, Paving and Final Roofing) was completed.	Rainfall conditions delayed the project	Close monitoring on the listed completion activities will be done - Paving, Septic tank activities will be completed August 2024 Quarter 1
Solar System Installation in Municipal offices to conduct the Site Assessment, Measuring and Preparation of Tender Document	Site Assessment, Measuring and Preparation of Tender Document for the installation of Solar System in Municipal Offices to be	Appointment of Service Provider to be completed by end of December 2023	The Service Provider was not appointed.	The project withdrawn ; the funding diverted for co-funding towards DTIC Town Infrastruct	The project was adjusted and re-prioritised for next financial year 2024-25

	completed by deadline.			ure developm ent for commerci al shopping centre in Ndwedwe Town	
Disaster and Emergency Services Establishment ward 15	Percentage of Construction Hlalakahle Community Development Centre on of Disaster and Emergency Services Establishment ward 15 to be completed by deadline.	30% Construction of Fire Station - Emergency Services Facility (Site establishment, foundation and walls) in ward 15 to be completed by end of 30 June 2024	25% Site establishment and Earthworks completed for Fire Station Facility	Appointm ent of Contractor delayed due to new Panel of Contractor s being challenge d through Objection by one of Service Providers submitted bidding therefore the delay for the Site establishm ent was not achieved.	Contractor was appointed after objection finalized, the activities that was not achieved (complete Foundation) will be completed in Quarter 1: 2024-25 and close monitoring by PMU will be done
INEP Electrification Ward 05	Percentage of Construction of preparations for household connections to be energised by ESKOM to be completed by deadline.	100% Construction of preparations for household connections to be energised by ESKOM by end of 30 June 2024	10% Appointment of contractor and Site establishment	Appointm ent of Contractor delayed due to new Panel of Contractor s being challenge d through Objection by one of Service Providers submitted bidding	Contractor was appointed after objection finalized, the activities that was not achieved (Road base layers) will be completed in Quarter 1: 2024-25 and close monitoring by PMU will be done
Sambaba Access Road Ward 06	Number of kilometres of Construction for the re-	1,5km Regravelling of Sambaba Access Road	0,825km (55%) Regravelling of Sambaba Access Road	Appointm ent of Contractor delayed	Contractor was appointed after

	gravelling of Sambaba Access Road (Site establishment and site clearance, Road base layer, drainage system) to be completed by deadline.	(Road base layer, drainage system) to be completed by end of 30 June 2024	(Site establishment/ site clearance, Road base layer, drainage system) was completed.	due to new Panel of Contractor s being challenged through Objection by one of Service Providers submitted bidding	objection finalized, the activities that was not achieved (Road base layers) will be completed in Quarter 1: 2024-25 and close monitoring by PMU will be done
Nhlangwini Access Road Ward 01	Number of kilometres of Construction for the re- gravelling of Nhlangwini Access Road (Site establishment and site clearance, Road base layer, drainage system) to be completed by deadline.	5,6km Regravelling of Nhlangwini Access Road (Road base layer, drainage system) to be completed by end of 30 June 2024	2,46km (44%) Regravelling of Nhlangwini Access Road (Site establishment/ site clearance, Road base layer, drainage system) was completed.	Appointment of Contractor delayed due to new Panel of Contractor s being challenged through Objection by one of Service Providers submitted bidding	Contractor was appointed after objection finalized, the activities that was not achieved (Roadbase layers) will be completed in Quarter 1: 2024-25 and close monitoring by PMU will be done

Ndwedwe Town Access Road Ward 15	Number of kilometres of Construction works of Ndwedwe Town Access Road (Site establishment, Site clearance, Roadbed base layer, black top Asphalt layer, drainage system, Street lights, mini substation & Water/Sewer) to be completed by deadline.	1,8km Construction works of Ndwedwe Town Access Road (Roadbed base layer, layer works, black top Asphalt layer, drainage system), Street lights & mini-substation construction, Water/Sewer) to be completed by end of 30 June 2024	1,19km (66%) Construction works of Ndwedwe Town Access Road (Site establishment, Site clearance & Roadbed base layer) was completed. The remainder of the activities were not completed.	Contractor s stopped working due to non-payment by DTIC (Department of Trade, Industry & Compensation) which is the co-funding of R50 000 000.00 approved for the project to support the Ndwedwe Shopping Centre Ward 15	Payment claims has been consolidated , submitted to DTIC for payment and payment expected in the new financial year in quarter 1. Activities will be completed in Quarter 1: 2024-25, on-going talks with DITC for payment continue and close monitoring on the project is done.
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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.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
13	13	0	100%

2023/2024

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

The Figure below illustrates the performance of the KPA 3.

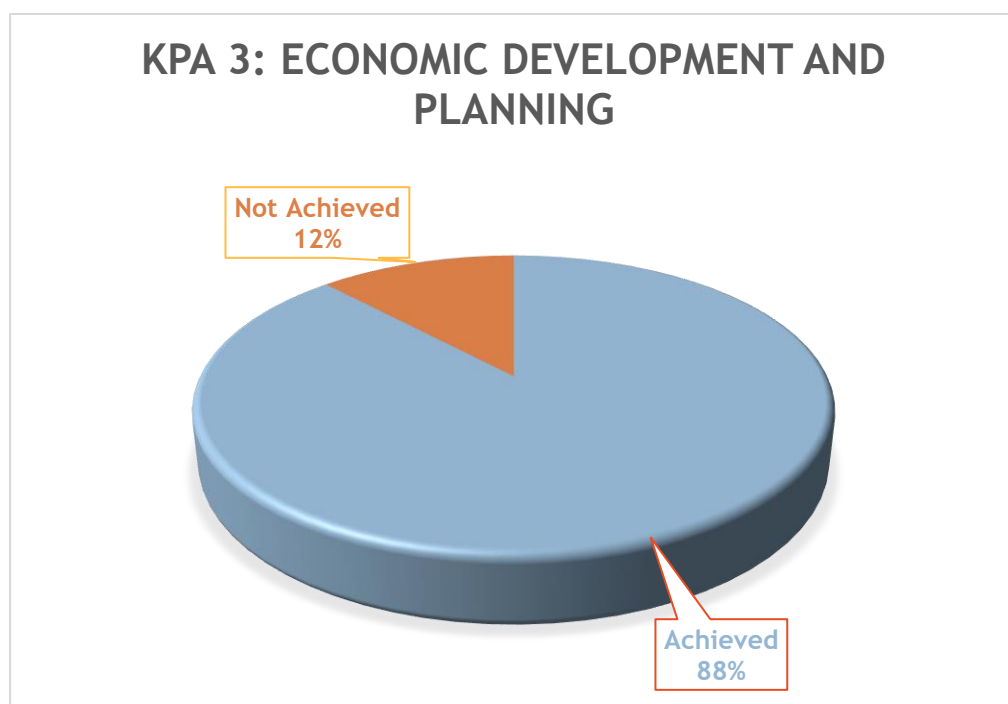


Figure 3: Performance of KPA 3

PERFORMANCE HIGHLIGHTS

KPA	KPI	ANNUAL TARGET	ANNUAL ACTUAL
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 2023	1 Annual Ndwedwe Music Festival event was held.
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 2023	1 Maskandi Festival was held.
Farmers market day	Number of bi-annual Farmers market day events to be held by deadline.	2 Bi-Annal Farmers market day events to be held by end of 30 June 2024	2 Bi-Annual Farmers market day events were held.
Co-operative Development	Number of Cooperatives supported by deadline.	59 Cooperatives supported by end of 30 June 2024	63
SMMEs supported	Number of quarterly SMMEs supported by deadline.	41 Quarterly SMMEs supported by end of 30 June 2024	91
Ndwedwe Town Development	Number of Ndwedwe Town Development Survey, Subdivision to be completed by deadline.	2 Ndwedwe Town Development Survey and Subdivision to be	2

		completed by end of 31 March 2024	
Housing Forum meetings	Number of quarterly Housing Forum meetings to be held by deadline.	2 Quarterly Housing Forum meetings to be held by end of 30 June 2024	2
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 2024	2
Bhamshela regeneration Development (Identification of new encroached development, re-submission and consolidation)	Percentage of Bhamshela regeneration Development Phase 3 (Identification of new encroached development, re-submission and consolidation) to be completed by deadline.	100% Bhamshela regeneration Development Phase 3 (Identification of new encroached development, re-submission and consolidation) to be completed by end of 30 June 2024	100% Bhamshela regeneration Development (Identification of new encroached development, re-submission and consolidation) to be completed
Bhamshela regeneration Development (GIS Survey)	Number of Bhamshela regeneration Development (GIS Survey) to be completed by deadline.	1 Bhamshela regeneration Development (GIS Survey) to be completed by 31 December 2023	1 Bhamshela regeneration Development (GIS Survey) report / investigations have been completed.
Development of Spatial Development Plan	Number of Spatial Development Plan (SDP) developed and approved by Council by deadline.	1 Draft and Final Spatial Development Plan developed and approved by Council by end of 30 June 2024	1 Final Spatial Development Plan developed and approved by Council
1 Final LED Strategy reviewed	Number of Final LED Strategy reviewed and approved by Council by deadline.	1 Final LED Strategy reviewed and approved by Council by end of 30 June 2024	1 Final LED Strategy reviewed and approved by Council
Housing Sector Plan	Number of Housing Sector Plans reviewed and approved by Council by deadline.	1 Draft and Final Housing Sector Plan reviewed and approved by Council by end of 30 June 2024	1 Draft and Final Housing Sector Plan reviewed and approved by Council
Monitoring performance of effective enterprise risk management	Number of quarterly progress reports on Risk Management to be completed by deadline.	4 Quarterly progress reports on Risk Management by end of 30 June 2024	4

CHALLENGES AND MEASURES TAKEN TO IMPROVE

KPA	KPI	ANNUAL TARGET	ANNUAL ACTUAL	NOT ACHIEVED	CHALLENGES	CORRECTIVE MEASURES TAKEN TO IMPROVE
Ndwedwe Town Development	Number of Ndwedwe Town Development Site Disposal policy to be approved by Council by deadline.	1 Ndwedwe Town Development Site Disposal policy to be approved by Council by end of 31 March 2024	0	Not achieved	The Ndwedwe Town Development Site Disposal policy target was not met and workshoppe d to Council due to Budget constraints the Policy Workshop was not held in June 2024 as scheduled.	The Plan will be workshoppe d to Council on 5, 6 and 7 August 2024 and approved by Council in the quarter 1 on 28 August 2024.
Agricultural Plan	Number of Agricultural Plans developed and approved by Council by deadline.	1 Draft and Final Agricultural Plan developed and approved by Council by end of 30 June 2024	1 Draft Agricultural Plan developed however the Final Plan was not workshoppe d by Council therefore it was not approved by Council.	Not achieved	The Final Agricultural Plan target was not met and workshoppe d to Council due to Budget constraints the Plan was not held in June 2024 as scheduled.	The Plan will be workshoppe d to Council on 5, 6 and 7 August 2024 and approved by Council in the quarter 1 on 28 August 2024.

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.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
25	24	1	96%

2023/2024

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

The Figure below illustrates the performance of the KPA 4.

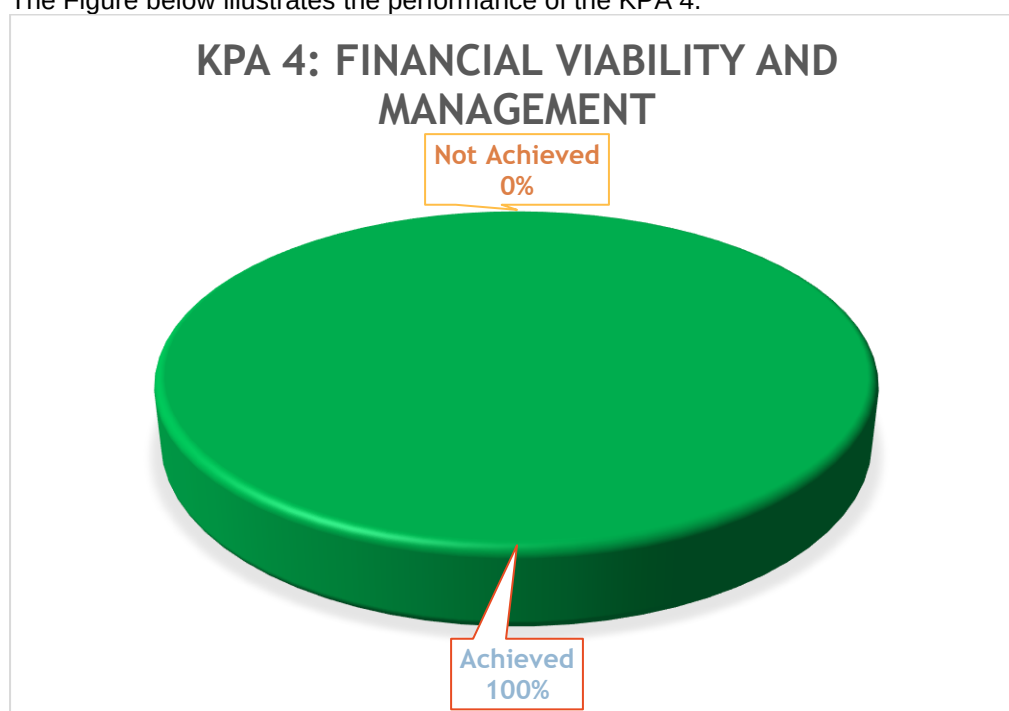


Figure 4: Performance of KPA 4

PERFORMANCE HIGHLIGHTS

KPA	KPI	ANNUAL TARGET	ANNUAL ACTUAL
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 2024	1
Compliance with MFMA regulations	Number of quarterly Section 52 MFMA reports submitted by deadline.	4 MFMA 52 Quarterly reports submitted by end of 30 June 2024	4
Final Budget and related policies approved by Council	Number of Final Budget and related policies approved by Council by deadline.	1 Final Budget and related policies approved by Council by end of 31 May 2024	1 Final Budget and related policies

			was approved by Council on 22 May 2024
Revenue Collection	% of Revenue collected by deadline.	70% of Revenue collected by end of 30 June 2024	78%
Supplementary Valuation Roll	Number of Supplementary Valuation Roll finalised by deadline.	1 Supplementary Valuation Roll finalised by end of 30 April 2024	1
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 2024	4
SCM report	Number of quarterly SCM reports submitted by deadline.	4 Quarterly SCM reports submitted by end of 30 June 2024	4
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 2024	30 Days
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 2023	1
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 2024	1
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 2024	120 Days

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 2024	2.73
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 2024	37%
Indigent Register	Number of Indigent Registers developed and adopted by Council by deadline.	1 Indigent Register developed and presented to Council by end of 31 December 2023	1
Monitoring performance of effective enterprise risk management	Number of quarterly progress reports on Risk Management by deadline.	4 Quarterly progress Reports on Risk Management by end of 30 June 2024	4

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.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
31	28	3	90%

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
25- 1(N/A) =24	21	3	90%

The Figure below illustrates the performance of the KPA 5.

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

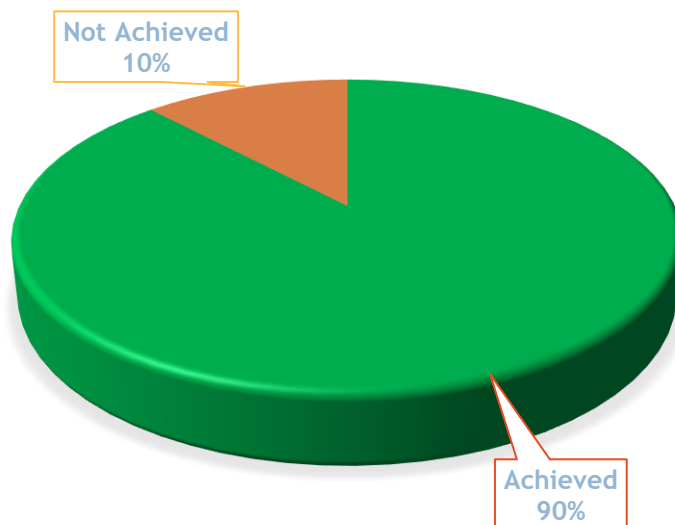


Figure 5: Performance of KPA 5

PERFORMANCE HIGHLIGHTS

KPI	KPA	ANNUAL TARGET	ANNUAL ACTUAL
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 2024	4
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 2024	4
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 2024	1
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 2023	1
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 2024	1

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 approved by Council for adoption by deadline.	1 Oversight Report to be approved by Council by end of 31 March 2024	1
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 2024	3
Performance Management Framework reviewed	Number of Performance Management Framework reviewed and approved by Council by deadline	1 Performance Management Framework reviewed and approved by Council by end 30 June 2024	1
Annual Municipal Performance Report	Number of AMPR submitted to AG by 31 August 2023 by deadline	1 AMPR submitted to AG by end of 31 August 2023	1
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 2024	2 2024/2025 Final IDP review (and Annexures) adopted by Council on 22 May 2024
Speaker Imbizo	Number of bi-annual Speaker's Imbizo to be hosted by deadline.	2 Bi-Annual Speaker's Imbizo's to be hosted by end of 30 June 2024	2
Mayoral/IDP imbizo	Number of Mayoral IDP and Budget Imbizos to be hosted by end of deadline.	21 Mayoral IDP and Budget Imbizos to be hosted by end of 30 June 2024	21
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 2023	1
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 2024	24
Communication Strategy	Number of Communication Strategy's developed and approved by Council by deadline.	1 Communication Strategy developed and approved by Council by end of 30 June 2024	N/A
Media Slots	Number of Media slots conducted by end of deadline.	18 Media slots conducted by end of 30 June 2024	20
Newsletter	Number of electronic Newsletter prepared by deadline.	2 Bi-Annual Newsletters prepared by end of 30 June 2024	2

Monitoring performance of effective enterprise risk management	Number of Risk registers updated by deadline.	16 Risk registers updated by end of 30 June 2024	16
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 2024	4
Risk Management	Number of Annual Risk assessment conducted by deadline.	1 Annual Risk assessment conducted by end of 30 June 2024	1
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 2024	4
Drafting of Service Level Agreements (SLA's)	Number of SLA's drafted by deadline.	50 SLAs drafted by 30 June 2024	73

CHALLENGES AND MEASURES TAKEN TO IMPROVE

KPA	KPI	ANNUAL TARGET	ANNUAL ACTUAL		CHALLENGES	CORRECTIVE MEASURES TAKEN TO IMPROVE
Public Participation Strategy	Number of Public Participation Strategy reviewed and approved by Council by deadline.	1 Public Participation Strategy reviewed and approved by Council end of 30 June 2024	0	Not achieved	The Final Public Participation Strategy target was not met and workshopped to Council due to Budget constraints the Policy Workshop was not held in June 2024 as scheduled.	The Plan will be workshopped to Council on 5, 6 and 7 August 2024 and approved by Council in the quarter 1 on 28 August 2024.
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 2024	0	Not achieved	The Risk Management Framework and Policy target was not met and workshopped to Council due to Budget constraints the Policy	The Risk Mngt Framework and Policy will be workshopped to Council on 5, 6 and 7 August 2024 and approved by Council in the quarter 1 on 28 August 2024.

					Workshop was not held in June 2024 as scheduled.	
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 2024	0	Not achieved	The Risk Management Framework and Policy target was not met and workshopped to Council due to Budget constraints the Policy Workshop was not held in June 2024 as scheduled.	The Anti-Fraud and Corruption Strategy & Policy will be workshopped to Council on 5, 6 and 7 August 2024 and approved by Council in the quarter 1 on 28 August 2024.

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.

2022/2023

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
27	27	0	100%

2023/2024

TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
38	37	1	97%

The Figure below illustrates the performance of the KPA 6.

KPA 6: COMMUNITY AND SOCIAL SERVICES

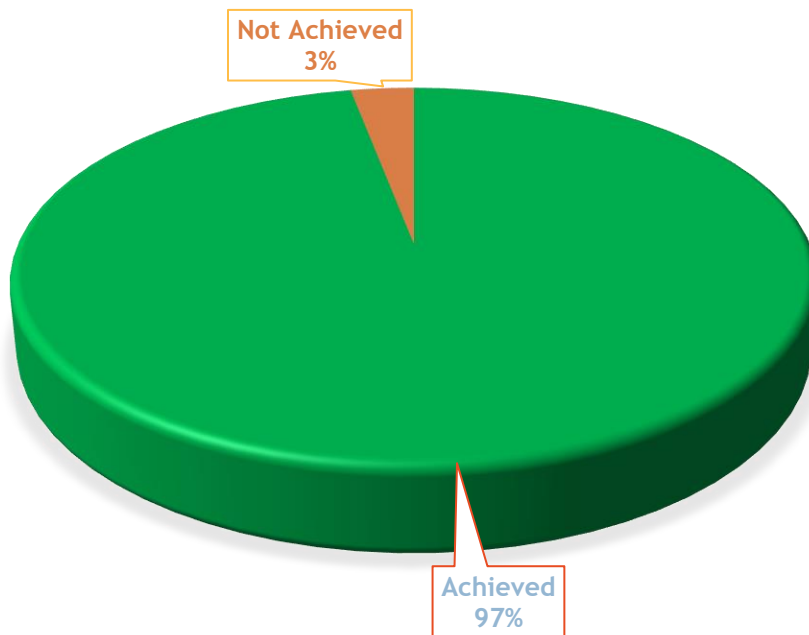


Figure 6: Performance of KPA 6

PERFORMANCE HIGHLIGHTS

KPI	KPA	ANNUAL TARGET	ANNUAL ACTUAL
Municipal Waste collections	Number of times refuse collected at Business premises/Public Skip Bins and dump areas by deadline.	300 Refuse collections at Montebella, Bhamshela, Ndwedwe Town & CellC done by end of 30 June 2024	300
Reviewed Indigent Policy	Number of Indigent Policy reviewed and approved by Council by deadline	1 Indigent Policy reviewed and approved by Council by 30 September 2023	1 Indigent Policy reviewed and approved in September 2024.
Cemeteries business Plan	Number of Cemeteries business plans developed by deadline	1 Cemeteries business plan developed by end of 30 June 2024	1 Cemeteries business plan developed.
Reviewed Integrated Waste Management Plan	Number of Integrated Waste Management Plan reviewed and approved by Council by deadline	1 Integrated Waste Management Plan reviewed and approved by Council by end of 30 June 2024	1 IWMP reviewed and approved by Council on 28 June 2024.

Procurement of Library Books	Number of Library books procured for by deadline	50 Library books procured by end of 30 June 2024	N/A
Gender programmes	Number of annual Women's Caucus programmes held by deadline	1 Annual Women's Cacus programme to be held by end of 30 September 2023	1
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 2023	1
Gender programmes	Number of Women's programme held by deadline	1 Women's programme to be held by end of 30 September 2023	1
Isibaya samadoda program	Number of Isibaya samadoda programs held by deadline	1 Isibaya samadoda Programs to be held by end of 30 September 2023	1
Disability programme	Number of bi-annual Disability programmes to be held by deadline.	2 Bi-Annual Disability programmes to be held by 30 June 2024	6
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 2024	38
Orphans and Farm Workers Program	Number of annual programmes for Orphans and Farm workers held by deadline.	1 Annual of Orphans and Farm workers Programme held by end of 31 March 2024	1
Christmas Program for Senior Citizens	Number of annual Christmas programmes for Senior citizens held by deadline.	1 Annual Christmas Programme for Senior Citizens held by end 31 December 2023	2
Senior citizens safety awareness	Number of Senior citizens safety awareness held by deadline	1 Senior citizens safety awareness held by 30 June 2024	1
Moral Regeneration event	Number of bi-annual event for Moral Regeneration held by deadline.	2 Bi-Annual Moral Regeneration event held by end of 30 June 2024	2
Civil Society Forum	Number of quarterly Civil Society Forums held by deadline.	4 Quarterly Civil Society Forums held by end of 30 June 2024	6
Ndwedwe HIV/Aids Day event	Number of annual HIV/Aids Day events held by deadline.	1 Annual HIV/Aids Day event held by end of 31 December 2023	1
16 Days of Activism	Number of annual activism programs for 16 days held by deadline.	1 Annual 16 Days of Activism programmes to be held by end of 31 December 2023	1
Umkhosi Wesintu	Number of annual events for Umkhosi Wesintu held by deadline.	1 Annual Umkhosi Wesintu events held	1

		by end of 31 March 2023	
Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations	Number of annual Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations events held by deadline.	1 Annual Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 30 September 2023	2
Child Protection Program	Number of annual Child Protection Program held by deadline	1 Annual Child Protection Program held by end of 31 May 2024	1
Mandela Day Program	Number of annual Mandela day programmes to be held by deadline.	1 Annual Mandela Day Program held by end of 31 July 2023	2
Workshop and Capacity building for Vulnerable groups	Number of annual Workshops and Capacity building for Vulnerable groups held by deadline	1 Annual Workshop and Capacity building for Vulnerable groups held by end of 31 March 2024	1
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 2024	6
Operation MBO	Number of bi-annual Operation MBO held by deadline	2 Bi-Annual Operation MBO meeting to be held by end of June 2024	2
Disaster Awareness Campaigns	Number of Disaster awareness campaigns to be held by deadline.	32 Disaster awareness campaigns to be held by end of 30 June 2024	39
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 2024	4
Disaster Management Emergency Relief	Number of monthly consolidated incidents/disasters reports submitted to the (was Provincial) District disaster management centre by deadline.	12 Monthly reports submitted to the district disaster management centre by end of 30 June 2024	12
Review Disaster Management Sector Plan	Number of Disaster Management Sector Plan reviewed and approved by Council by deadline.	1 Disaster Management Sector Plan reviewed and approved by Council by end of 30 June 2024	1 Disaster sector plan was approved with Final IDP by Council on 22 May 2024

Sports Development/Recreation programs	Number of quarterly Sports development programmes to be held by end of deadline	20 Sports development programs hosted by end of 30 June 2024	21
Disability Games (Local, District, Provincial and National)	Number of Disability Games hosted by deadline.	2 Disability Games hosted by end of 31 December 2023	2
SALGA Games (Local/District and Provincial)	Number of bi-annual SALGA games hosted by deadline.	2 Bi-Annual SALGA Games hosted by end of 31 December 2023	2
Sports and Recreation Capacity Building Workshops	Number of annual Capacity building workshops for sports and recreation to be held deadline.	1 Annual Capacity Building Workshops to be held by end of 31 December 2023	1
Ndwedwe Rural Horse Racing	Number of annual Ndwedwe Rural horse racing to be hosted by deadline.	1 Annual Ndwedwe Rural Horse Racing to be hosted by end of 31 March 2024	N/A
Examination Prayer	Number of annual Examination Prayers to be hosted by deadline.	1 Examination Prayer to be hosted by end of 30 November 2023	1
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 2024	16
Young Local Artists Support Workshop	Number of (was bi-annual) Annual support workshops for Young Local Artists held by deadline.	1 Annual Young Local Artists Support workshop held by end of 31 December 2023	1
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 2024	4 Youth Council meetings were held.
Monitoring performance of effective enterprise risk management	Number of quarterly progress reports on Risk Management by deadline.	4 Quarterly Progress Reports on Risk Management by end of 30 June 2024	4

CHALLENGES AND MEASURES TAKEN TO IMPROVE

KPA	KPI	ANNUAL TARGET	ANNAUL ACTUAL	CHALLENGES	CORRECTIVE MEASURES TAKEN TO IMPROVE
Mayoral Sports Development Cup Tournament	Number of annual Mayoral Sports Development Cup Tournament to be hosted by deadline.	1 Annual Mayoral Sports Development Cup Tournament to be hosted by end of 31 March 2024	0	The KPI budget has been removed from the project.	The project will be re-prioritised for next financial year 2024-25

KEY AREAS TO NOTE IMPROVING PERFORMANCE

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

To improve the cash flow liquidity and promotion of sound financial management.

The supply chain management continues to implement the framework policy and adherence to the approved policy.

Restructuring as a possible solution for an inappropriate structure.

Process and systems improvement strategies to remedy poor systems and processes.

Training and sourcing additional capacity where skills and capacity shortages are identified.

Change management and diversity management education programmes to address organisational culture.

Review of the IDP where Councillors will address shortcomings in the strategy.

Development of appropriate departmental business plans and operational plans to guide performance in each department.

DETERIORATING PERFORMANCE

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

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

ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDER

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

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

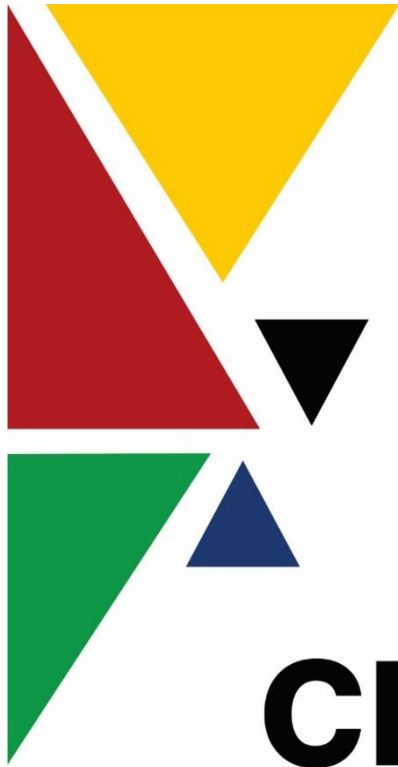
PERFORMANCE WEIGHTING		
1	POOR	Performance did not meet most contractual requirements and contains serious problem(s) for which correction actions were ineffective.
2	SATISFACTORY	Performance did not meet some contractual requirements; contractors' actions appear only marginally effective or were not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

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

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>

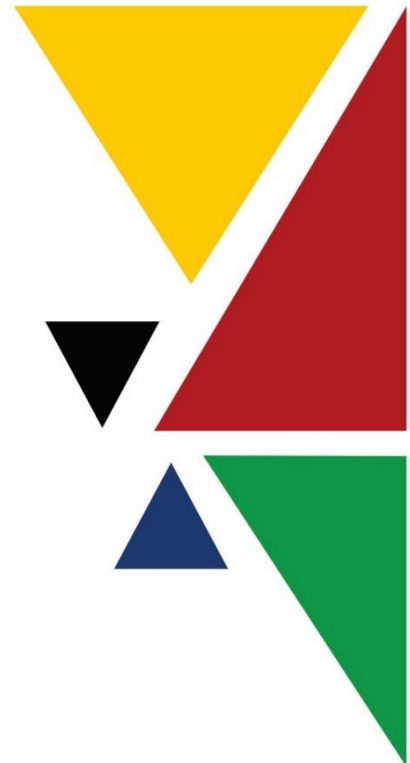
Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Assessment of Service Providers Performance		
					G	S	P
NDWQ 02/23/24	P4S Trading	20/07/2023	Hlakahle Community Development Centre	R 10 997 079,70		S	
NDWQ 03/23/24	Sim & Luko Property Development	20/07/2023	Msengeni Community Development Centre	R 10 978 415.89	G		
NDWQ 01/23/24	Quiet Storm Trading	20/07/2023	Makhawula Multipurpose centre	R 8 406 023.79		S	
NDWQ 33/22/23	Sim & Luko	04/04/2023	Ndwedwe Municipal Office phase 2	R 14 415 864,10	G		
NDWQ 01/23/24	Nkwakhwa Holdings	12/03/2024	Noordsberg CDC	R 171 701.25	G		
NDWQ 02/23/24	Eliyanda Services (Pty) Ltd	06/10/2023	Sgedleni Community Hall	R 156 481.50	G		
NDWQ 03/23/24	Khikhing & Trading Project	12/03/2024	Khanyisa Community Hall	R129 846.00	G		
NDWQ 05/23/24	Vitani Trading (PTY) LTD	12/03/2024	Ntubeni Hall	R 171 320.40		S	
NDWQ 06/23/24	Eliyanda Service (PTY) LTD	06/10/2023	Okwazini Community Hall	R142 839.38	G		
NDWQ 07/23/24	Nkwakhwa Holdings	06/02/2024	Ovanzini Community Hall	R159 954.76	G		
NDWQ 18/23/24	4SN Group	20/05/2024	Fencing of Magwaza CDC	R136 014.38	G		
NDWQ 59/23/24	Havilah Commercial Project	21/05/2024	Re-gravelling of Mona Bridge	R493 398.00	G		

NDWQ 24/23/24	4SN Group	05/06/2024	Thabani Luthuli Hall Electricity Installation	R 58 590.00	G		
NDWQ 17/23/24	Sibongile Bay	04/01/2024	Fencing of Mary Grey CDC	R 492 660.00	G		
NDWQ 18/23/24	Capital Power Project	19/09/2023	Installation of high mast light in various ward	R 1 090 000.00	G		
NDWQ 28/23/24	One up electro- Lighting	30/08/2023	Bhamshela Tele centre Electricity Installation	R 156 897.50	G		
NDWB 14/23/24	Schize Trading	31/08/2023	Ethafeni Concrete Access Road	R 997 153 ,50		S	
NDWB 60/23/24	Off Limits Projects	21/05/2024	Construction of Ndwedwe Disaster Management Centre – Fire Station	R 5 746 220,81	G		
NDWP 38/23/24	Mandaka Engineering Group	04/09/2023	Ndwedwe Town Infrastructure	R50 000 000: DTIC (CIP) + R29 000 000: Ndwedwe Total Project Value = (R79 000 000.00)	G		
NDWB 57/23/24	Phila Iso Group	21/05/2024	Construction of Nhlangwini access road in ward 01 – Regraveling	R 5 801 198.24		S	
NDWB 58/23/24	Mangadazi Trading	21/05/2024	Construction of Sambaba access road in ward 06 - Regraveling	R 2 933 383.20	G		
NDWB 09/23/24	A1 Electrical	23/08/2023	INEP Type 1 & 2 Electrification for 301 Households (Ward 3,5,12,13 & 14	R 8 600 000.00	G		



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 and four Directors are appointed on a fixed term contract in terms of Section 57 of the Municipal Systems Act 32 of 2000. On the 28 December 2023 the municipality was able to successfully appoint the Municipal Manager, Mr S.D.G Khuzwayo financial year 2023/2024.

The reviewed staff establishment of the Municipality was adopted and approved on 22 May 2024. 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 130 employees however 30 is contractually employed and 100 permanently employed.

TABLE 52: NUMBER OF EMPLOYEES PER DEPARTMENT

Department	Permanent employees	Contract employees
Office of the Municipal Manager	7	17
Finance	21	5
Department of Corporate Services	35	0
Department of Community Services	25	3
Economic Development and Planning	8	1
Technical Services	18	4
Total	114	30

HUMAN RESOURCE ACHIEVEMENTS

Prior to the inception of the 2016 elected Council, the municipality management committee had less than 10 members in its extended management committee. To date, the extended management committee has more than 21 members in its sitting. The greatest achievement is that the Department has appointed 1 Municipal Manager, 3 Directors, 2 Acting 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. Hlewane	CFO
4.	Ms T Motaung	Director Corporate Services
5.	Ms Z. Khuluse	Manager LED
6.	Ms S. Mthembu	Manager: Public Participation
7.	Mr S. Gwamanda	Manager Social Cohesion
8.	Ms V.L. Naidoo	Manager IDP & PMS
9.	Ms B Zulu	Manager: Internal Audit
10.	Mrs G Mthembu	Manager: Human Resource
11.	Mr N. Hlongwane	Manager Legal Services
12.	Mr MG Mkhwanazi	Manager Youth Development
13.	Mr S. Ngidi	Manager Budgeting & Reporting
14.	Mr T. Mlabla	Manager: Risk Management
15.	Mr S. Mthembu	Manager IT

16.	Ms NP Nkabinde	Manager Supply Chain Management
17.	Ms V. Malusi	Manager: Mayoralty
18.	Mr F Luthului	Manager: Public Works
19.	Mr T. Ngiba	Manager: Disaster Management

TABLE 53: NDWEDWE APPOINTEES FROM 2016 TO CURRENT

EMPLOYEE TOTALS, TURNOVER AND VACANCIES

SUMMARY NO. OF EMPLOYEES/STAFF FOR THE FINANCIAL YEAR 2023/2024

Department	Permanent employees	Contract employees
Office of the Municipal Manager	7	17
Finance	21	5
Department of Corporate Services	35	0
Department of Community Services	25	3
Economic Development and Planning	8	1
Technical Services	18	4
Total	114	30

TABLE 54: STAFF COMPLEMENT

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

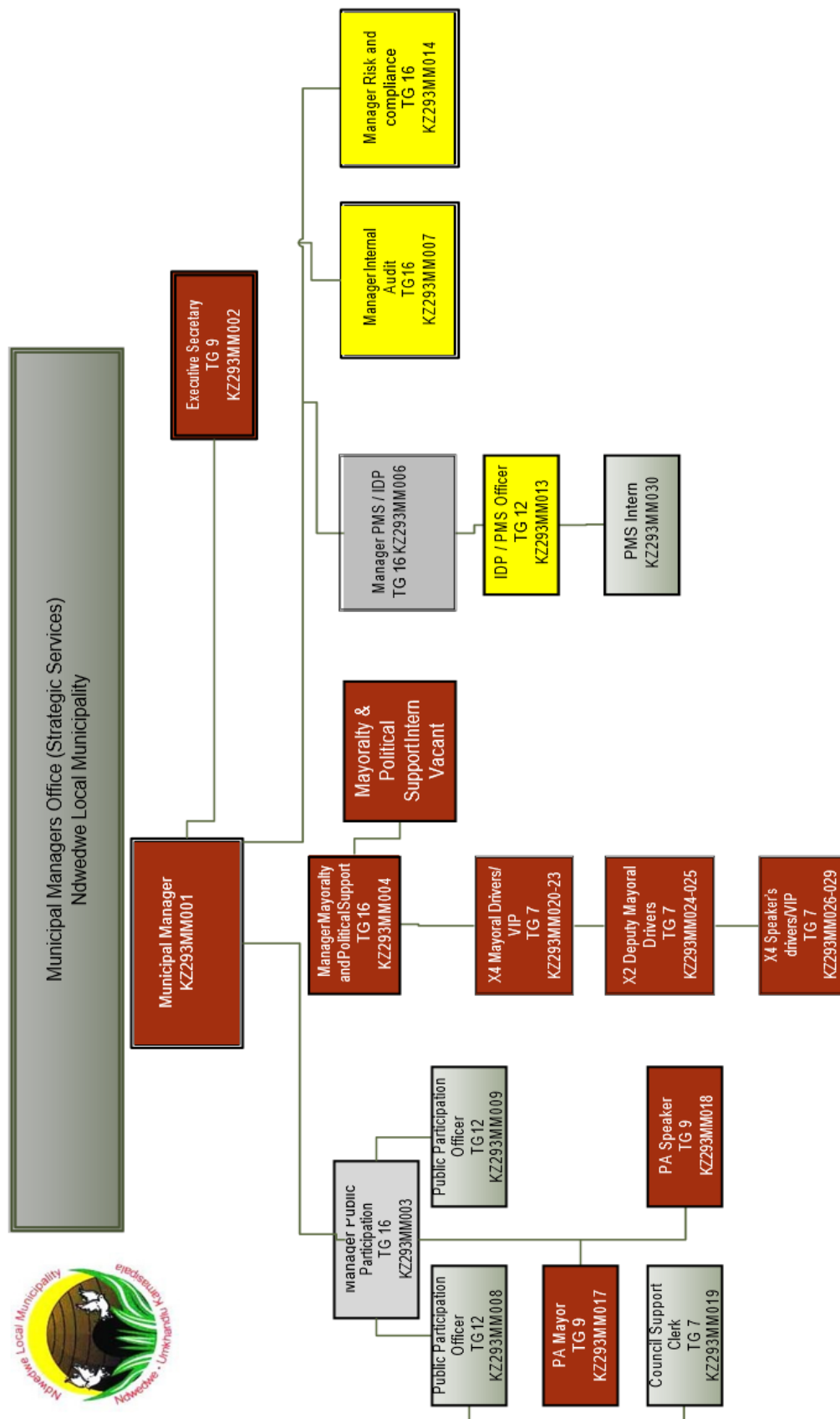
The Organogram below shows the structures of different departments within the Municipality. The number of filled posts, posts budgeted for, those not currently budgeted for as well as the contract post has been indicated.

LEGEND

FILLED	BUDEGETED/VACANT	NOT BUDGETED	CONTRACT

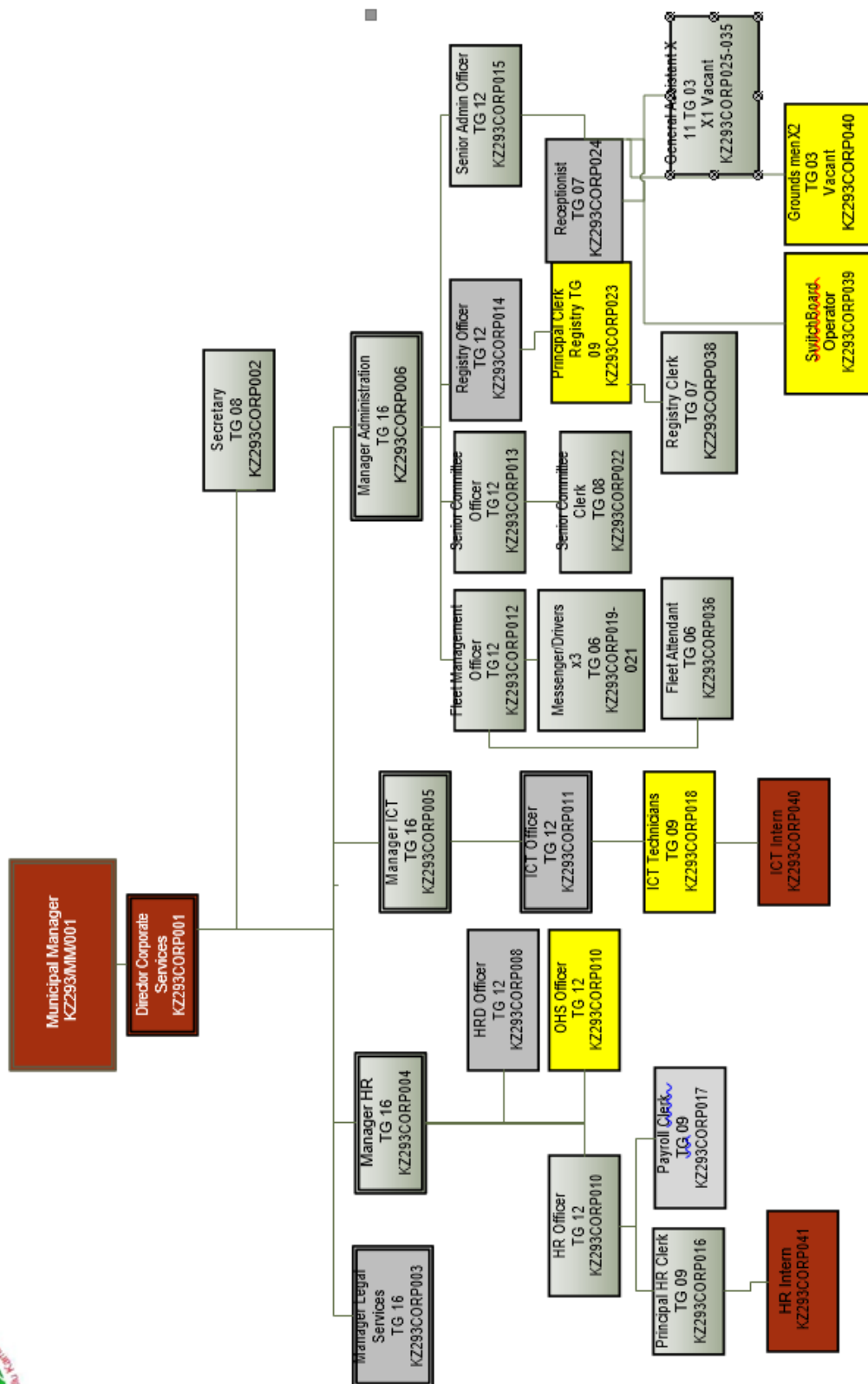
Ndwedwe Municipality Top Management Organisational Structure (KZN 293)

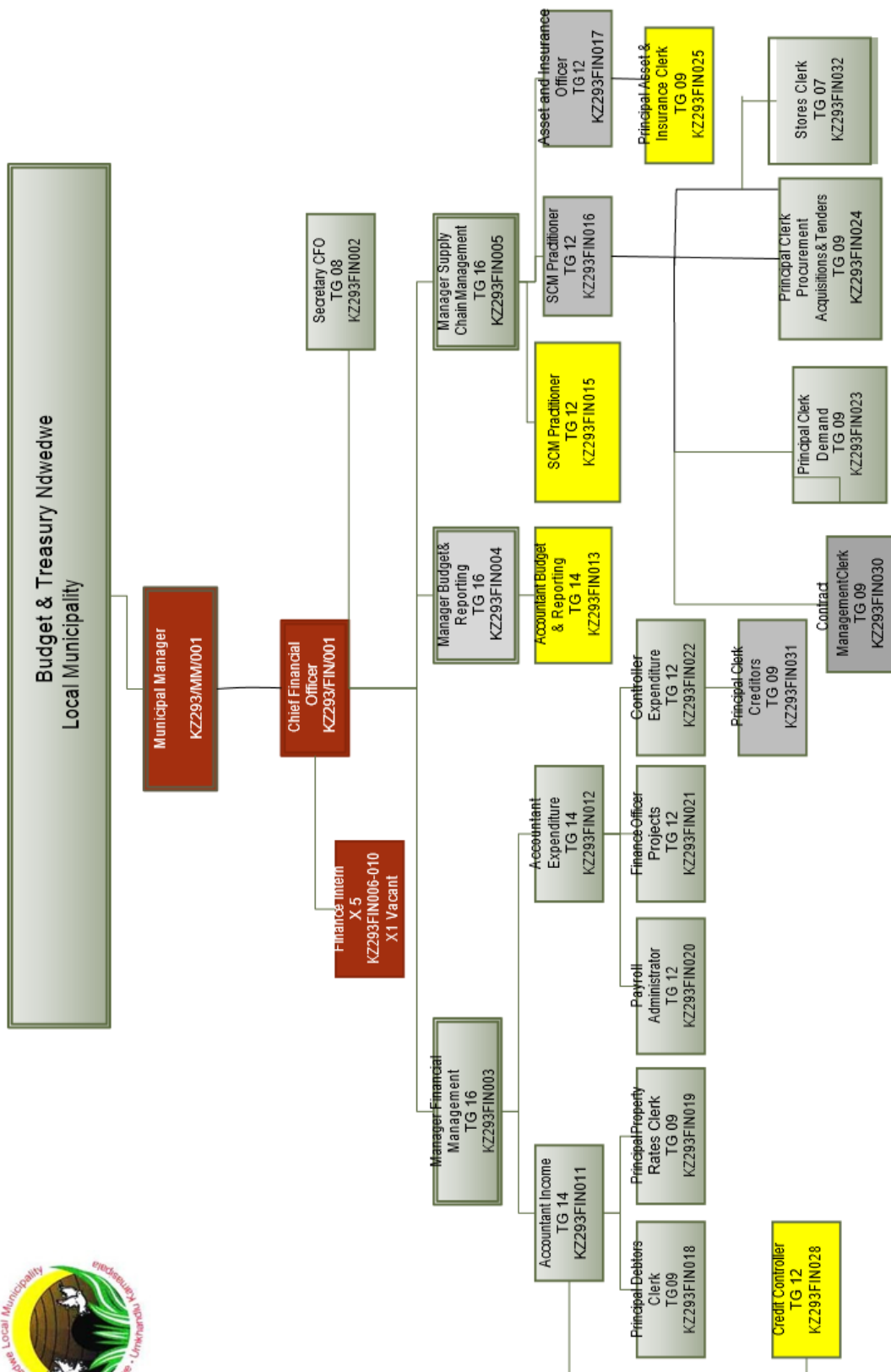


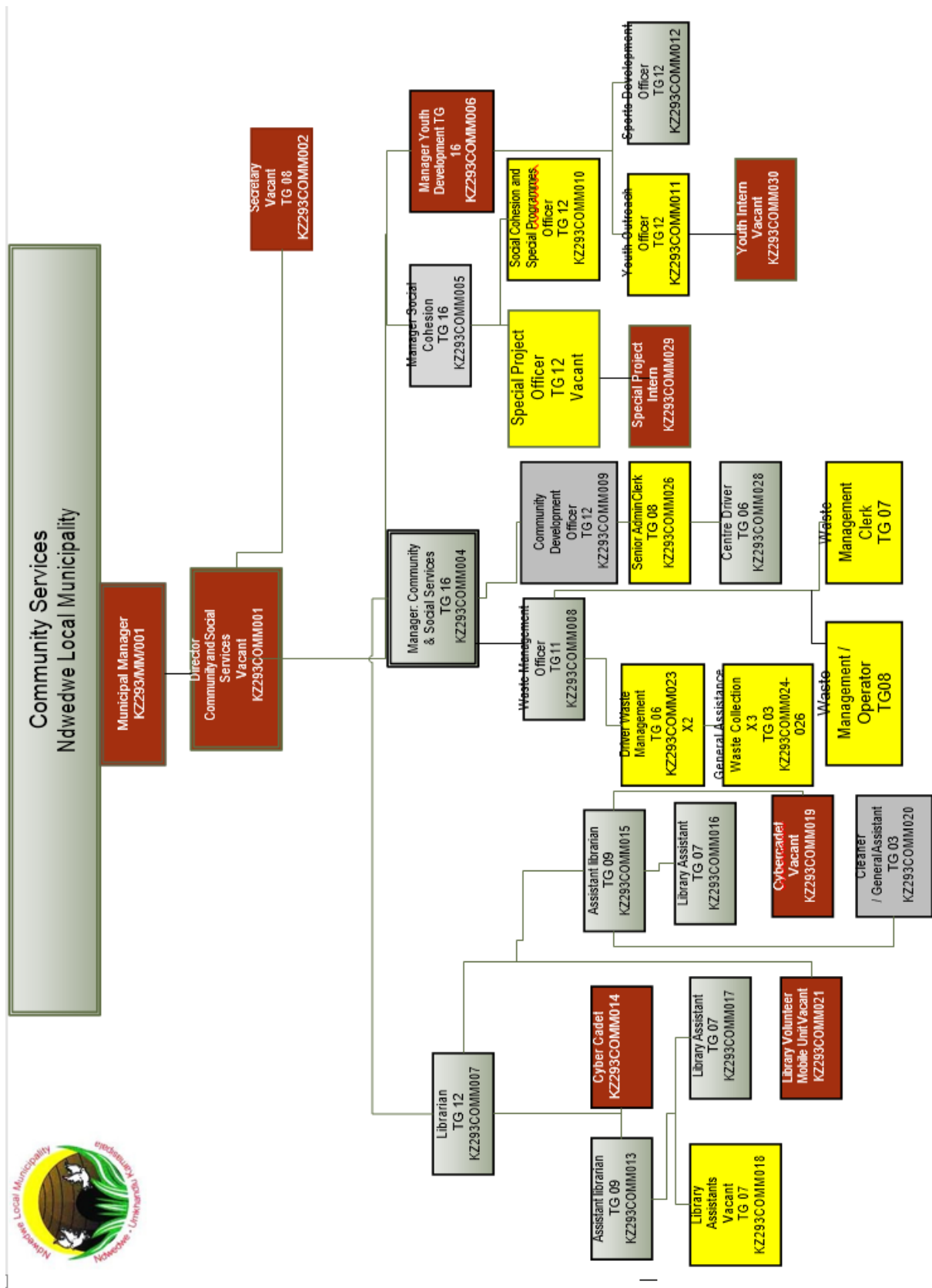


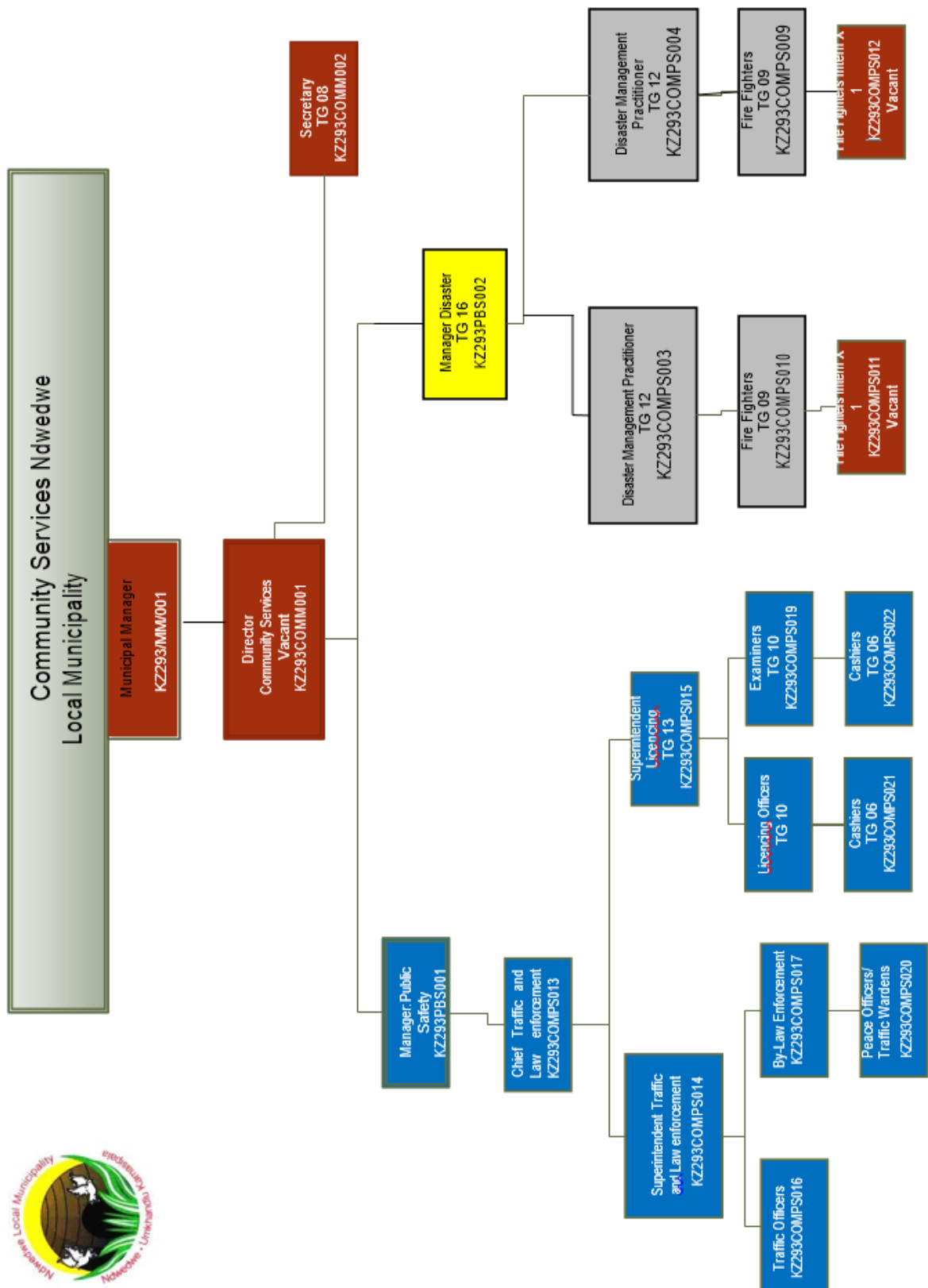


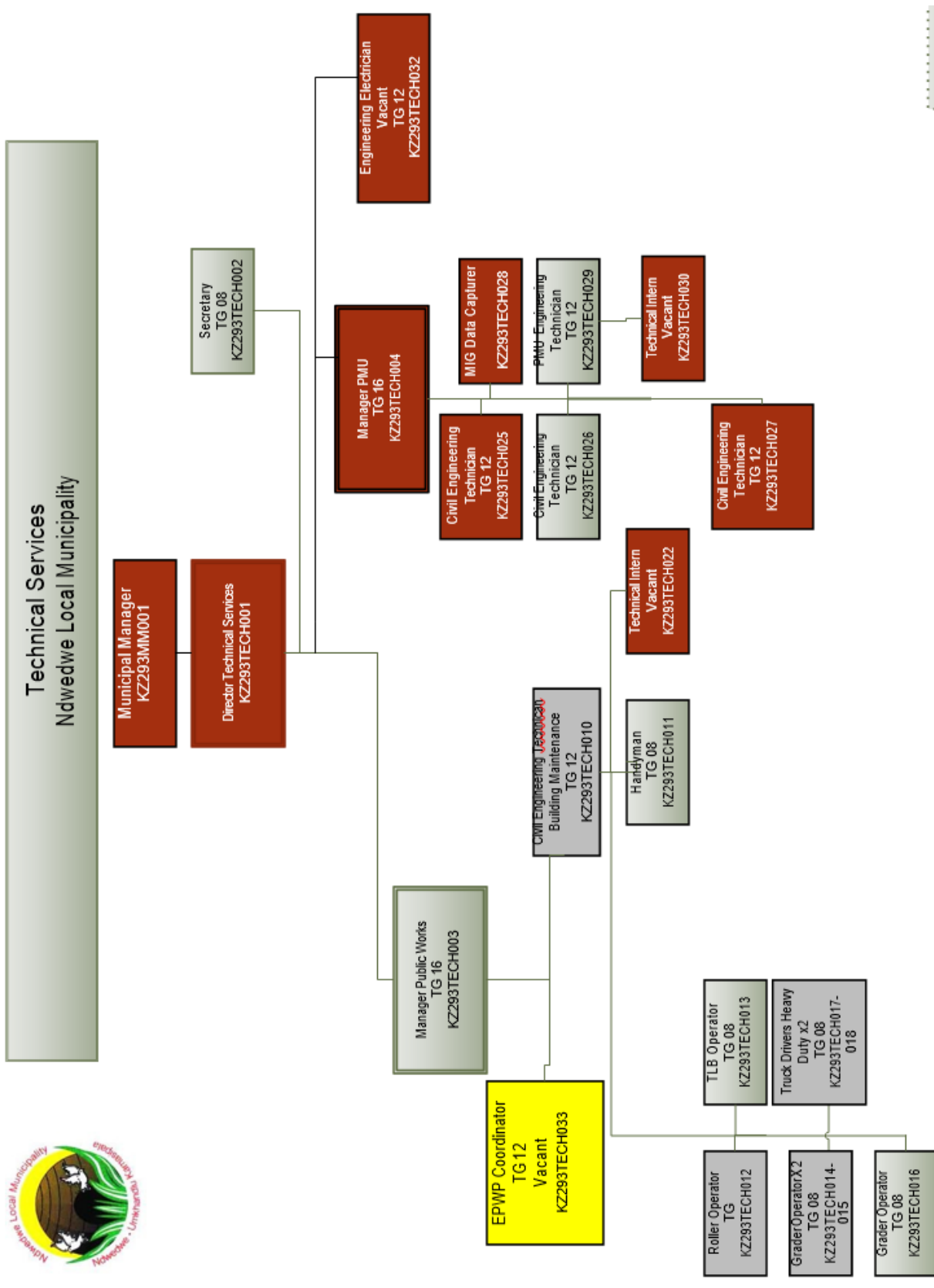
Corporate Services Ndwedwe Local Municipality

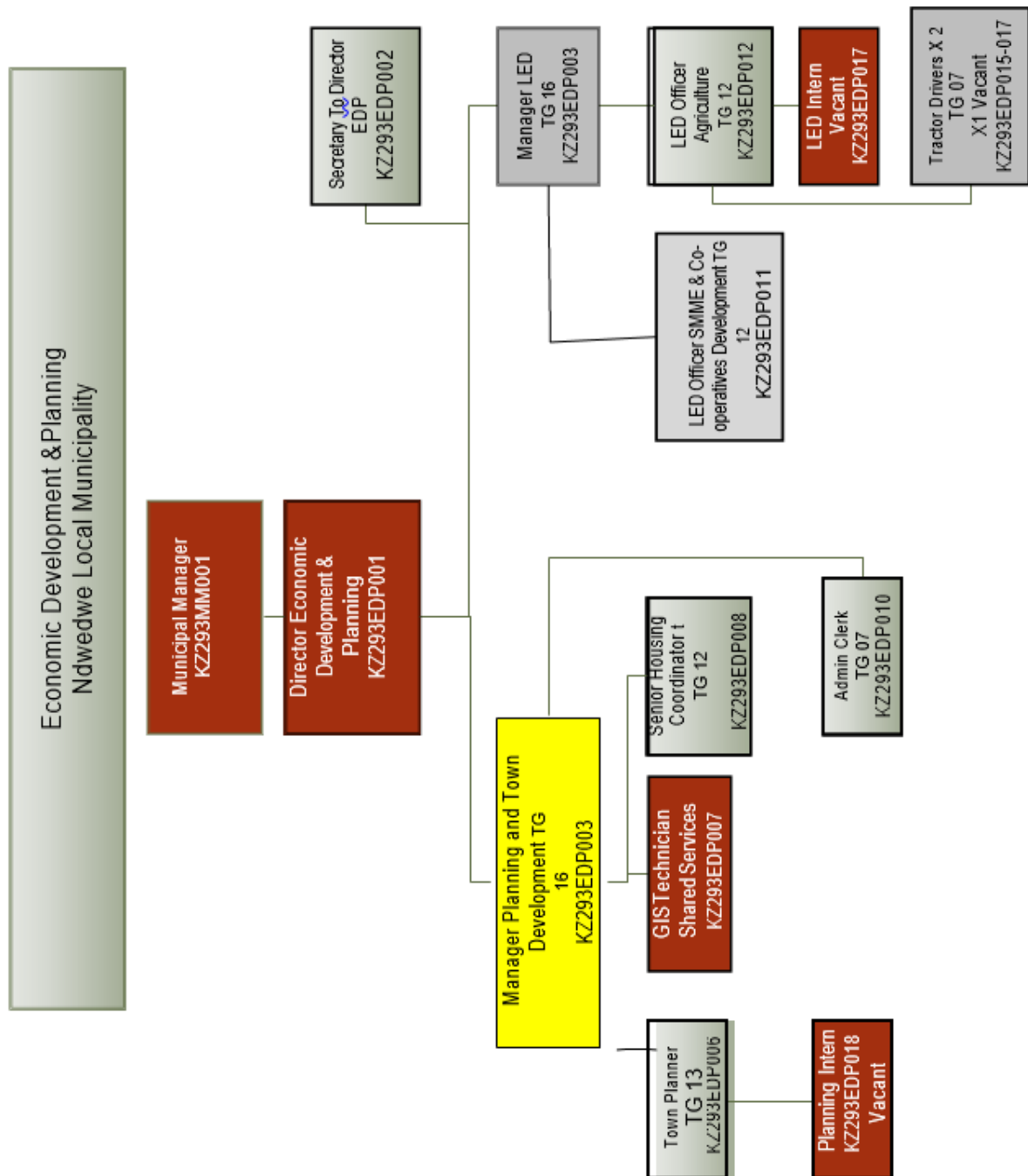












COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

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 vacant, the post will be filled on 1 July 2024 of the new financial year.** 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 Nhlankazi tourism project and Kwaoshe projects; there are food massification agricultural projects that are currently being implemented (e.g. Makhuluseni Project); the municipality is currently building agri-processing Manufactories closer to the Ndwedwe town centre. Studies regarding the development of nodal areas are currently being conducted; there are housing projects that are currently being implemented and some are being packaged as per the Housing Sector Plan.
- **Director Financial Services (CFO): 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 vacant, the post will be filled on 1 July 2024 of the new financial year. 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 Councillors	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	100%	Yes

	2. ICT Policy and Framework 3. ICT Security Control Policy 4. ICT User Access Management Policy 5. ICT Service Level Agreement Management Policy a. (External Service Providers/Vendors) 6. CT Disaster Recovery Policy 7. ICT Data Backup Recovery Policy 8. ICT Standard Operating Procedure 9. Hardware and Software Standardisation Policy		
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 55: 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 2022	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 2023/2024 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 56: 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

TABLE 57: EMPLOYEE & COUNCILLORS EXPENDITURE

Remuneration (Employees and Councillors to total expenditure)	Actual 2023-2024	Projected Figures 2024-2025	Projected Figures 2025-2026	Projected Figures 2026/2027
Remuneration (Employees total expenditure)	77 695 020	88 862 341	90 727 224	94 717 767
Remuneration (Councillors to total expenditure)	15 973 246	15 934 180	16 667 151	17 417 174

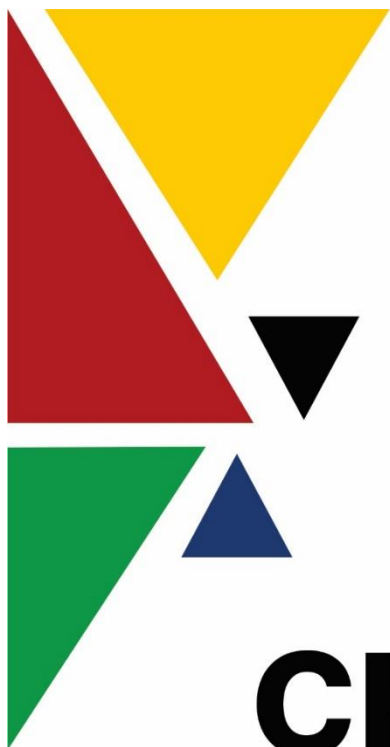
The employee related costs are determined by the approved organogram of the municipality. The municipality prepares the budget estimates for the next three years. The proposed budget estimates for employee related costs (including councillors' allowance) are as follows:

TABLE 58: EMPLOYEE AND COUNCILLORS TOTAL REMUNERATION

Employee Related Cost	Actual 2023/2024	Projected Figures 2024-2025	Projected Figures 2025-2026	Projected Figures 2026-2027
Totals	93 668 266	104 796 521	107 394 375	112 134 941

TABLE 59: EMPLOYEE & COUNCILLORS EXPENDITURE IN PERCENTAGE FORM

Remuneration both employees and councillors to total expenditure	Actual 2023/2024	Projected Figures 2024-2025	Projected Figures 2025-2026	Projected Figures 2026-2027
Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100	33%	40%	42%	45%



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 2023/2024

Ndwedwe Local Municipality			
Annual Financial Statement for the year ended 30 June 2024			
Statement of Financial Performance			
Figures in Rand	Notes	2024	2023
Revenue			
Revenue from exchange transactions			
Service charges	18	597 911	579 998
Construction contracts	19	10 299 024	8 639 385
Rental of facilities and equipment	20	622 384	682 124
Agency services	21	185 450	157 363
Licenses and permits	22	19 043	30 906
Other income	23	5 448 008	1 575 844
Interest received - investment	24	9 767 404	8 254 288
Total revenue from exchange transactions		26 939 224	19 919 908
Revenue from non-exchange transactions			

Taxation revenue			
Property rates	25	18 987 935	18 533 200
Interest received (trading)	26	1 149 664	1 023 938
Transfer revenue			
Government grants & subsidies	27	245 328 544	231 620 523
Public contributions and donations	28	7 100	53 241
Total revenue from non-exchange transactions		265 473 243	251 230 902
Total revenue		292 412 467	271 150 810
Expenditure			
Employees related cost	29	(77 695 020)	(68 135 383)
Remuneration of councillors	30	(15 973 246)	(15 411 408)
Depreciation and amortisation	31	(33 962 321)	(29 957 343)
Debt Impairment	32	(1 781 479)	(399 002)
Lease rentals on operating lease	33	(1 076 655)	(1 290 786)
Finance Cost	34	(414 000)	(376 000)
Contracted services	35	(71 058 724)	(67 338 153)
Transfers and Subsidies	36	(4 497 901)	(4 368 398)
Increase in leave accrued	37	(1 241 069)	(75 012)
General expenses	38	(44 559 253)	(41 390 868)
Total expenditure		(252 259 668)	(228 742 353)
Operational surplus/(deficit)		40 152 799	42 408 457
Loss on disposal of assets and liabilities		(5 740 364)	(124 824)
Actuarial gains/losses		91 190	50 944
Impairment Loss		(22 722 620)	(9 991 227)
Inventories losses/write-downs			(24 224)
Total expenditure		(28 371 794)	(10 089 331)
Surplus for the period		11 781 005	32 319 126

- 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 MANAGEMENT

Assets are managed and maintained by the Finance Directorate under which provision is made in respective operational budgets for maintenance over the life cycle of the asset. The SCM unit is responsible for maintaining the asset register, annual asset counts, capturing of newly acquired assets on the asset register and the removal of obsolete or written off assets from the asset register. The Municipality's asset register is GRAP compliant and is accessed from the municipality's financial system Sage Evolution. Ndwedwe Local Municipality make use of a number of operating ratios and indicators to enable to benchmark financial performance.

- FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

- CURRENT RATIO

Current Ratio

Current Asset / Current Liability

	2.7
Current Assets	89 949 554
Current Liabilities	33 856 978

- COST COVERAGE

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

Cost Coverage

((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))

	4 Month
Cash and cash equivalents	71 396 653
Unspent Conditional Grants	1 755 261
Overdraft	-
Short Term Investments	-
Total Annual Operational Expenditure	280 719 652

- **DEBTORS COLLECTION RATE TO REVENUE**

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

Debtors Collection Rate

Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off) / Billed Revenue x 100.

	72%
Add: Gross Debtors closing balance	32 012 118
Add: Billed Revenue	18 987 935
Less: Gross Debtors opening balance	26 808 131
Less: Bad debts written Off	-
Divided: Billed Revenue	18 987 935

- **PROVISION FOR BAD DEBTS**

Bad Debts Written-off as % of Provision for Bad Debt

Bad Debts Written-off (Period under review) / Provision for Bad Debt (Period under review x 100

	0%
Consumer Debtors Bad debts written off	-
Consumer Debtors Current bad debt Provision	1 781 479

Net Debtors Days

((Gross Debtors - Bad Debt Provision) / Billed Revenue)) × 365

	581 days
Gross debtors	32 012 118
Bad debts Provision	1 781 479
Billed Revenue	18 987 935

- **CREDITOR SYSTEM EFFICIENCY**

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

Creditors Payment Period	
Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	
	10 days
Trade Creditors	5 597 058
Contracted Services	71 058 724
Repairs and Maintenance	7 133 825
General expenses	44 559 253
Bulk Purchases	
Capital Credit Purchases (<i>Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment</i>)	87 514 003

- **EMPLOYEE COSTS**

Table 60: Employee Related Cost

Employee related costs		
	2024	2023
Basic	54 683 998.00	49 603 044.00
Bonus	3 592 776.00	2 855 365.00
Medical aid - company contributions	3 676 588.00	3 124 062.00
UIF	331 975.00	302 644.00
Other payroll levies	465 625.00	601 702.00
Leave pays provision charge	782 981.00	841 592.00
Defined contribution plan	9 636 446.00	7 868 761.00
Overtime payments	620 439.00	478 389.00
Long-service awards	421 785.00	395 000.00
Car allowances	2 556 678.00	1 300 828.00
Housing benefits and allowances	396 746.00	236 754.00
Uniform allowances	510 000.00	510 000.00
Bargaining council	18 983.00	17 242.00
Total	77 695 020.00	68 135 383.00

- REPAIRS AND MAINTENANCE

Table 61: REPAIRS AND MAINTENANCE

Ndwedwe Local Municipality expenditure on repairs and maintenance				
	Budget year 2023/2024		Actual 2023/2024	
Description	Original Budget	Adjustment Budget	Audited outcome	variance
Maintenance of Furniture and Office Equipment	55 000	60 000	36 824	23 176
Maintenance of Buildings and Facilities	2 600 000	2 166 000	2 108 562	57 438
Maintenance of Other Assets	750 000	692 000	686 884	5 116
Maintenance of vehicles	2 650 000	2 895 000	3 039 490	- 144 490
Maintenance of Roads	1 400 000	1 320 000	1 262 065	57 935
Total	7 455 000	7 043 000	7 133 825	-825

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

- CAPITAL SPENDING ON 5 LARGEST PROJECTS

Ndwedwe Local Municipality Capital Expenditure on 5 Largest Project			
	2023/2024	Actual 2023/2024	
Description	Budget	Audited outcome	variance
Ndwedwe Municipal Offices	14 567 826	16 297 945	-1 730 119
Ndwedwe Town Development Road	13 893 006	10 939 546	2 953 460
Msengeni CDC in ward 08	10 112 608	10 088 748	23 860
Hlalahle CDC in ward 07	9 881 452	9 782 293	99 159
Makhawula/Ntaphuka CDC	7 369 304	7 531 507	-162 203
Total	55 824 196	54 640 036	1 184 157

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.

Bank	Financial Year	Balance
ABSA	2023/2024	10 728 978
Standard Bank	2023/2024	13 877 938
Investec	2023/2024	33 066 835
Nedbank	2023/2024	9 681 218
First National Bank	2023/2024	530 237

- 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 January 2023 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 2023/2024 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 62: BID SPECIALISATION COMMITTEE MEMBERS

BID SPECIFICATION COMMITTEE
LIZIWE MHATU (CHAIRPERSON)

SIYABONGA NYOKA
STHEMBILE MNGADI (SCRIBER)
NOKUKHANYA NGOBESE (SCM)
CHRIS KHOZA
AKHONA NGCOBO

TABLE 63: BID EVALUATION COMMITTEE MEMBERS

BID EVALUATION COMMITTEE
SANELE MTHEMBU (CHAIRPERSON)
THULILE FAYA (SCRIBER)
MZOKHONA MKWANAZI
RICHARD MTHOMBO
BONGILE NDLOVU (SCM)
SEBENZILE NGUBANE
NOKULUNGA MTSHALI (SCRIBER)
SAKHISENI GUMEDE

TABLE 64: BID ADJUDICATION COMMITTEE MEMBERS

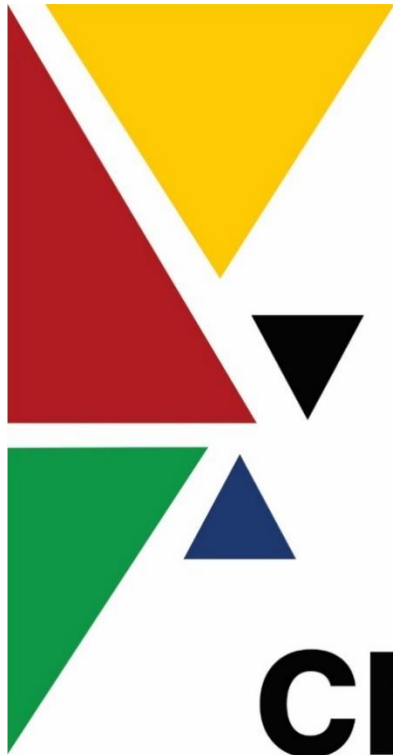
BID ADJUDICATION COMMITTEE
XOLANI HLEKWANE (CHAIRPERSON)
DUMISANI MZOLO
LIZIWE MHATU
ZEMPILO KHULUSE
MATI NKABINDE (SCM)
PHUMZILE MBONAMBI
BABONGILE NGCOBO (SCRIBER)

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 July 2024. A copy a SCM Policy is attached at **Annexure O1**.

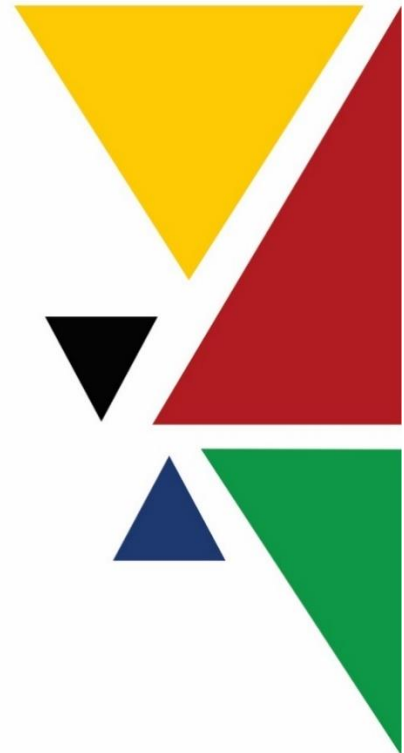
GRAP COMPLIANCE

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



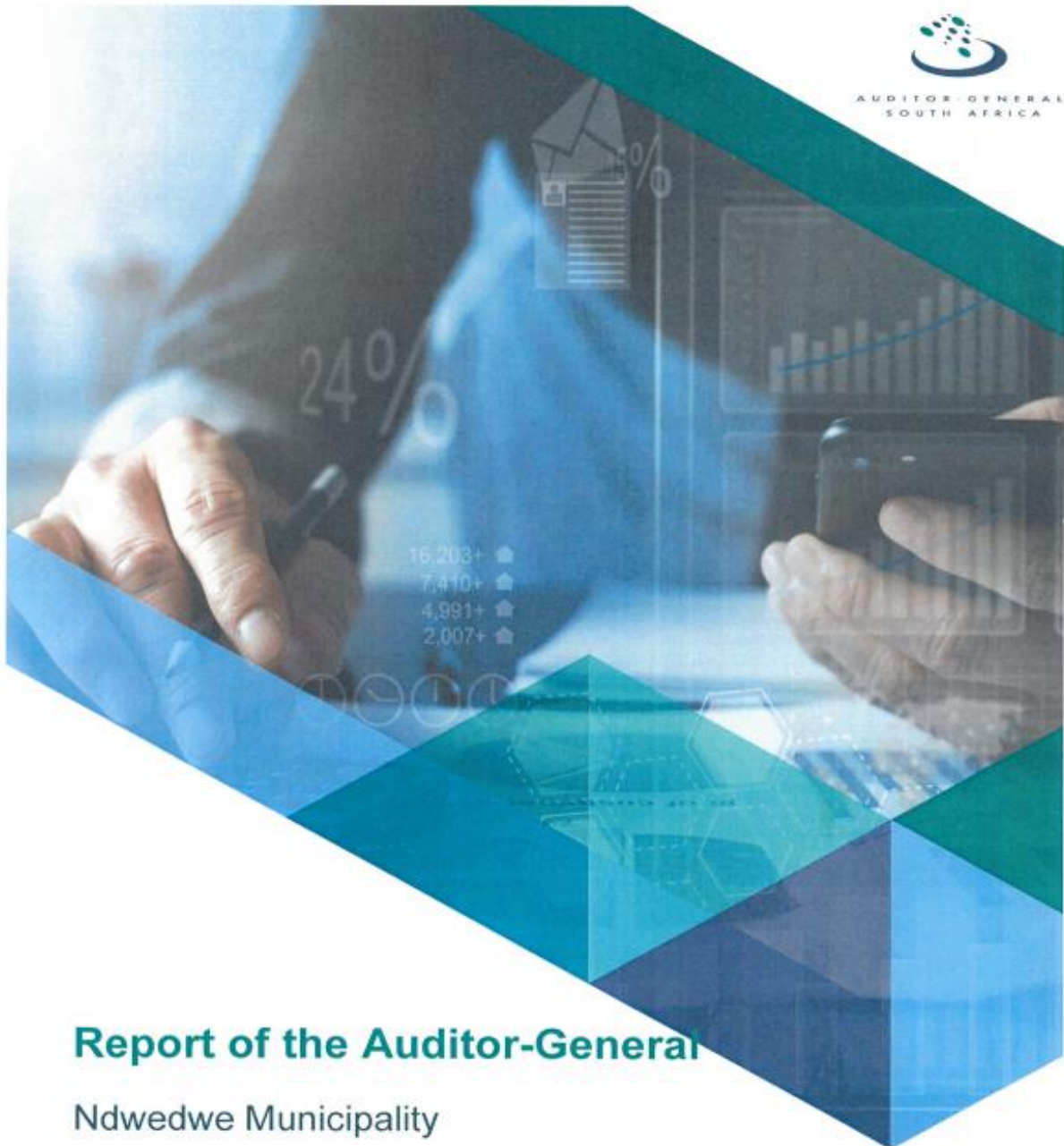
CHAPTER 6: AUDITOR-GENERAL AUDIT FINDINGS

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 2024 is attached as Appendix A/A1. The Audit Action Plan is attached at Appendix B1/B2.

COMPONENT A: AUDITOR-GENERAL OPINION ON FINANCIAL STATEMENTS YEAR 2023/2024



Report of the Auditor-General

Ndwedwe Municipality

2023-24

Date: 30 November 2024

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

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Ndwedwe Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2024, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ndwedwe Municipality as at 30 June 2024 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practices (GRAP) and the requirements of the Municipal Finance Management Act of South Africa No. 56 of 2003 (MFMA) and the Division of Revenue Act No. 5 of 2023 (Dora).

Basis for opinion

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

Emphasis of matters

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

Material impairments - capital assets

7. As disclosed in note 8 and 39 to the financial statements, the municipality recognised an impairment loss of R22,72 million (2022-23: R9,99 million) as a result of damage to capital assets caused by vandalism and natural disasters.

Material impairments - consumer debtors

8. As disclosed in note 6 to the financial statements, the municipality recognised an impairment provision on consumer debtors of R18,25 million (2022-23: R16,47 million) as the recoverability of these amounts was doubtful.

Restatement of corresponding figures

9. As disclosed in note 53 to the financial statements, the corresponding figures for 30 June 2023 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2024.

Other matters

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

Unaudited disclosure notes

11. In terms of section 125(2)(e) of the MFMA, the particulars of non-compliance with the MFMA should be disclosed in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

Unaudited supplementary schedules

12. The supplementary information set out on pages XX to XX does not form part of the financial statements and is presented as additional information. I have not audited this schedule and, accordingly, I do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

13. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the MFMA and Dora; and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
14. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

15. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are

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considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

16. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 8, forms part of our auditor's report.

Report on the audit of the annual performance report

17. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected key performance area presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

18. I selected the following key performance area presented in the annual performance report for the year ended 30 June 2024 for auditing. I selected a key performance area that measures the municipality's performance on its primary mandated functions and that is of significant national, community or public interest.

National key performance area	Page numbers	Goal
Basic Service Delivery and Infrastructure	[XX]	To facilitate the provision of sustainable infrastructure delivery.

19. I evaluated the reported performance information for the selected key performance area against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the municipality's planning and delivery on its mandate and objectives.

20. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the municipality's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the municipality's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated

- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable
- there is adequate supporting evidence for the achievements reported and measures taken to improve performance.

21. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

22. I did not identify any material findings on the reported performance information for the selected key performance area.

Other matters

23. I draw attention to the matters below.

Achievement of planned targets

24. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or underachievement / measures taken to improve performance.

25. The table that follows provides information on the achievement of planned targets and lists the key indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets / measures taken to improve performance are included in the annual performance report on pages [xx to xx].

Basic Service Delivery and Infrastructure

Targets achieved: 71%		
Budget spent 100%		
Key indicator <u>not</u> achieved	Planned target	Reported achievement
TS01 - Percentage of Construction of Hlalakahle Community Development Centre to be completed by deadline.	90%	81.4%
TS03 - Percentage of Construction of Makhawula/Ntaphuka Community Hall to be completed by deadline.	100%	77.6%
TS28 - Percentage of Construction of Disaster and Emergency Services Establishment ward 15 to be completed by deadline.	30%	25%
TS29 - Percentage of Construction of preparations for household connections to be energised by ESKOM to be completed by deadline.	100%	10%

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TS30 - Number of kilometres of Construction for the regravelling of Sambaba Access Road (Site establishment and site clearance, Road base layer, drainage system) to be completed by deadline.	1.50km	0.825km
TS31 - Number of kilometres of Construction for the regravelling of Nhlanguini Access Road (Site establishment and site clearance, Road base layer, drainage system) to be completed by deadline.	5.60 km	2.46km
TS32 - Number of kilometres of Construction works of Ndwedwe Town Access Road (Site establishment, Site clearance, Roadbed base layer, black top Asphalt layer, drainage system, Street lights, mini-substation & Water/Sewer) to be completed by deadline.	1.80 km	1.19km

Material misstatements

26. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for Basic service delivery and infrastructure. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

Report on compliance with legislation

27. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the municipality's compliance with legislation.
28. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
29. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the municipality, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
30. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Expenditure management

31. Reasonable steps were not taken to prevent irregular expenditure amounting to R2,59 million as disclosed in note 48 to the annual financial statements, in contravention of section 62(1)(d) of

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the MFMA. The majority of the irregular expenditure was caused by the required number of quotations not being obtained and awards made to suppliers whose tax clearances were not in order.

32. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R36,75 million, as disclosed in note 49 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The unauthorised expenditure was caused by the non-cash items that were not budgeted for.

Procurement and Contract management

33. Some of the goods and services within the prescribed transaction value for competitive bids were procured without inviting competitive bids, as required by Supply Chain Management Regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM Regulation 36(1).
34. Some of the contracts were accepted from bidders whose tax matters had not been declared by the South African Revenue Service to be in order, in contravention of Supply Chain Regulation 43. Similar non-compliance was also reported in the prior year.
35. Some of the construction contracts were awarded to contractors that were not registered in the class of construction works to which the project relate in accordance with Construction Development Board Regulations 17.

Other information in the annual report

36. The accounting officer is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and the selected key performance area presented in the annual performance report that have been specifically reported on in this auditor's report.
37. My opinion on the financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
38. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected key performance area presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
39. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

40. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
41. The matters reported below are limited to the significant internal control deficiencies that resulted in the material findings on compliance with legislation included in this report.
42. Management did not implement adequate review controls the budgeting for non-cash items, causing material non-compliance with respect to expenditure management.
43. Management did not implement controls over the verification of the tax status of the winning bidders at the award date, resulting in material non-compliance with respect to procurement and contract management and expenditure management.
44. Proper controls were not in place to ensure compliance with laws and regulations over allocation of work to panel suppliers, resulting in instances of material non-compliance with respect to procurement and contract management.

AUDITOR - GENERAL

Pietermaritzburg

30 November 2024



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected key performance area and on the municipality's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause the municipality to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Municipal Finance Management Act 56 of 2003	Sections: 1, 11(1), 13(2), 14(1), 14(2)(a), 14(2)(b), 15, 24(2)(c)(iv), 28(1), 29(1), 29(2)(b), 32(2), 32(2)(a), 32(2)(a)(i), 32(2)(a)(ii), Sections: 32(2)(b), 32(6)(a), 32(7), 53(1)(c)(iii), 54(1)(c), 62(1)(d), 63(2)(a), 63(2)(c), 64(2)(b), 64(2)(c), 64(2)(e), 64(2)(f), Sections: 64(2)(g), 65(2)(a), 65(2)(b), 65(2)(e), 72(1)(a)(ii), 112(1)(j), 116(2)(b), 116(2)(c)(ii), 117, 122(1), 122(2), 126(1)(a), Sections: 126(1)(b), 127(2), 127(5)(a)(i), 127(5)(a)(ii), 129(1), 129(3), 133(1)(a), 133(1)(c)(i), 133(1)(c)(ii), 170, 171(4)(a), 171(4)(b)
MFMA: Municipal Budget and Reporting Regulations, 2009	Regulations: 71(1)(a), 71(1)(a)(b), 71(2)(a), 71(2)(b), 71(2)(d), 72(a), 72(b), 72(c)
MFMA: Municipal Investment Regulations, 2005	Regulations: 3(1)(a), 3(3), 6, 7, 12(2), 12(3)
MFMA: Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014	Regulations 5(4), 6(8)(a), 6(8)(b), 10(1)
MFMA: Municipal Supply Chain Management Regulations, 2017	Regulations: 5, 12(1)(c), 12(3), 13(b), 13(c), 16(a), 17(1)(a), 17(1)(b), 17(1)(c), 19(a), 21(b), 22(1)(b)(i), 22(2), 27(2)(a), 27(2)(e), Regulations: 28(1)(a)(i), 29(1)(a), 29(1)(b), 29(5)(a)(ii), 29(5)(b)(ii), 32, 36(1), 36(1)(a), 38(1)(c), 38(1)(d)(ii), 38(1)(e), 38(1)(g)(i), Regulations: 38(1)(g)(ii), 38(1)(g)(iii), 43, 44, 46(2)(e), 46(2)(f)
Municipal Systems Act 32 of 2000	Sections: 25(1), 26(a), 26(c), 26(h), 26(i), 29(1)(b)(ii), 34(a), 34(b), 38(a), 41(1)(a), 41(1)(b), 41(1)(c)(ii), 42, 43(2), Sections: 54A(1)(a), 56(1)(a), 57(2)(a), 57(6)(a), 66(1)(a), 66(1)(b), 67(1)(d), 74(1), 96(b)
MSA: Municipal Planning and Performance Management Regulations, 2001	Regulations: 2(1)(e), 2(3)(a), 3(3), 3(4)(b), 7(1), 8, 9(1)(a), 10(a), 12(1), 15(1)(a)(i), 15(1)(a)(ii)
MSA: Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to Municipal Managers, 2006	Regulations 2(3)(a), 4(4)(b), 8(1), 8(2), 8(3)
MSA: Regulations on Appointment and Conditions of Employment of Senior Managers, 2014	Regulations 17(2), 36(1)(a)
MSA: Disciplinary Regulations for Senior Managers, 2011	Regulations 5(2), 5(3), 5(6), 8(4)
MSA: Municipal Staff Regulations	Regulations: 7(1), 31

Legislation	Sections or regulations
Division of Revenue Act	Section 11(6)(b), 12(5), 16(1); 16(3)
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulations: 17, 25(7A)
Municipal Property Rates Act 6 of 2004	Section: 3(1)
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section: 34(1)
Preferential Procurement Policy Framework Act 5 of 2000	Sections: 2(1)(a), 2(1)(f)
Preferential Procurement Regulations, 2017	Regulations: 4(1), 4(2), 5(1), 5(3), 5(6), 5(7), 6(1), 6(2), 6(3), 6(6), 6(8), 7(1), 7(2), 7(3), 7(6), 7(8), 8(2), 8(5), 9(1), 10(1), 10(2), Regulations: 11(1), 11(2)
Preferential Procurement Regulations, 2022	Regulations: 4(1), 4(2), 4(3), 4(4), 5(1), 5(2), 5(3), 5(4)



AUDITOR-GENERAL
SOUTH AFRICA

The accounting officer
Ndwedwe Municipality
Private Bag X503
Ndwedwe
4342

30 November 2024

Reference: 21277REG23/24

Dear Mr.Khuzwayo

Report of the Auditor-General on the financial statements, annual performance report, compliance with legislation and other legal and regulatory requirements of Ndwedwe Local Municipality for the year ended 30 June 2024

1. The above-mentioned report of the Auditor-General is submitted herewith in terms of section 21(1) of the Public Audit Act No. 25 of 2004 (PAA) read in conjunction with section 188 of the Constitution of the Republic of South Africa, section 126(3) of the Municipal Finance Management Act 56 of 2003 (MFMA).
2. We have not yet received the other information that will be included in the annual report with the audited financial statements and the annual performance report and have thus not been able to establish whether there are any inconsistencies between this information and the audited financial statements, the annual performance report or our report on compliance with legislation. You are requested to supply this information as soon as possible. Once this information is received it will be read, and should any inconsistencies be identified, these will be communicated to you, and you will be requested to make the necessary corrections. Should the corrections not be made we will amend and reissue the audit report.
3. In terms of section 121(3) of the MFMA you are required to include the auditor's report in the municipality's annual report to be tabled.
4. Prior to printing or copying the annual report which will include the auditor's report you are required to do the following:
 - Submit the final printer's proof of the annual report to the relevant senior manager of the Auditor-General of South Africa for verification of the audit-related references in the auditor's report and for confirmation that the financial statements, annual performance report and other information are those documents that have been read and audited. Special care should be taken with the page references in your report, since an incorrect reference could have audit implications.
 - The signature *Auditor-General* in the handwriting of the auditor authorised to sign the audit report at the end of the hard copy of the audit report should be scanned in when preparing to print the report. This signature, as well as the place and date of signing and the Auditor-General of South Africa's logo, should appear at the end of the report, as in the hard copy that is provided to you. The official logo will be made available to you in electronic format.
5. Please notify the undersigned Senior Manager well in advance of the date on which the annual report containing this audit report will be tabled.



AUDITOR-GENERAL
SOUTH AFRICA

6. The confidentiality of information obtained in an engagement must be observed at all times. In terms of section 50 of the PAA and the International Code of Ethics for Professional Accountants of the International Ethics Standards Board for Accountants (*including International Independence Standards*), members of the staff of the Auditor General (AG), or an audit firm appointed in terms of section 25 of the PAA, may not disclose or make available any information obtained during an audit, other than the final auditor's report, to any third party without the permission of the AG or his/her delegate, unless this is to a legislature or internal committee of a legislature or a court in a criminal matter.
7. Until the steps described in paragraphs 2 and 4 of this document are completed and the annual report is tabled as required by section 127(2) of the MFMA, the audit report is not a final and public document, and you are therefore requested to treat it as confidential.
8. Your cooperation to ensure that all these requirements are met would be much appreciated.

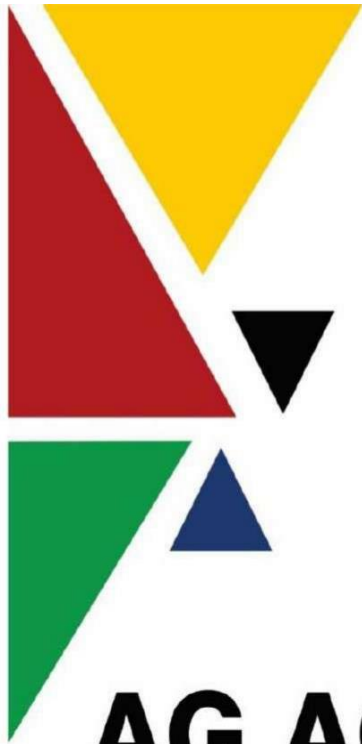
Kindly acknowledge receipt of this letter.

Yours sincerely

Signed

Senior Manager: KwaZulu-Natal

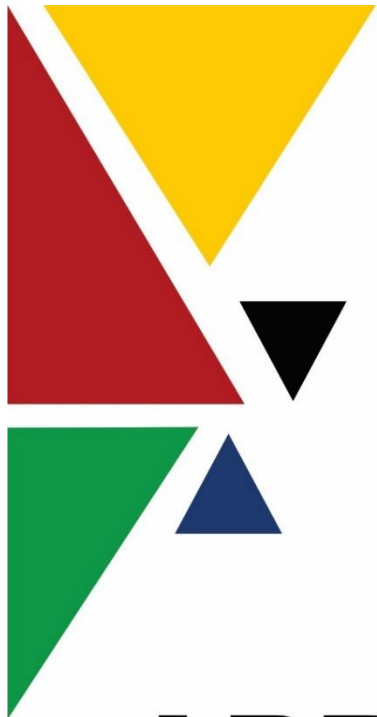
Enquiries: Zanele Masiko
Email: zanelemas@agsa.co.za



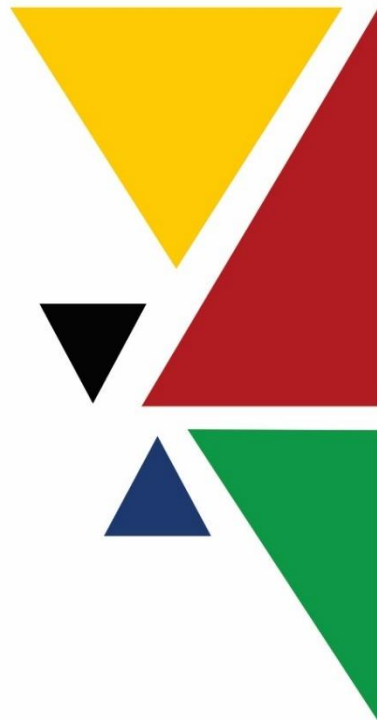
AG ACTION PLAN 2023/2024



A copy of the AG Action Plan is attached at Appendix B1-B2.



APPENDICES



Appendix A: Ndwedwe LM Audited Annual Performance (word)

Appendix A1: Ndwedwe Audited APR 2023/2024 (excel) for the year ended 30 June 2024

Appendix B: Auditor General Opinion on Financial Statements

Appendix B1: Audit Action Plan Part 1

Appendix B2: Audit Action Plan Part 2

Appendix C: Councillors; Committee Allocation and Council Attendance

Appendix D: Committee and Committee Purpose

Appendix E: Third Tier Administrative structure

Appendix F: Functions of Municipality/Entity

Appendix G: Recommendations of the Municipal Audit Committee

Appendix H: Long term Contracts and Public Private Partnership

Appendix I: Municipal Entity/Service Provider Performance Schedule

Appendix J: Disclosure of Financial Interest

Appendix K: Revenue Collection Performance

Appendix K (i): Revenue Collection Performance by Vote

Appendix K (ii): Revenue Collection Performance by Source

Appendix L: Conditional Grants Received: Excluding MIG

Appendix M: Capital Expenditure - New & Upgrade/Renewal Programmes: Including MIG

Appendix M(i): Capital Expenditure - New Assets Programme

Appendix M(ii): Capital Expenditure - Upgrade/Renewal Programme

Appendix N: Capital Programme by Project current year

Appendix O: Capital Programme by project by Ward current year

Appendix P: Service Connection Backlogs at Schools and Clinics

Appendix Q: Service Backlogs Experienced by the Community where another Sphere of Government is Responsible for Service Provision
Appendix R: Declaration of Loans and Grants Made by the Municipality Volume II: Annual Financial Statements
Appendix S: Declaration of Returns not Made in due Time under MFMA s71
Appendix T: National and Provincial Outcome for local government

Volume II: Ndwedwe LM Audited Annual Financial Statements (AFS)

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	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 “what we use to do the work”. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	• 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 "what we wish to achieve".
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

